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Predicting Organizational Well-Being based on Leadership Style: A Structural Model Study

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Abstract: Organizational well-being is considered a very important issue in the field of organizational behavior due to the role it plays in individual and organizational effectiveness. In today's changing conditions, education needs skills and efficiencies that can adapt to the continuous change of society in order to survive and improve the capabilities and competencies of its teachers. Therefore, the current research aimed to provide a model for predicting the level of organizational well-being based on the leadership style and its components. The research method was correlation and the statistical population included education teachers of Khamir city (Hormozgan province, Iran). Participants were 350 teachers were randomly selected. The researcher made Questionnaires of organizational well-being and leadership style were used to collect data. The validity and reliability of the questionnaires were confirmed in the present study. The results indicated the fit of the organizational well-being model based on the leadership style and its components. Based on the findings, the overall effect of leadership style on organizational well-being was equal to 0.76 ($p < 0.05$). Also, the effect of ideal characteristics, motivation, educational stimulation and the effect of individual consideration on organizational well-being was significant ($p < 0.05$). In general, the findings support the role of leadership styles in teachers' organizational well-being.

Keywords: Organizational well-being, leadership style, ideal characteristics, motivation, intellectual stimulation, individual consideration, teachers

Introduction

Organizational well-being refers to the organization's ability to promote and maintain physical, mental and social health for each job category at all levels of the organization (Torri & Toniolo, 2010). Several factors are effective in creating and improving a healthy atmosphere in the organization and the well-being of the organization, which can be individual, social, or organizational. Among these factors, leadership is crucial one. Dent et al. (2005) state that spiritual leaders guarantee some important characteristics such as self-actualization and understanding the meaning in life for their organizations, which may lead to health and well-being in the workplace. The society's need for a leader and the importance of his performance are not hidden from anyone. Spiritual leaders create common vision and values for employees and provide them with group and organizational capabilities, which will ultimately increase the level of physical well-being, health and wellness of employees (Zeiaei et al., 2008). The manager's leadership style in the psychological and social work environment is one of the key elements for individual and organizational well-being (Cummings et al., 2010).

Organizational well-being is the creation of a cohesive flow in the organization and refers to a harmony between the needs and values of the individual and the organization so that the organization

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becomes a safe and supportive environment for meaningful sharing, effective management units and empowered and inspired employees (Whybrow et al., 2015). According to the review of organizational well-being literature a model for organizational well-being has been presented. This model shows an environment in which well-being lies (Robert & Vandenberghe, 2022). Such an environment is a critical factor for success, which includes stress, promotes learning, and adaptive performance. This environment also confirms the compatibility of individual and organizational needs of the workplace and also shows how the members and their performance are meaningfully considered as a whole in the organization and meaningful work environment, more motivated employees and work passionately, enabling them to invest more in energy consumption focused on achieving it (Oades & Dulagil, 2016). To improve the well-being of the organization, leaders and group members should regularly express role definitions and individual role ideas at work; this will help group members to establish a more appropriate relationship with the system by being aware of their cognitive and emotional backgrounds (Bao et al., 2013).

Kahn (1990) believes that the physical and emotional health of the workforce has an impact on the working environment. For this reason, organizations pay special attention to the psychological capital of their employees, which can improve the level of organizational well-being, in order to face the existing challenges (Di Fabio & Kenny, 2019). The World Health Organization emphasizes the connection between the well-being of employees and the overall performance of their respective organizations. If in the past health mainly referred to the absence of disease (Keyes, 2005) and it was enough for organizations to take measures to prevent their employees from being injured during work in order to maintain the well-being of employees, today the World Health Organization defines health as a state of complete well-being. It defines physical, mental and social and emphasizes the role of work in the physical health and psychological well-being of people. Considering the importance of psychological well-being and its impact on the scope of human life and the necessity of planning to improve the level of well-being in the society from the teenage years, attention to this category is also considered as one of the quality indicators of the education system (Ashournejad et al., 2018).

In the new research literature and comprehensive well-being theory, a high level of well-being is called flourishing. With this definition, organizations need a comprehensive approach to maintain and improve the level of well-being of their employees (Bakker et al., 2008). Seligman (2011) introduced the PERMA model to achieve happiness and well-being and defined this model as five dimensions of positive emotions, positive engagement, relationships, meaning and achievement. Considering that most of the time spent by working people during the day is spent in their work environment and also the close relationship of all these five components with jobs and work environments, many studies in this field by researchers has been done and the results have shown that paying attention to these dimensions in an organization can have positive consequences for both the organization and its

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employees, and while increasing the level of well-being of employees, it can lead to an increase in productivity in organizations (Bakker & Oerlemans, 2011; Bryson et al., 2017).

