

Unravelling the Impact of Leadership Styles on Workplace Well-being: Fueling or Alleviating the Flame

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Abstract

Leadership style and its effect on employee happiness in India's service industry is the focus of this study. Banking, education, hospitals, information technology and related services, manufacturing operations, and tourism were the six main divisions into which the industry was divided. In order to carry out this study, questionnaires were sent out. Participants in the study were professional personnel from various service sectors in India; 516 out of 550 questionnaires provided were included. This study's results show that autocratic leadership styles, characterized by harsh regulations and tyrannical actions, alter the work atmosphere. When such behavior is prevalent in a business, workers lose motivation and perform poorly. In contrast, when a more democratic style of leadership is used, people feel content and are more likely to be persuaded to complete their tasks. People who work there have strong feelings of attachment and community. Group members who are more prone to allocate their resources elsewhere managed by an autocratic leader, according to the data. It didn't matter if they acknowledged favorable personal benefits from the leader; most group members preferred an autocratic leader over a democratic one. This shows that the parts of an authoritarian leader's style that deal with procedures are more harmful than the parts that deal with distribution. Therefore, authoritarian leadership isn't the best option for the labor force and its employees in the long term.

Keywords: Leadership Styles, Autocratic Style, Democratic Style, Workplace Well-being, Service Sector

Introduction

Leadership style's impact on workplace dimensions is increasingly being recognized in modern organizations.

Exploring the impact of leadership style on employee well-being is crucial. Leadership influences organizational culture and dynamics, shaping the work environment. Leadership is defined as inspiring one's followers to work toward common objectives (Yukl, 1998). It is, therefore, not surprising that there has been a lot of focus on measures to motivate the staff to reach the objective. When compared to more traditional styles of leadership, such as transactional leadership, research consistently demonstrates that transformational leadership is superior at achieving corporate goals (Bass, 1990; Dubinsky et al., 1995; Awamleh, 1999; Conger, 1999). People believe that a leadership style is crucial for reaching the goals of the organization, and the style of leadership also affects the health of the workplace (Barling et al., 1996; Berson et al., 2001). A leader attempts to unite their followers in order to accomplish the organization's objectives through the social process of leadership (Wendt et al., 2009). Benson et al. (2001) say that group dynamics get better when one person has social power over other group members. Influence is an interpersonal idea that includes both the influencer and the influenced. It describes events in which one person tries to reach a goal by changing the behavior of another person or group within certain limits (Barling et al., 1996).

To ensure that employees are happy and healthy on the job, leaders must foster an atmosphere that encourages their full potential (Kane-Urrabazo, 2006). Leaders influence the immediate work environment, subsequently impacting employees' perceptions of their roles and, consequently, their health and well-being (Wong et al., 2010). The study completed with Ingersoll et al. (2002);

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Kelloway and Day (2005) and Stouten et al. (2010) discovered that when leaders fail to ensure that workplaces facilitate employees' capacity to engage in meaningful work, employees may become fatigued in their pursuit of work objectives, so impeding performance and ultimately deteriorating their health and well-being. The study conducted by (Garg et al., 2021) reveals that among university professors, gratitude has a significant impact on how social intelligence and successful leadership interact. Research has shown that authoritarian leadership philosophies tend to be less effective than democratic ones (Kuoppala et al., 2008). The findings of study by (Punia, 2002) propose that a nuanced understanding of emotions plays a crucial role in prompting leadership efficiency. The rate of growth of a company is directly correlated to the management team's approach to leading, directing, and managing the workforce. On the other side, when leaders and managers are able to successfully guide, counsel, or regulate their subordinates, the latter will be more invested in their work (Wendt et al., 2009). There are managers out there who don't do their duties well, and when that happens, employees start to take their duties for granted, which is bad for productivity. Adamaechi and Romaine (2002) state that the function of the leader is crucial to the success or failure of any group or organization, as it dictates the fate of any partnership or group. Consequently, a company's management team is crucial to the company's success. As a result, the company needs leaders with plenty of expertise. There have been so many writers who have defined the idea of leadership in their own words. According to Tannanbau et al. (1961), leadership is the art of influencing others in a circumstance to achieve a goal or goals by the use of communication. A leader is defined as "someone who has followers," according to (Peter Drucker, 2003). Influence is necessary to attract followers, but it does not preclude acting dishonestly to do so. The capacity of the leader as an individual is the primary emphasis of the leadership definition proposed by Warren Bennis (2003) i.e. "Leadership is a function of knowing yourself, having a vision that is well communicated, building trust among colleagues, and taking effective action to realize your own leadership potential". Bass (1990), Lewin et al. (1939), Vroom and Yetton (1973), and Yukl (1989) were among the leadership literature that characterized three broad types of group leadership: autocratic, democratic, and laissez-faire. Several studies (Ram, 2010; Mgbodile, 2004; Melling & Little, 2002) examined authoritarian, democratic, and laissez-faire approaches to leadership.

