



RELATIONSHIP BETWEEN LEADERSHIP STYLES AND WELL-BEING AT WORK

RELAÇÃO ENTRE OS ESTILOS DE LIDERANÇA E O BEM-ESTAR NO TRABALHO

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Abstract

The leadership style that predominates in companies can substantially impact the quality of work, as well as the satisfaction, motivation and well-being of employees, contributing to organizational performance. In this sense, the study aims to analyze the relationship between leadership styles and the well-being of employees in the workplace. The analysis was carried out through quantitative research with data collection using an electronic questionnaire. The sample comprised 145 respondents, 85 of whom were women and 60 of whom were men. It was possible to identify that employee performance is directly related to their level of well-being at work, just as well-being is related to the type of leadership that the environment has. Thus, the study contributes to the management

literature, providing a reflection on the relationship between leadership styles and well-being, an important factor for organizations, as it is possible to identify the correlations between the two themes and which aspects the leader can follow to improve your relationship with the work team and increase people's level of well-being. In the social sphere, the insights identified in the study allow companies to better manage their teams, providing more humanized and welcoming environments to coexist.

Resumo

O estilo de liderança que predomina nas empresas pode impactar de forma substancial na qualidade do trabalho, bem como na satisfação, motivação e no bem-estar dos colaboradores, contribuindo com o desempenho organizacional. Nesse sentido, o estudo objetiva analisar a relação dos estilos de liderança com o bem-estar dos empregados no ambiente de trabalho. A análise foi feita por meio de uma pesquisa quantitativa com coleta de dados por meio de questionário eletrônico. A amostra compreendeu 145 respondentes, sendo 85 empregadas mulheres e 60 homens. Foi possível identificar que o desempenho dos empregados está diretamente relacionado ao seu nível de bem-estar no trabalho, assim como o bem-estar está relacionado com o tipo de liderança que o ambiente possui. Assim, o estudo contribui com a literatura gerencial, proporcionando uma reflexão sobre a relação existente entre os estilos de liderança e bem-estar, fator importante para as organizações, pois é possível identificar as correlações entre os dois temas e quais aspectos o líder pode seguir para melhorar sua relação com a equipe de trabalho e aumentar o nível de bem-estar das pessoas. No âmbito social, os insights identificados no estudo, permitem as empresas gerenciar melhor suas equipes, proporcionando ambientes mais humanizados e acolhedores para se conviver.

INTRODUCTION

Leadership is a process of intentional and explicit influence by a person on others, with the purpose of guiding, structuring, and facilitating activities and relationships in a group or organization.

Studies show that leadership style interferes with the level of commitment of employees to the company and consequently affects the team's performance at work.

The greater the leader's willingness to accept the group's opinions and promote changes that please everyone, the greater the staff's engagement with work, and the team's overall performance increases (Garcia and Russo, 2019).

laissez-faire leadership styles. For Raptopoulos and Silva (2018), the transformational style is the most found in organizations, and it is characterized by the

motivation and inspiration of leaders, so that their followers achieve a common goal. In this style, the leader is willing to accept changes for the benefit of the team. In the transactional style, leadership is related to compensating for the good acts of employees, that is, those who follow all the rules and do their best for the institution. This also means that the demands on this type of leadership are more rigorous (Benevides, 2010).

laissez-faire leadership, characterized as a more passive style or even seen as the absence of leadership, since the figure of the leader remains neutral. The use of authority is as minimal as possible, as is the concern with meeting goals (Souza and Cappellozza, 2019). These typologies study leadership in terms of the leader's behavioral styles in relation to their subordinates.

Thus, Garcia and Russo (2019) consider that the transformational leadership style would be the most suitable for organizations, as they would have an inspiring and motivating leader. However, rewards for good acts can be more attractive to employees, being present in the transactional style. There are also subordinates who are not adapted to demands, preferring an environment without the leader, and identifying more with the *laissez-faire* style.

The leadership style adopted by institutional managers interferes both in the way workers work and in their respective performance within the company. Studies such as that by Silva et al. (2019) analyzed the relationship between leadership and followers' commitment to work. Garcia and Russo (2019) sought to understand the link between leadership and team performance. On the other hand, Silveira (2019) realized that employees' performance is directly related to their level of well-being at work.

The well-being of employees can be considered one of the main factors that leadership influences in the organization, assuming that the way of leading defines

the type of work environment, implying the perception of the well-being of subordinates (Bizzi, 2013). *Research such as that by Santos et al. (2021) analyzed the relationship between leadership styles and techno-stress but did not link these styles to employees' perception of well-being. Transformational leadership related to well-being was studied by Poubel et al. (2022), who suggested that other mediators be analyzed, such as, for example, positive moods.*

Therefore, exploring the relationship between leadership styles (transformational, transactional and *laissez-faire*) and well-being (personal fulfillment, positive affects and negative affects) in the organizational environment presents itself as a research opportunity. To this end, we intend to answer the following question: *What is the relationship between leadership styles and the well-being of employees in the workplace? The objective is to analyze the relationship between leadership styles and the well-being of employees in the workplace, contributing to the existing management literature on the subject.*

Organizations are inserted in an environment characterized by strong turbulence and constant changes, resulting in the need to seek solutions to increase their effectiveness, ensuring their survival and success in an increasingly globalized and competitive market. This entire situation requires strong leadership, considering the role they play in human motivation and engagement in the work environment. In this sense, understanding how leaders influence the well-being of their employees becomes an inherent concern for organizations, which is a social justification for carrying out this research (Veiga, 2005).