Factors affecting organizational well-being have been studied in numerous researches. For example, Moradi et al. (2021) investigated the relationship between character abilities, job suitability and job engagement with organizational well-being among the employees of West Tehran Social Security Organization. The research design was a description of the correlation type using the structural equation model. The participants of this research were 213 employees working in the General Department of Social Security West of Tehran and its branches in 2019, who were selected by random cluster sampling and answered related questionnaires. A total of 213 questionnaires were collected. Data evaluation was done using structural equation modeling by partial least squares method. The results of data analysis showed that the proposed model has a good fit, the indirect relationship between the two variables of organizational well-being and character capabilities was determined through the mediation of job engagement. The indirect relationship between the two variables of organizational well-being and job fit was obtained through the mediation of job engagement.

Araban et al. (2015) designed and tested a model of some individual variables (psychological capital and basic psychological needs), occupational variables (job characteristics and occupational stress) and organizational variables (servant leadership and moral climate of the organization) as antecedents of organizational well-being were discussed. The statistical population of this research included all the employees of the National Company of Southern Oil Regions. Using the relative stage sampling method, 384 people were selected to participate in the research. The tools used in this research included questionnaires. Bootstrap method was used to test the indirect relationship. The results indicated that the proposed model has a good fit with the data. Also, the direct positive relationships of psychological capital, basic psychological needs, job characteristics, servant leadership, organizational ethical climate with organizational well-being and the direct negative relationship of job stress with organizational well-being were confirmed. The findings of the research indicated the mediating role of organizational ethical climate in the relationship between servant leadership and organizational well-being.

Sancassiani et al. (2015) conducted a study with the aim of investigating organizational well-being and services provided by the Italian Mental Health Department and the relationship between job satisfaction and psychological well-being of employees. This descriptive-correlation research was conducted among 43 mental health workers. Psychological well-being and job satisfaction of workers were measured using the multidimensional organizational health questionnaire. The results of this research indicated that there is a significant correlation between workers' job satisfaction and psychological well-being, and things such as recognizing employees and compensating their strengths and weaknesses can be useful services for organizational development. In his research, Polat (2011) examined the quality of leadership behavior among university faculty members. In this descriptive

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study, it was conducted among 1819 students of Kocaly University in Turkey in the academic year of 2009-2010, of which 432 people were selected as a sample. The results indicated that students believed that the faculty members were at an average level in showing the dimensions of altruistic love, and that the characteristics of leadership and attention to students are not shown enough.

Based on the results of the studies conducted in the field of organizational well-being and attention to the role of leadership styles in increasing or decreasing this structure, in the present study, the prediction model of the level of organizational well-being based on the leadership style and its components has been examined.

Material and Methods

The research method was correlation, which used the statistical method of structural equation modeling to test the proposed model. The statistical population included the education teachers of Khamir city (Hormozgan province, Iran) and 350 of them were randomly selected. All participants completed the informed consent form before the start of the study. To collect data, researcher-made questionnaires of organizational well-being and leadership style were used.

Organizational well-being questionnaire: This questionnaire contains 18 items with a five-point Likert scale, which was compiled by reviewing the theoretical and practical bases as well as the results of exploratory interviews (with open, central and selective coding of exploratory interview texts). The response scale is a five-point Likert, which ranges from very low (1) to very high (5). This questionnaire has a total organizational well-being score, where a higher score indicates a higher organizational well-being. Exploratory factor analysis on this questionnaire has extracted the factors of negative emotions, meaningfulness, communication, job involvement, job progress, happiness, positive emotions and health. The factorial structure of this questionnaire has been confirmed by confirmatory factor analysis in the present study. The reliability of this questionnaire was calculated with Cronbach's alpha method equal to 0.79.

Leadership Style Questionnaire: This questionnaire contains 20 items with a five-point Likert scale (ranges from very low (1) to very high (5), which was developed by reviewing the theoretical and practical bases as well as the results of exploratory interviews (with open, central and selective coding of exploratory interview texts). This questionnaire has a total leadership style score; a higher score indicates higher leadership ability. Exploratory factor analysis on this questionnaire has extracted the factors of ideal characteristics, ideal behaviors, motivation, intellectual stimulation and individual consideration. The factorial structure of this questionnaire has been confirmed by confirmatory factor analysis in the present study. The reliability of this questionnaire was calculated with Cronbach's alpha method equal to 0.76.

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Results

Descriptive indices of the variables and the result of Kolmogorov-Smirnov test for normality are presented in Table 1. According to Table 1, the significance level obtained for all variables is greater than 0.05, so it can be concluded that the data distribution of all variables is normal.