Literature Review

Autocratic Leadership Style

By definition, an autocratic leader is one who governs with brutality and does not let go of power. In his role, he acts as the center of attention for the entire organization. Since he was the one who started it all, he is naturally pivotal when it comes to making decisions. He oversees everything and makes all the calls on his own. (Khan et al., 2015) notes that under authoritarian leadership, the leader has the lion's share of decision-making and power. He considers his subordinates' input into decision-making to be a complete waste of time since he is confident in his own superior ideas. According to (Melling & Little, 2002), autocratic leaders are characterized by their extreme dominance, centrality, and authority. He pushes everyone to follow his orders and ruthlessly suppresses any disagreement.

When employees are unhappy with their boss's autocratic management style, they may act out in a variety of ways, including being tardy to work, cutting back on their productivity, destroying their own work, asking for a transfer, or even voluntarily quitting the organization. Because his supporters perceive him as a "one man show," the authoritarian leader struggles to gain their true love, support, and cooperation. (Yalokwu, 2000; Canadian Association of Student Activity Advisers, 2004; Umeakuka, 2005) state that autocratic leaders do not trust their subordinates, make decisions without consulting them, dictate tasks to them, provide detailed instructions, and act independently when forming group policies. They refuse to take criticism from those under them because they are certain that they are right every time. They went on to state that an autocratic leader demands total obedience from their followers, regardless of how well those followers understand the leader's views. An autocratic boss is narcissistic and believes he knows best when it comes to solving organizational complexities.

Democratic Leader Style

Democratic leaders not only invite team members to participate in decision-making, but they also encourage team members to work freely without pressure. Democratic leaders empower their team members to take ownership of their own destiny by motivating them

to work hard not only for financial gain but also for the promotion they deserve. Because employees participate in decision-making, this approach may take longer to enact policies, but the outcomes are typically better. If the need of teamwork is paramount and market productivity is more concerned with quality than speed, this approach may be more effective. Democratic managers can advance management and client communication under the topic of merging work technology and customer-focused procedures because they value strong relationships at work and these relationships have a bigger influence on customers. As a result, workers report higher levels of job satisfaction and professional advancement as a result of these policies and procedures (Ngai, 2005). Two primary methods can be characterized by democratic leadership, the most desirable sort for governing issues of basic rights and political science:

First approach: A leader who has been elected by the people or who has the backing of the majority of society is said to be exercising democratic leadership, as opposed to autocratic leadership, which does not engage the people in gaining a leader's authority (Rahimi, 2011).

The second perspective is that of a leader who acts democratically despite the fact that his followers had no say in his rise to power or assumption of leadership responsibilities. Even while authoritarian leaders aren't necessarily chosen by the people, their management practices are often quite democratic. Another possibility is that leaders with autocratic and totalitarian styles are elected democratically. In this study, we look at both ideas. According to (Mohammadi et al., 2014), an autocratic leader is someone who doesn't care about public opinion or preferences and doesn't seek power from the people.

Several studies have shown that leaders' customer interactions and management become more principled when they claim to follow a democratic style (Sayed et al., 2009; Abbasi et al., 2010; Mehrabi et al., 2010; Rahimi, 2011; Marzban, 2013; Mohammadi et al., 2014; Dunham, 2000; Chjok-Fong, 2001; Khodakarami & Chan, 2014).

