

Chapter 12

Leadership and Workplace Wellbeing

Christina Poor

 <https://orcid.org/0009-0003-3138-1467>

State University of New York at Cobleskill, USA

Whitney Taylor

 <https://orcid.org/0009-0003-8050-7900>

University of Cumberlands, USA

ABSTRACT

This chapter reviews how leadership facilitates workplace wellbeing, encompassing physical, financial, social, and psychological dimensions. Leadership is a process, and a person dynamically influences the work environment. Effective leadership is crucial for workplace wellbeing, impacting employee retention and turnover. Various leadership styles, such as transformational, authentic, and servant leadership, support wellbeing differently. Transformational leadership inspires and connects with workplace wellbeing, authentic leadership fosters genuine support and connection, and servant leadership emphasizes follower empowerment. Beneficial leadership styles enhance employee retention and reduce turnover by directly supporting wellbeing dimensions. Leadership styles and individual perceptions shape the dynamic workplace wellbeing experience, influencing job attitudes, demands, and resources.

INTRODUCTION

Workplace Wellbeing and Leadership Styles Workplace wellbeing and effective leadership are critical for creating a healthy and productive work environment (Cooper & Hesketh, 2019; Dolan, 2023). Wellbeing includes psychological, physiological,

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financial, and societal dimensions, while leadership involves influencing others to achieve organizational goals (Cooper & Hesketh, 2019). High levels of employee wellbeing lead to increased engagement and job satisfaction, resulting in lower turnover rates and improved retention (Dolan, 2023). Leaders who prioritize wellbeing can reduce absenteeism and enhance productivity by fostering a supportive environment (Levy, 2020). Effective leadership, characterized by traits like emotional intelligence and behaviors such as transformational and authentic leadership, can navigate stress and cultural contexts to promote overall employee wellbeing (Levy, 2020; Northouse, 2022).

Workplace Wellbeing Effective leadership significantly improves employee wellbeing, retention, and productivity by addressing psychological, physiological, financial, and societal dimensions of workplace wellbeing (Cooper & Hesketh, 2019). Prioritizing physiological wellbeing involves fostering a physically healthy and safe environment, implementing wellness programs, encouraging breaks, and providing fitness resources to reduce absenteeism and enhance productivity (WHO, 2024). Addressing financial wellbeing through fair compensation, financial education, and resources for income and debt management reduces stress and increases job satisfaction, leading to higher retention rates (Cooper & Hesketh, 2019; Tahir & Ahmed, 2021). Leaders also enhance societal wellbeing by creating a positive environment that promotes inclusivity, respect, and community engagement, thus improving employees' quality of life and engagement (Pullen et al., 2023; Rothausen & Henderson, 2018). Supporting psychological wellbeing by facilitating growth opportunities, work-life balance, achievement recognition, and open communication boosts engagement and job satisfaction (Cooper & Hesketh, 2019). When employees experience high levels of wellbeing, they are more engaged, satisfied, and productive, leading to lower turnover rates and enhanced retention (Ortiz-Gómez et al., 2022). By prioritizing these aspects, leaders can create a thriving workplace and achieve sustainable organizational success.

Workplace Wellbeing Wellbeing encapsulates a multitude of variations depending on the contextualization of the conceptual application. Within the workplace context, wellbeing tenants provide a foundation for wellbeing (Cooper & Hesketh, 2019). Workplace wellbeing tenants are psychological, physiological, fiscal, and societal (Cooper & Hesketh, 2019). Each tenant is an interdependent construct that intersects with the other constructs to comprise a layer structure to understand wellbeing.

Physiological Wellbeing

The concept of wellbeing is often intertwined with health and interpreted through physical health and wellbeing. The idea of wellbeing in the form of health is thought to be free from illness, disease, or disorder, but there is more nuance needed to set

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