

Abstract

This study explores how leadership styles affect the well-being of non-teaching employees in Higher Education Institutions (HEIs) of West Bengal. While leadership in HEIs is usually linked to academic and administrative success, it also deeply shapes employee motivation, satisfaction, and workplace harmony. Despite West Bengal's strong educational tradition, little research has examined how leadership connects to employee well-being. This study fills that gap.

Using an exploratory descriptive survey, data were collected from 329 non-teaching employees through Multistage random sampling. Tools included a Basic Information Schedule, the Leadership Style Scale (Authoritative, Democratic, Facilitative, and Situational), and the Employee Well-Being Scale (life, workplace, and psychological well-being). Reliability and validity checks ensured accuracy. Data were analyzed with descriptive statistics, t-tests, ANOVA, correlation, and regression using SPSS and Jamovi.

The findings show that employees generally preferred Democratic and Authoritative leadership. Men leaned more towards Authoritative and Situational leadership, while women favored Democratic and Facilitative styles. Men also reported higher well-being than women. Urban and married employees reported better well-being compared to their rural and unmarried counterparts. Employees with higher qualifications, senior job positions, and fairer pay reported stronger well-being. Salary fairness, workplace happiness, and good supervisor relationships strongly predicted well-being, with workplace happiness being the most influential factor. Leadership style explained 20% of organizational well-being, while workplace factors together explained 10%.

The study concludes that employees' leadership style significantly impacts organizational well-being, especially when coupled with supportive workplace conditions. Democratic and Authoritative leadership styles foster higher satisfaction, but demographic and job-related factors also play important roles. The findings call for inclusive leadership practices, fair salary structures, and supportive institutional environments to strengthen both employee well-being and organizational effectiveness.

Keywords: *Leadership Style, Organizational Well-being, Higher Education Institutions, Employees, West Bengal*