# HR LEADERSHIP IMPACTING ORGANIZATIONAL CULTURE SHAPING EMPLOYEE EMOTIONAL WELL-BEING: A RYFF'S PSYCHOLOGICAL FRAMEWORK

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**ABSTRACT**
Leadership style has a big impact on how people behave, perform, and feel about themselves. Existing theory and research on leadership behavior, however, has mostly concentrated on employee performance, regarding employee well-being (usually evaluated as job satisfaction) as a secondary outcome variable connected to performance rather than as a significant consequence in and of itself. In today's workplace, the dynamics of HR leadership and organizational culture play critical roles in molding employee well-being and generating a feeling of thriving inside the firm. Through the prism of Ryff's Psychological Framework, this research article aims to explore the intricate connections between HR leadership, organizational culture, and employee emotional well-being. This study uses a thorough methodology that covers a wide variety of HR leadership practices, including leadership style, communication tactics, and decision-making procedures—all of which are essential elements of organizational culture. The study investigates how various HR leadership techniques and cultural elements affect employee emotional well-being, with an emphasis on the dimension of flourishing, drawing on Ryff's well-established framework of psychological well-being.
In today's fast-changing and competitive world, organizations are continuously struggling and finding ways to improve their work culture, boost employee performance, and retain the finest personnel, which is critical for any organization to continue for the long term. They employ diverse styles of human resource leadership and strategies as one method of doing this. Organizations seek to mould their workforce's abilities, attitudes, and talents in line with their objectives by using these techniques. However, some companies neglect the importance of employee emotional well-being, failing to recognize that it is at the root of toxic work cultures and poor performance.
During this research, a wide range of research techniques are used including surveys, observations, historical analysis, secondary data analysis, and qualitative interviews, to understand how HR leadership styles affect organizational culture, employee emotional well-being, and thriving in an organization. Surveys analysed leadership styles statistically, while interviews with employees and professionals gave qualitative information. We used Ryff's Psychological Well-being Framework to investigate emotional well-being and flourishing in depth. The multi-method approach allowed us to more fully comprehend the impact HR leadership has on workplace dynamics, employee well-being, and overall organizational health.
The research explores and offers significant new understandings of the intricate connections between HR leadership, company culture, and worker emotional health. The findings are intended to offer insight into the methods and efforts that generate a pleasant emotional climate in the workplace. Finally, this study not only adds to the research conversation on the subject but also has practical relevance for human resources professionals and organizational leaders seeking to improve employee well-being and create environments in which employees are not only able to survive but truly thrive in their professional endeavors. This study emphasizes how important HR leadership and organizational culture are to creating a thriving workforce that ultimately benefits both individuals and organizations.
**Keywords:** HR Leadership, Organizational Culture, Employee Well-being and Ryffs Pshychology

## 1.1 INTRODUCTION

The workplace landscape is constantly changing, driven by quick developments and fierce competition, forcing firms to emphasize measures that enhance work culture, employee performance, and talent retention. In this regard, the HR leadership is essential in determining the culture of the company and impacting the welfare of the workforce. Even while businesses frequently concentrate on improving worker performance, it's important to understand that a healthy work environment and long-term success depend on the emotional health of employees. This study seeks to investigate the multifaceted linkages between HR leadership, organizational culture, and employee emotional well-being, using

Ryff's Psychological Framework is used to develop a comprehensive knowledge of thriving within organizations.

Psychotherapist Carol Ryff, PhD, created Ryff's Psychological Framework, a theory of psychological well-being that emphasizes six dimensions:

1. Accepting oneself: Positivity toward oneself, encompassing self-awareness and self-worth.
2. Positive relationships: Establishing and preserving fulfilling connections with people that are marked by closeness, empathy, and trust.
3. Autonomy: The ability to make decisions and act independently.
4. Environmental mastery: Exhibiting proficiency in handling one's surroundings and circumstances, including flexibility and problem-solving abilities.
5. Having a distinct sense of significance and purpose in life, including objectives and aspirations.
6. Personal growth: Constantly changing and growing as a person, looking for novel challenges and experiences.

Ryff's structure: According to Ryff's theory, when these six characteristics are present and in harmony in an individual's life, that person experiences psychological well-being. Using Ryff's concept in employment includes creating settings that promote workers' autonomy, mastery, self-acceptance, growth, and positive relationships. Understanding and addressing these characteristics enables firms to encourage not only employee satisfaction and engagement but also long-term well-being and fulfillment.