Workplace Well-Being

The connection between a leader's style and employees' well-being has been the subject of numerous research (Nyberg et al., 2011; Tafvelin et al., 2011; Nielsen & Munir, 2009). For example, (Tafvelin et al., 2011)

investigated the positive and substantial relationship between transformative leadership and employee well-being over the course of a 12-month longitudinal study including 2700 social sector employees of a Swedish municipality. Nevertheless, there hasn't been a lot of research to inform our understanding of how employee welfare is impacted by leadership in Australian higher education. Similar to the various conceptualizations and definitions of leadership, employee well-being has also been the subject of substantial research and development, leading to a multitude of conceptualizations, definitions, and measures (Burnetto et al., 2012). Results of the (Garg et al., 2022) study support the strategic application of spiritual leadership principles in the workplace to foster employee well-being and advance a comprehensive view of leadership. While physical health is frequently associated with well-being in Australia, spiritual, social, emotional, and intellectual well-being are also included in a broader definition of well-being (Brunetto et al., 2012). Indeed, psychological stress and job satisfaction are two factors that (Winefield et al. (2014) used to define well-being. Regardless of how well-being is defined, there is strong correlation between leadership styles and employee performance in corporate training. Finding a good work-life balance is difficult, but it is possible with the help of a helpful boss (Kinnunen & Mano, 1998; Greenhaus et al., 2012). Having servant leadership qualities should make it easier for people to juggle their personal and professional responsibilities. The "single biggest elements contributing to employee perceptions in the workplace and work-force engagement" is leadership (Wang & Walumbwa, 2007). There is a dearth of research on how servant leaders affect their followers' views of work-life balance. The results show that servant leaders help their followers succeed and produce good results in terms of organizational behaviors, happiness, and dedication because they put the needs of others before their own (Liden et al., 2008).

Research Gap

Limited research has simultaneously investigated the influence of autocratic and democratic leadership styles on workplace well-being, particularly in the Indian service sector, despite the increasing interest in leadership research. The majority of prior research has concentrated on leadership outcomes, including organizational commitment, job satisfaction, and employee performance, while employee well-being has

received relatively little attention. Furthermore, previous research has frequently focused on Western organizational settings, resulting in a lack of comprehension regarding the impact of leadership styles on employee well-being in developing economies such as India, where workplace dynamics and cultural contexts may differ substantially. Yet another gap in the literature is the absence of empirical studies that compare contrasting leadership approaches—such as autocratic and democratic leadership—within a single analytical framework, utilizing advanced statistical techniques like Structural Equation Modeling (SEM). The complex relationships between leadership styles and employee well-being may not be fully captured by the basic regression methods that have been used in many previous studies. Additionally, leadership and well-being research has yet to adequately investigate the service sector, which is significantly dependent on employee engagement and human interaction. Consequently, this investigation endeavors to resolve these deficiencies by conducting an empirical investigation into the impact of autocratic and democratic leadership styles on the well-being of employees in a variety of service industries in India. The results contribute to the literature by utilizing a robust SEM approach to better understand these relationships and by providing evidence from a diverse sample.

Hypothesis Development

Research has been done on the effect of leadership styles on well-being. It's important to realize that there have been proposals for both emotional and physical aspects to the concept of well-being (Liu et al., 2010). In light of this, the following part will provide a broad overview of the topic while also discussing its effects on physical and

mental health.

Evidence suggests that relational, charismatic, and transformational leadership styles are more likely to produce favourable outcomes for employees' well-being. Previous studies on absenteeism and stress/burnout have shown similar results (Cummings, 2004). In particular, research has linked transformational leadership to better health in general, less stress and anxiety, and less depression in the long run (Cummings, 2004; Munir, Nielsen & Carneiro, 2010; Stordeur et al., 2001). Leadership styles that seem to be harmful to well-being have also been the subject of research. Because of this Skogstad et al. (2007) found that democratic leadership was associated with increased bullying, role ambiguity, conflict, and conflict. Higher rates of depression and anxiety have also been linked to abusive supervision on multiple occasions (Tepper, 2000; Harris & Kacmar, 2005). The detrimental effects of toxic leadership on employees, particularly their health, have been well-documented (Bowling & Beehr, 2006). Horrifying leadership styles include things like bullying, harassment, abusive practices, power abuse, and undermining.

The following hypotheses are suggested for this investigation in light of the afore mentioned conceptual development:

H1: The well-being of employees in the workplace is significantly correlated with the autocratic leadership style.

H2: The well-being of employees in the workplace is significantly correlated with the democratic leadership style.