Table 1. Descriptive indices of the variables, the result of the Kolmogorov-Smirnov test for the normality test

Variables	Mean	SD	K-S value	p
Ideal features	3.51	0.85	1.29	0.07
Ideal behaviors	3.45	0.82	1.34	0.053
Motivation	3.45	0.81	1.32	0.06
Intellectual stimulation	3.44	0.76	0.74	0.83
Individual consideration	3.53	0.78	1.25	0.08
Transformational Leadership	3.48	0.72	1.06	0.20
Negative emotions	3.50	0.91	1.35	0.52
Meaningful	3.44	0.85	1.01	0.25
Relationships	3.51	0.74	1.16	0.13
Job engagement	3.52	0.79	1.09	0.18
Job advancement	3.53	0.74	1.26	0.08
Happiness	3.52	0.84	1.30	0.10
Health	3.55	0.79	1.22	0.09
Positive emotions	3.55	0.78	1.18	0.12
Well-being	3.52	0.68	0.96	0.30

Using structural equation modeling, the conceptual model of the research was tested. Goodness of fit indices is presented in Table 2. According to table 2, the value of (CMIN/DF) is equal to 2.81 with a value of CMIN/DFs smaller than 3, the model has a good fit. The RMSEA index is the average of the squared errors of the model, which is estimated as 0.079. This index is made based on the errors of the model, the limit of this value is 0.08, that is, values below 0.08 are acceptable, and below 0.05 is very good. Other indicators are also within acceptable limits, so it can be said that the model benefits from a good fit. The results of the test of relationships between variables in the model are presented in Table 3.

Table 2. Structural model goodness of fit indices

Fit indices	CMIN/DF	SRMR	RMSEA	GFI	AGFI	NFI	NNFI	IFI
Accepted values	<3	<0.08	<0.08	>0.9	>0.9	>0.9	>0.9	>0.9
Model values	2.81	.061	.079	0.91	.89	0.96	0.95	0.96

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Table 3. The results of relationships between variables in the model

Path	**Beta**	**p**	**Test result**
Transformational leadership **to** organizational well-being	0.76	0.01	Confirmed
Ideal features **to** organizational well-being	0.19	0. 01	Confirmed
Ideal behaviors **to** organizational well-being	0.09	0.09	Not confirmed
Motivation **to** organizational well-being	0.25	0.01	Confirmed
Intellectual stimulation **to** organizational well-being	0.20	0.01	Confirmed
Individual consideration **to** organizational well-being	0.39	0.01	Confirmed

According to the results of structural equation modeling, the effect of transformational leadership on organizational well-being is 0.76 and significant. Also, according to Table 3, the effect of ideal features on organizational well-being, the effect of motivation on organizational well-being, the effect of intellectual stimulation on organizational well-being, and the effect of individual consideration on organizational well-being are significant, but the effect of ideal behaviors on organizational well-being is not significant.

Discussion

Based on the results of structural equation modeling, the effect of ideal characteristics on organizational well-being, the effect of motivation on organizational well-being, the effect of intellectual stimulation on organizational well-being and the effect of individual consideration on organizational well-being were significant. But the effect of ideal behaviors on organizational well-being is not significant. Our results were in line with studies (Erschens et al., 2022; Kara et al., 2013; Zineldin & Hytter, 2012). For instance, Erschens et al. (2022) investigated the association of general well-being and different leadership styles among employees in a German tertiary hospital. According to results, leaders reported higher well-being scores than followers. Physicians without leadership responsibilities had the lowest scores for well-being. Practitioners of both transformational and transactional leadership were associated with higher well-being scores, while those practicing laissez-faire and destructive leadership had lower scores for almost every professional group. In another study, Nielsen et al. (2008) aimed to extend previous work by examining the validity of these two mechanisms in a longitudinal questionnaire study. The study was carried out within the elderly care sector in a Danish local governmental department. A theory-driven model of the relationships between leadership, work characteristics, and psychological well-being was examined using Structural Equation Modelling. The results showed that followers' perceptions of their work characteristics did mediate the relationship between transformational leadership style and psychological well-being. However, there was only limited evidence of the existence of a direct path between leadership behavior and employee well-being. These findings have implications for design, implementation, and management of efforts to improve employee well-being. Tafvelin et al. (2011) proposed a model that included both direct and indirect effects, which was tested in a sample of social service employees.

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Results of structural equation modeling indicated that transformational leadership had no direct effect on well-being over time. Instead, both the short-term and long-term effects of transformational leadership on well-being were mediated by a positive climate for innovation. The study contributes to knowledge about the complicated processes by which leaders influence well-being of employees. In a study, Oubrich et al. (2021) also reported the effect of leadership style, organizational design and human resource management practices on knowledge hiding: the indirect roles of organizational justice and competitive work environment. Results showed that Leadership Style and Organizational Design mitigate Knowledge Hiding only when Organizational Justice is developed. While HRM practices can also decrease the intention of employees to hide knowledge in cases with high levels of justice, they may induce such behavior in a highly competitive work environment.

In explaining this finding, it can be said that effective leadership in the organization is the main and essential factor in creating consensus and empathy; in fact, effective leaders are those who guide employees towards the goals of the organization. Effective leadership is due to the power of imposing goals on employees by giving meaning to their works and works. Overall, the findings of the present study support the role of spirituality in work places. Based on this, there is a need for managers to help improve the well-being of employees by using leadership styles based on spirituality. The use of self-report questionnaires and conducting the study on a sample of teachers in Khamir city are among the important limitations of the present study. Based on this, interested researchers are suggested to study samples from other cities and other jobs in future studies and use data collection methods such as interviews along with self-report questionnaires.

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