HR leaders can promote self-acceptance by encouraging a culture of appreciation and recognition; facilitate positive relationships through team-building activities and open communication channels; empower employees with autonomy in decision-making and task management; provide opportunities for skill development and problem-solving to enhance environmental mastery; align organizational goals with an employees' sense of purpose; and support personal growth through training. By concentrating on these elements, HR leadership can help establish a workplace where workers feel appreciated, supported, and satisfied, which will eventually result in increased general well-being and job satisfaction which leads to stability, better performance, and better productivity.

## 1.2 OBJECTIVE

1. To understand Ryff's Psychological Framework and how to use it to promote employee well-being
2. To comprehend how various HR concepts of leadership affect the organization's general culture: We can determine how to create a culture that supports employee well-being by evaluating this influence.
3. To examine how company culture and workers' mental health relate to one another which, in turn, influences performance indirectly

## 1.3 RESEARCH METHODOLOGY

For our investigation methodology, we employed a qualitative methodology, with a specific focus on the exploration of attitudes, perspectives, beliefs, and encounters about work cultures and human resources practices within institutions of higher education. To ascertain pertinent publications, we employed a range of keywords, including "emotional and mental well-being of employees," "work cultures," "diverse human resources practices," and "effects on performance." Given the lack of

analogous studies validating alternative procedures in our literature search, we deemed this approach to be foundational.

Our primary research methodologies encompassed the utilization of observations, group focus sessions, and analysis of secondary data. The application of observations enabled us to comprehend the disparities in work patterns exhibited within the institution, while the examination of secondary data facilitated our exploration of existing literature on the subject matter. We specifically concentrated our literature search on the factors that exert an influence on organizational change in higher education, such as strategic planning, the development of academic leadership, and the processes involved in decision-making.

In terms of attitudes towards the effectiveness of academic leadership, we were able to identify key themes in human resources, which encompassed the characteristics of effective academic leaders, the necessity for academic leadership training, and the pivotal role that leaders play in cultivating a culture of motivation and recognition. By implementing this particular methodology, we aimed to obtain valuable insights into the intricacies of human resources practices and how they impact work cultures within higher education institutions.

## 1.4 EMPIRICAL ANALYSIS

**Impact of workplace culture on employee mental health and well-being.**

Monteiro, Elvira et. Al. (2023) in their article (A Review on the Impact of Workplace Culture on Employee Mental Health and Well-Being, 2023) The research study highlights the significant impact of workplace culture on employee mental well-being. Supportive workplace cultures with effective leadership, social support, work-life balance, and regulations enhance employee mental health, while toxic cultures lead to stress and burnout. Implementing strategies like mental health resources and promoting work-life balance is crucial. Task-oriented cultures may lead to negative mental health outcomes. The study emphasizes the importance of positive company cultures in reducing anxiety and depression levels among employees.

**Dissimilarity and coworkers' interpersonal emotion**

Herman H. M. et. Al (2013) (Tse)The study investigates the impact that varying degrees of leader-member exchange (LMX) have on colleagues' interpersonal relationships. It discovers that when colleagues have different amounts of LMX, it causes feelings of disdain and lessens the perception of mutual assistance. For workers who have a high social comparison orientation (SCO), this effect is particularly noticeable. Additionally, the study shows that contempt acts as a mediator in the interaction between LMX dissimilarity, SCO, and perceptions of colleague assistance. It also demonstrates that the perception of support from colleagues has a beneficial effect on an individual's ability to close deals. The results validate Hypothesis 2, suggesting a negative correlation between disdain for a colleague and the perceived assistance obtained from them. The study also highlights how important a particular coworker relationship is in determining contempt and perceived assistance. Finally, those with a high SCO have been demonstrated to be more sensitive to others' conduct and to engage in self-affirmation.

**Link Between Employee Engagement and Performance**

Alan M. Saks (2006) (Antecedents and consequences of employee engagement)The study highlights the lack of research on employee engagement in organizational behavior literature and emphasizes the need for more empirical studies, while also distinguishing between work engagement and organization engagement and identifying factors that predict engagement. However, caution is advised in generalizing the results due to the data collection method used. The study employed a quantitative research design to investigate the relationship between leader-member exchange (LMX) dissimilarity, social comparison orientation (SCO), contempt, perceived help from coworkers, and individual sales performance.

**Understanding Ryff Psychology**

Ryff, C.D. (2023), "Contributions of eudaimonia well-being to mental health practice", The idealistic model of psychological well-being and mental health practice are examined in this article, which prioritizes psychological strengths over emotional discomfort. It explains the eudaimonia approach's

philosophical roots as well as its six positive functional components. The results examine the empirical data about eudaimonia, including its biological foundations, potential promotion, and importance to health. It also takes into account current issues and suggests that interactions with the arts and the natural world can promote eudaimonia. The application emphasizes how crucial it is to develop human potential in the face of suffering throughout the world.