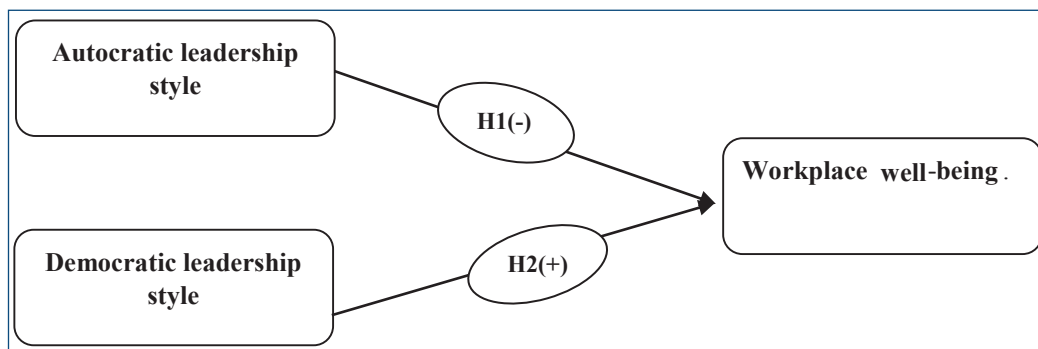


Fig. 1: A Proposed Framework Illustrating the Relationship Between Autocratic Leadership Styles, Democratic Leadership Styles, and Workplace Well-being

Objective

The purpose of this research is to learn more about the effects of autocratic and democratic leadership styles on workplace happiness. By comparing and contrasting these two leadership philosophies, we intend to gain useful insight that can boost morale, output, and company health.

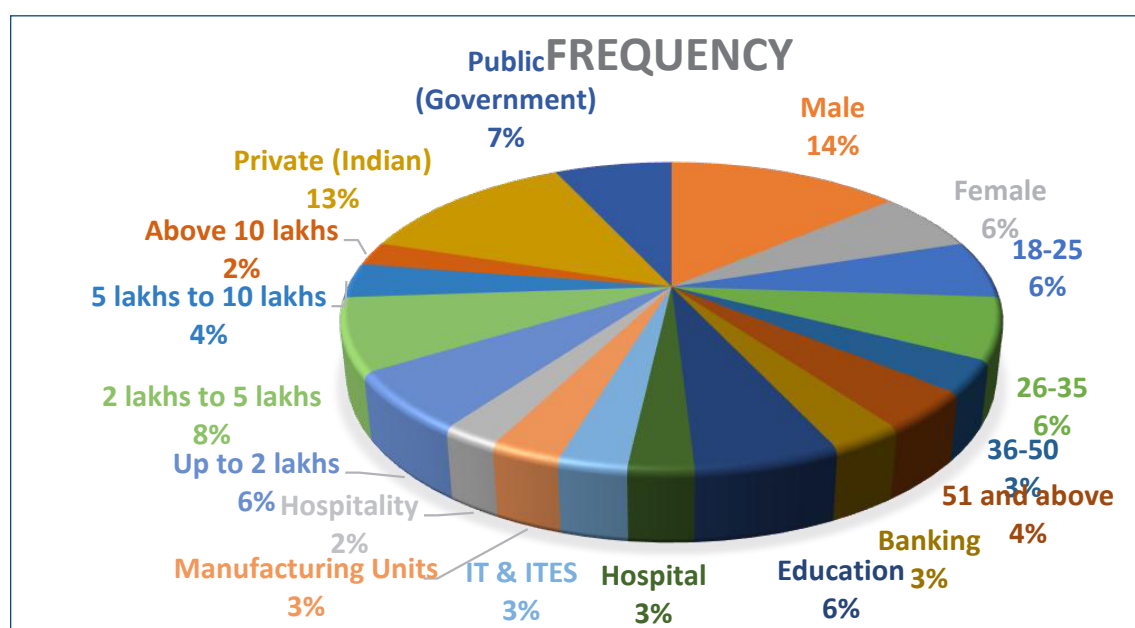
Research Methodology

Research Design and Sample

In order to investigate the correlation between leadership styles and workplace well-being in the Indian service sector, this investigation implemented a quantitative research design. A structured questionnaire was administered to personnel in six industries: banking, education, hospitals, IT & ITES, manufacturing, and hospitality, in order to collect data. A total of 550 questionnaires were distributed

using convenience sampling, and 516 viable responses were obtained and submitted for the final analysis.