## Effective Leadership in Human Resources Management

Egbuta et. Al (2019) in the Journal has explained that in this economic world, in academics, in the home, in the community, and politics, leadership is an essential component that affects the performance of entire countries as well as companies. Effective leadership in Human Resources Management (HRM) motivates followers to connect their values with organizational goals, thus changing the organization's culture and performance. Building one's leadership abilities is essential to the success and expansion of a company. While research on leadership's impact on organizational performance is equivocal, transformational leadership, which focuses on inspiring and motivating followers, has received a lot of attention. However, distinguishing between distinct levels of leadership, such as executive and lower levels, is critical for meaningful analysis.

## Change In Leadership (HE)

According to Vlachopoulos, D. (2021) findings of this study inform the formation of future leaders by giving us a place to start thinking about the knowledge, talents, and skills that university leaders need to enable organizational change. According to an analysis of the participants' comments, leaders' professional and educational backgrounds were seen favorably. With assistance in the areas of leadership, strategic planning, and soft skills, these individuals may motivate the academic community and advance the advantages and values of leadership.  As a result, the study's findings have assisted in identifying performance disparities among academic leaders and suggested potential growth avenues for future academic leadership education programs. Overall, this research lends credence to the notion that academic leadership should spearhead and carry out organizational transformation via a deeper comprehension of the difficulties pointed out by the coaches as well as the character attributes of successful academic leaders. Through the coaches' suggested solutions and training requirements, which can result in successful leadership development programs.

## HR Practices: Review For Future Directions

Ying Wang et al. (2019) suggested that by strengthening the theoretical underpinning of this study, expanding the empirical scope to include, for example, cross-cultural challenges, and increasing practical relevance, progress might be hastened. We hope that this review stimulates more research into employee views of HR practices, with a clear awareness of the many parts of this construct as well as a greater understanding of the complexities involved in the formulation and growth of employee perceptions of HR in the workplace.

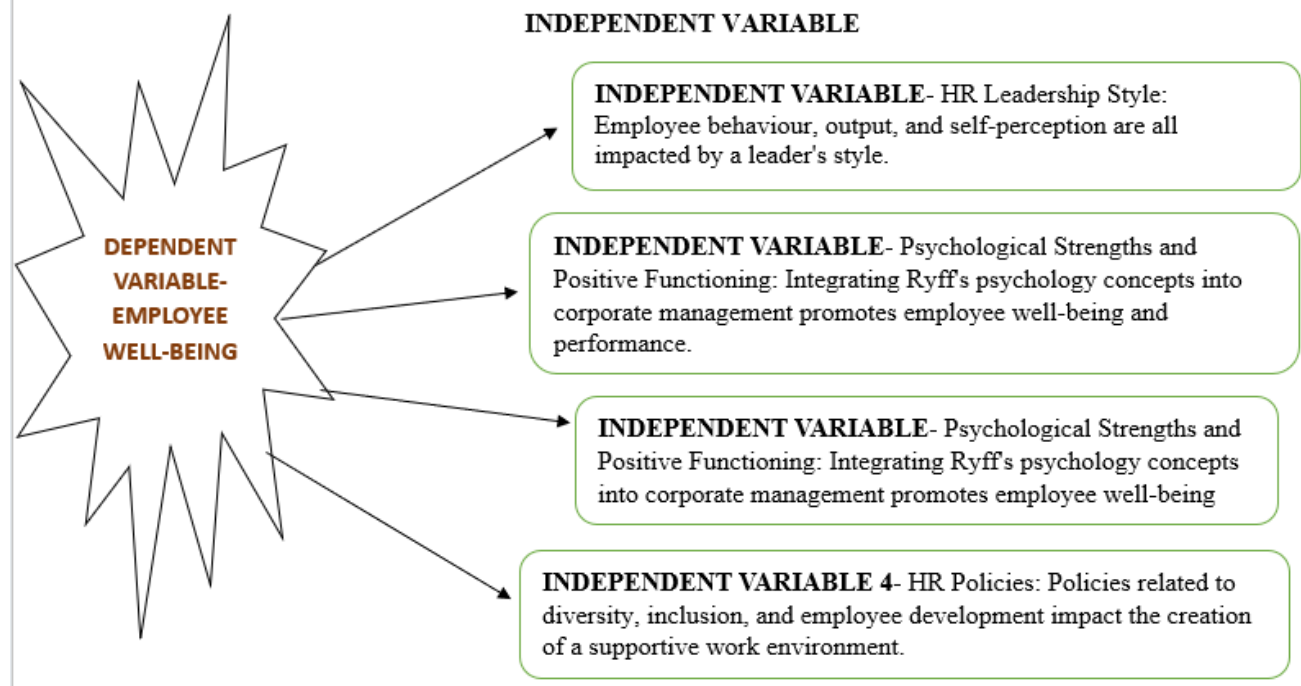| Skills needed for academic leaders to enact positive organizational changes | |
|---|---|
| **Skills** | **Pointers** |
| Honesty | 4 |
| Responsibility | 4 |
| Creativity | 2 |
| Proactivity | 3 |
| Empathy | 2 |
| Resiliency | 4 |

To better grasp the demands of their positions and duties, as well as the competences and abilities required to satisfy those demands, leaders need coaching. They may bridge the gap between what they are doing now and the intended result in this way.

It doesn't just happen that great civilizations exist. They are created component by component, by businesses that are well aware of the characteristics that distinguish a great work culture. The institute displaying good culture is a big asset when recognition is something that happens daily, personnel are free to express themselves, and everyone on the team feels like they belong. Prioritizing the below-mentioned components of a strong work culture can help you develop this successful future of the institution.

➢ A creative and transformative approach must be used to examine the work culture of HEIs, including the academics and the general growth of the faculty and students.

➢ Institutions of higher learning must enhance their reputation and quality.

➢ Favoritism and other money-making practices should not be allowed in the educational system, etc.

➢ HRM should be valued and prioritized in HEI.

➢ Various HR strategies should be adopted to foster a culture of belonging, giving an ear to an employee voice, incorporating values, strong leadership, purpose, and vision, addressing unity in diversity, aligning with HR company culture, offering feedback respectfully, regularly including training and development, etc.

➢ Performance and appraisals should be done with minute reporting and details.

➢ Aligning employees with the goals of the institution is a must.

### 1.5 MODEL SHOWING INTERCONNECTION OF DEPENDENT AND INDEPENDENT VARIABLE



DEPENDENT VARIABLE- EMPLOYEE WELL-BEING

INDEPENDENT VARIABLE- HR Leadership Style: Employee behaviour, output, and self-perception are all impacted by a leader's style.

INDEPENDENT VARIABLE- Psychological Strengths and Positive Functioning: Integrating Ryff's psychology concepts into corporate management promotes employee well-being and performance.

INDEPENDENT VARIABLE- Psychological Strengths and Positive Functioning: Integrating Ryff's psychology concepts into corporate management promotes employee well-being

INDEPENDENT VARIABLE 4- HR Policies: Policies related to diversity, inclusion, and employee development impact the creation of a supportive work environment.

Dependent and Independent Variables in a Model Interconnected: In an organization, a leader's style has a big impact on how others behave, perform, and feel about themselves. HR leadership is essential in determining how an organization's culture is shaped and how employee well-being is affected. The establishment of a positive work environment and the attainment of sustainable success are contingent upon the emotional well-being of employees. Prior studies have mostly considered employee well-being as a performance-related secondary outcome variable, ignoring its importance as a key factor in determining the success of a business. Transformational leaders in HRM motivate followers to achieve more by connecting their values with the ideals of the organization. The tone, culture, and performance of an organization are largely determined by its leadership, and attaining organizational goals also depends on it. Effective leadership requires the growth of leaders' abilities and their training.

**1.6 FUTURE SCOPE**

Subsequent investigations ought to concentrate on pinpointing particular leadership philosophies and approaches that have a major impact on worker satisfaction and company culture via experimental methodology. Gaining an understanding of these subtleties might help develop focused tactics for fostering healthy work environments.

There are ways to improve the emotional well-being of employees by looking at the many communication tactics and decision-making procedures HR directors utilize. The long-term benefits of a positive company culture on worker performance and well-being can be seen in research conducted over an extended period. This realization can help companies create plans for preserving encouraging work environments. Comparative research across industries and organizational contexts can show differences in HR leadership practices and their impact on employee well-being.

**1.7 CONCLUSION**

Workplace culture has a substantial impact on employee mental health and well-being, with supportive workplaces promoting positive outcomes and toxic cultures contributing to stress and burnout. Interpersonal dynamics between coworkers, in particular differences in leader-member communication, influence cooperation and support for one another. Employee engagement is critical to corporate performance, and good HR management may create engagement through programs that promote a healthy work culture and match employees with business goals. Incorporating Ryff's psychology ideas into organizational management can improve employee well-being and performance by focusing on psychological strengths and positive functioning. Prioritizing HR policies that encourage diversity, inclusion, and employee development is critical to creating a supportive work environment that promotes growth and success.

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