The demographic characteristics of the respondents were assessed using the following criteria: gender, age, industry type, salary level, and organizational sector. Males comprised 68.6% of the respondents, while females comprised 31.4%. The age distribution was as follows: 18–25 years (30.4%), 26–35 years (32.4%), 36–50 years (16.7%), and over 51 years (20.5%). Participants were recruited from a variety of sectors, such as education (156), finance (78), hospitals (70), IT & ITES (74), manufacturing (76), and hospitality (62). In terms of sector, 338 respondents were employed by private organizations, while 178 were employed by public sector organizations. Participants were apprised of the research's objectives and guaranteed anonymity and confidentiality prior to data collection. Respondents were advised that they could resign from the study at any point, and participation was entirely voluntary. Data was collected through self-report questionnaires.



Source: Authors own work.

Fig. 2: Sampling Profile of Respondents

Measurement of the Study Constructs

The constructs included in the conceptual model were measured using instruments that had been previously validated in the study. A five-point Likert

scale was employed to evaluate all items, with a scale of 1 (strongly disagree) to 5 (strongly agree). A five-item scale devised by Chelladurai et al. (1980) was employed to assess the autocratic leadership style. Statements such as "Our supervisors do

not provide an explanation for their actions” are examples of sample items. Higher scores suggest a more pronounced presence of autocratic leadership behavior. The scale exhibited a Cronbach’s alpha of 0.90, consistent with its strong internal consistency. Chelladurai et al. (1980) also devised a six-item scale to assess democratic leadership style. Participatory leadership behaviors are captured by items such as “My supervisor solicits employees’ perspectives on critical decisions.” Cronbach’s alpha exceeded the prescribed threshold, indicating that the scale was highly reliable. A three-item scale that was adapted from Zheng et al. (2015) was employed to assess workplace well-being. Sample elements consist of “I am content with the responsibilities of my present position.” The scale exhibited a Cronbach’s alpha of 0.91, showing strong reliability.

Common Method Bias

Common method bias (CMB) was evaluated due to the fact that the data were collected through self-report questionnaires. The implementation of the procedural remedies recommended by Podsakoff et al. (2003) was undertaken, which included ensuring that respondents were anonymous and confidential in order to alleviate assessment anxiety. Furthermore, IBM SPSS was implemented to evaluate CMB through Harman’s single-factor test (Harman, 1976). The analysis revealed that the first factor accounted for 14.3% of the total variance, a value that is significantly lower than the 50% threshold. Consequently, it is unlikely that common method bias was a significant concern in the dataset.

Data Analysis and Interpretation

Measurement Model Assessment

In order to evaluate the constructs’ reliability and validity, Structural Equation Modeling (SEM) was implemented in the IBM SPSS AMOS 24 environment to conduct Confirmatory Factor Analysis (CFA). The measurement model was composed of three latent constructs: democratic leadership,

workplace well-being, and autocratic leadership.

The CFA results suggest that the measurement model corresponds exceptionally well with the observed data. To evaluate the model, we investigated a number of widely accepted goodness-of-fit indices. The CMIN/df ratio was 1.496, which is below the recommended threshold of 3.0, suggesting a satisfactory model fit. The measurement model’s adequacy was further confirmed by the Incremental Fit Index (IFI = 0.993), Tucker–Lewis Index (TLI = 0.991), and Comparative Fit Index (CFI = 0.993), all of which exceeded the recommended cut-off value of 0.90. Furthermore, the Goodness-of-Fit Index (GFI = 0.971) and Adjusted Goodness-of-Fit Index (AGFI = 0.959) also demonstrated satisfactory model fit. The Root Mean Square Residual (RMR = 0.045) and Root Mean Square Error of Approximation (RMSEA = 0.031) were significantly lower than the acceptable limit of 0.08, suggesting a strong approximation of the model to the data and minimal residual error. In general, these fit indices verify that the measurement model accurately represents the underlying constructs and establishes a robust foundation for additional structural analysis. Additionally, the standardized factor loadings for all retained indicators were statistically significant at $p < 0.05$ and more than 0.60, indicating robust convergent validity. The Cronbach’s alpha and composite reliability values exceeded the prescribed threshold of 0.70, which suggests that the measurement scales have satisfactory internal consistency, as indicated by the reliability analysis. Furthermore, the Average Variance Extracted (AVE) values were greater than 0.50, which verified the presence of convergent validity.

Confirmatory Factor Analysis

Confirmatory factor analysis assessed the measurement model’s construct validity and construct reliability. The results of the CFA are illustrated in Fig. 3. According to the results, EFA generates three distinct variables, which have been confirmed by CFA. Strong convergent validity is demonstrated by the proposed measurement model, as illustrated in Fig. 3. According to the confirmatory factor analysis results, the standardized loading values were statistically significant at the 0.05 level.

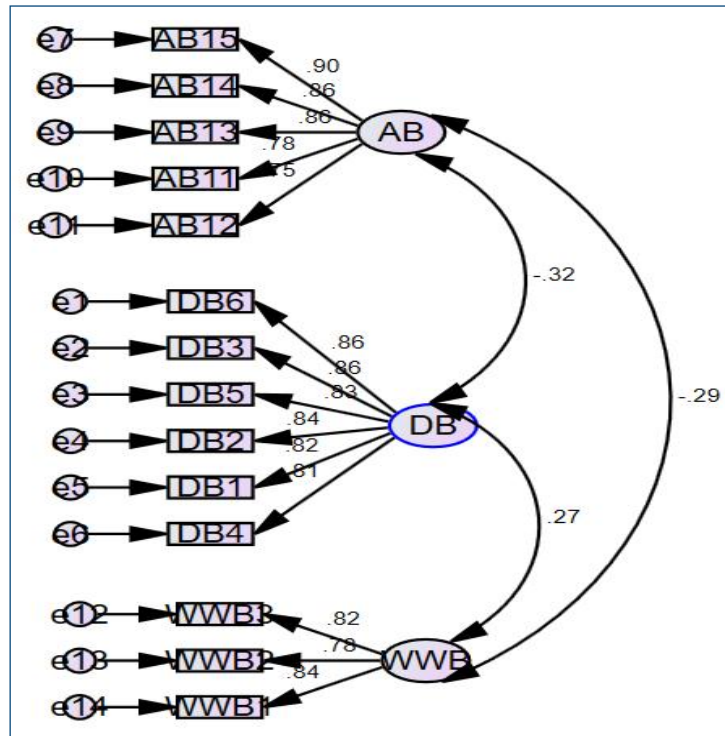


Fig. 3: Confirmatory Factor Analysis Result

It is evident from the measurement model results that the model fit indices are adequate. The Incremental Fit Index (IFI) is 0.993, the Tucker-Lewis Index (TLI) is 0.991, the Goodness of Fit index (GFI) is 0.971, the Adjusted Goodness of Fit index (AGFI) is 0.959, the Comparative Fit index (CFI) is 0.993, the Root Mean Square Residual (RMR) is 0.045, and the Root Mean Squared Error of Approximation (RMSEA) is 0.031. The p-value is .000. Model fit is adequate, as indicated by these values.

Table 1: Goodness-of-Fit Indices for the Variables Under Study

Fit index	CMIN/DF	GFI	AGFI	CFI	TLI	RMSEA	RMR
Acceptable value	<5	>0.9	>0.9	>0.9	>0.9	<0.08	<0.08
Model fit score	1.496	0.971	0.959	0.993	0.991	0.031	0.045

Notes: N=400, p<0.001.

Correlation Analysis and Construct Validation

Given the exploratory character of the study, the data is further evaluated using the bivariate correlation test. Use of the Pearson correlation coefficient, the bivariate correlation test determines the degree of association between two variables or rank orders. Using Pearson's correlation coefficient, one may measure a linear relationship. Results from basic correlations, descriptive statistics, composite reliability (>0.7), and average variance reduced (>0.5) were considered (Fornell & Larcker, 1981). An authoritarian leadership style is

negatively associated with workplace well-being, as shown in Table 2 by the correlation value of ($r = -0.28^{**}$). A democratic leadership style was associated with a higher rate of workplace well-being ($r = 0.27^{**}$). According to Hair et al. (2016), the components' internal dependability could be evaluated and confirmed because the maintained indicators had loadings of 0.60 or greater. Composite dependability and Cronbach's alpha both exceeded the 0.70 threshold that is considered critical. Convergent validity was demonstrated for all constructs with Average Variance Extracted (AVE) greater than the 0.50 threshold (Nunnally & Bernstein, 1994; see Table 2).

Table 2: Correlation and Construct Validation

	CR	AVE	MSV		MaxR(H)	DB	AB	WWB
DB	0.933	0.699	0.105		0.934	0.836		
AB	0.917	0.690	0.105		0.927	-0.324***	0.830	
WWB	0.858	0.668	0.082		0.86	0.270***	-0.287***	0.817

Note: *The correlation is significant at the 0.05 level (two-tailed);

**The correlation is significant at the 0.01 level (two-tailed).

Abbreviations: DB- Democratic leadership style, AB- Autocratic leadership style, WWB-Workplace well-being, CR- Composite reliabilities, AVE- Average variance extracted, MaxR(H)- Maximal Reliability.

Hypotheses Testing of Structural Models

The SEM outcomes of the hypothesized directions are depicted in Fig. 4. The results presented in Table 3

substantiate the acceptance of Hypotheses 1 and 2. The results will now be communicated in greater detail.

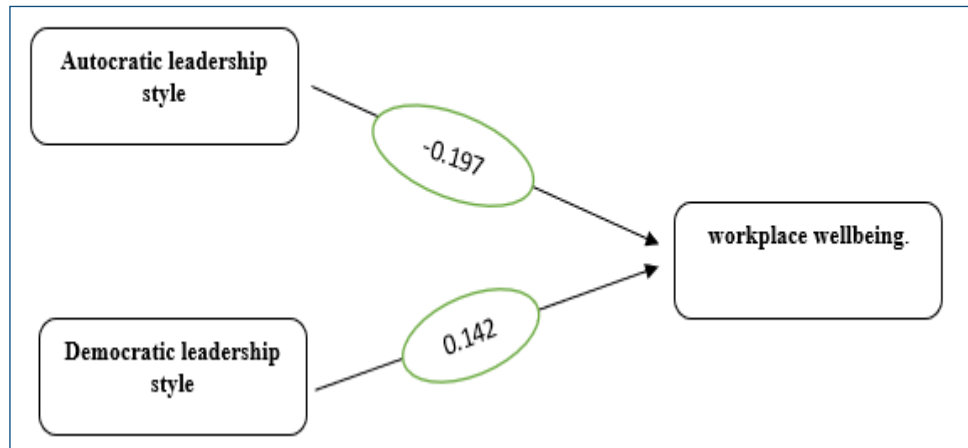


Fig. 4: Examining the Path from Autocratic Leadership Style and Democratic Leadership Style to Workplace Well-being

Effect of Autocratic Leadership Style on Workplace Well-Being

The impact of an authoritative leadership style on workplace well-being was discussed in this section. Results from the Fig. 4 reveals that the autocratic leadership style has a substantial negative affect on workplace well-being ($\beta = -0.197$, $SE = 0.045$). Once more, the findings provide sufficient evidence to support the notion that “autocratic

leadership style significantly negatively affects workplace well-being.” This demonstrates that workers dislike working under an assertive boss. The strict regulations and authoritarian conduct of an autocratic CEO alter the atmosphere of the company. Employees become demotivated and perform worse as a result of such behavior. Under this management approach, they feel under pressure, and the workplace becomes terrible.

Table 3: SEM – Structural Relationships – Conceptual Model

Hypothesis	Hypothesized Path	Regression Weights	S.E.	C.R	p-Value	Standardized Regression Weights	RESULTS
H _{1a}	Autocratic style → Workplace well-being	-0.197	0.045	-4.400	***	-0.223	Hypothesis Supported
H _{1b}	Democratic style → Workplace well-being	0.142	0.036	3.909	***	0.197	Hypothesis Supported
*** p<.001							

Note= n=400, p<0.00.

Effect of Democratic Leadership on Workplace Well-Being

The findings indicate that there is a strong positive correlation between well-being and democratic leadership styles ($\beta = 0.142$, $SE = 0.036$, $p < 0.001$). The management also demonstrated the positive effects of a democratic leadership style by demonstrating how it facilitates better decision-making and allows their assistance to operate without reservations. Workers are happy and motivated to produce their best work since the boss has embraced a democratic management approach. They have a strong connection to the company and feel like they belong there.

Key Findings

An autocratic leader's tyrannical policies and practices corrupt the workplace. Employee morale plummets and productivity plummets when this kind of behavior is prevalent in the workplace. Workers are happy and motivated to produce their best work since the boss has embraced a democratic management approach. They have a strong connection with the company and feel like they belong there. According to the results, under an autocratic leader, group members were more likely to quit and put their resources elsewhere than under a democratic leader. Irrespective of whether they were favored personally or not, the majority of the group was led by an authoritarian rather than a democratic leader. This provides more evidence that the authoritarian leader's procedural features are more harmful than their distributive ones. So, authoritarian management isn't the way to go if you care about the workforce and its employees in the long run.

Discussion

The purpose of this research was to compare the effects of democratic and autocratic leadership styles on workplace well-being in the Indian service industry. Leadership style is found to have a major impact on how people perceive their workplace and their mental health. According to the findings, workplace well-being is severely impacted by authoritarian leadership. A stressful and limiting work environment is often the result of leaders who depend on rigorous regulations, centralized decision-making, and limited employee participation. Leadership styles like these have the potential to lower morale in the workplace

by decreasing employees' sense of purpose, happiness, and involvement. On the other hand, there is a strong correlation between democratic leadership and workplace well-being. A welcoming and inclusive work atmosphere is created when leaders promote participation, open communication, and collaborative decision-making among employees. This style of leadership boosts morale and productivity by making workers feel appreciated and respected. Employees are more prone to disengage or quit companies under authoritarian leadership, according to this study. Fair processes and participative management are more important to employees than material or personal benefits supplied by leaders, according to this. The findings highlight the favorable impact of democratic leadership practices on employee well-being, in contrast to the potential negative effects of autocratic leadership on a healthy workplace environment. The significance of implementing participatory leadership strategies to boost organizational effectiveness and employee happiness is shown by these findings.

Recommendations

The people who work for the company are its most valuable resource. As a result, handling them properly is crucial. Keeping them entertained and content is so essential. This study provides more evidence that democratic leaders foster a favorable work environment, which in turn makes employees feel more connected to their job. Research shows that a more democratic form of leadership is beneficial to workplace health. Because of its practical effects on the workplace, managers should implement democratic leadership styles in their firms. However, in order to boost productivity and employee well-being, the organization's executives should embrace a democratic leadership style. When workers feel like they have a say in company decisions, they are more likely to put their whole attention into their work. Managers at the highest levels should always remember that the key to an enthusiastic and enjoyable workplace is a leader who knows how to set the right example. There is an increase in output since they have a good rapport with their coworkers.

Conclusion

The study explores the relationship between leadership styles and workplace well-being among the employees

of public and private service sector of India. The result of our study reveals that the autocratic leadership style has a negative impact on workplace well-being because their despotism behavior ruined the working environment of the organization. So, employees feel under pressure which affects their mentality and productivity. Democratic leadership has a favorable effect on workplace welfare. When given the opportunity to voice and discuss their thoughts, most people thrive in more collaborative settings. Workers are not afraid to speak up to their supervisors when problems arise. This fosters a sense of belonging among workers and gives them a stake in the company's success. Leadership styles, according to the research, significantly affect both organizational results and employee happiness. Businesses in the service industry would do well to spread the word about the importance of democratic leadership practices that foster teamwork and employee voice in company decisions. Workplace health, employee happiness, and corporate performance can all be improved when leaders embrace participatory leadership styles.

Acknowledgements

We would like to extend our gratitude to all the participants who dedicated the time necessary to completing the survey. Additionally, we express our appreciation to the organizations that facilitated data collection and granted employee's access. We are particularly grateful to our colleagues and reviewers for their insightful feedback on previous versions of this work.

Funding Disclosure

There was no specific grant provided for this research by funding agencies in the public, commercial, or not-for-profit sectors. Authors funded their own research.

Conflict of Interest Statement

The authors affirm that there is no conflict of interest associated with the publication of this paper. The research design, data collection, analysis, or interpretation were not influenced by any financial, personal, or professional interests.

AI Disclosure

The authors confirm that no AI-based tools were utilized in conducting this research or writing the manuscript. All content is original and reflects the authors' own work.

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