Furthermore, the research findings help companies find ways and strategies that promote the positive well-being and personal fulfillment of employees, aiming to improve internal management and provide an adequate work environment.

THEORETICAL FOUNDATION

Leadership _

According to Kouzes and Posner (1991), leadership is an art. Mastery of this art comes with mastery of oneself; that is, leadership development is a process of self-development. Benevides (2010) cites leaders as agents of change whose actions affect other people more than other people affect their actions. For Bass (1985), leadership means winning people over, involving them so that they put their mind, heart, creativity and excellence at the service of a goal, making them commit to this mission to the maximum. From this author's perspective, you do not manage people, you lead people.

The leadership process is characterized by leaders inducing followers to action, with certain objectives in mind, goals that represent values, motivations, desires, needs, aspirations and expectations, of both the leader and the follower (Burns, 1978). Therefore, leadership is not something precise, as it involves people's behavior, but it is certain that leaders serve as an example in an organization and that they influence the success or failure of a company (Schley et al., (2015)). Muzzio and Paiva Junior (2018) highlight that creative leadership fosters creative employees, who together take the organization to a higher level of innovation and development.

Rodrigues et al. (2019) highlight that to be a good leader, it is necessary to build a work team that knows how to reconcile individual objectives and the company's goals. To achieve this, employees must be motivated to perform their tasks in the best possible way. The main people management tools are constant learning and emotional intelligence, which direct the leader toward organizational learning and influence people's well-being. It is necessary for the leader to develop the ability to promote education/development/affection with high-quality service and to provide openness for the transmission of

information to allow employees to participate in decision-making, acting as an educator, negotiator, encourager and coordinator (Macedo et al., 2022).

Despite all the definitions found in the literature on leadership, the predominance of the influence that is exercised by a leader over his subordinates, the ability that they have to motivate and enable others to contribute to organizational success, can be seen. It is therefore accepted that leaders have the capacity to influence organizational life, contributing to a high degree of satisfaction at work and the creation of a suitable environment for workers, with a view to improving individual and, consequently, organizational performance (Garcia and Russo, 2019).

In this context, it is up to the leader, considering his position and qualifications, to be motivated, motivate and positively influence his subordinates, seeking to achieve the best results, maintaining the team's willpower and satisfaction, in tune with the organization's higher levels. . Thus, there is no good leadership if there is no motivation to lead, appropriate skills and commitment to continuous development, resulting in an improvement in the performance of teams and organizations (Paschoal and Tamayo, 2008).

In the literature, there are different leadership styles. In this research, transformational, transactional and *laissez-faire* leadership styles are determined according to the precepts of Benevides (2010).

Transformational leadership

Burns (1978) was the first to draw attention to the concept of transformational leadership, described as the procedure by which leaders encourage the commitment and commitment of employees, leading them to behave spontaneously and with total dedication to the cause of the organization. .

Generally, this style is known for involving a friendly and transformative leader who seeks to improve the performance of his team with changes that please everyone and that make the work environment more welcoming, encouraging his team members to feel motivated. In this style, the team's performance is directly linked to how the leader treats his followers (Garcia and Russo, 2019).

When seeking to understand transformational leadership style, it is necessary to consider the concept of charisma, an attribute considered essential to these leaders. In the conception of Benevides (2010), the transformational leader is seen as motivating, inspiring and charismatic, who raises the self-esteem of his people and keeps them motivated at work.

Transformational leadership is considered by many to be the leadership style that guarantees greater employee satisfaction and is related to leaders who influence people with motivating and moral speeches. Employees feel motivated to work with them and see them as examples to be followed (Abelha et al., 2018).

For Krause et al. (2018) in this type of leadership, it is possible to exchange information to motivate and be motivated. It is a process of mutual development, a search for recognition and connection, and a feeling of belonging to a team and a place. To a certain extent, the transformational style is similar to the transactional style, when it establishes an exchange relationship with followers, a kind of agreement, in which he gives them what they want, in exchange for what he wants, defining and distributing the necessary tasks. to pursue the objectives set.

That said, it is assumed that transformational leadership occurs in contexts of great cooperation, so that leaders and followers provoke high levels of motivation, moralization and well-being in their followers. Furthermore, professionals are involved in decision-making and in the company's growth process,

which increases their sense of belonging, their self-fulfillment and their motivation to improve their performance (Burns, 1978).

Transactional leadership

Transactional leaders associate work with rewards to influence the behavior of followers. Benevides (2010) identifies transactional leadership through the rewards offered in exchange for tasks performed, being one of the most perceived leadership styles in the business area.

This style is known for being a leadership of exchanges, of transactions, that is, the employee earns rewards for achieving certain goals of the organization. It may seem like a good thing, but for some scholars, it represents oppression, as the leader's demands may appear more vehemently, which makes the workplace more apprehensive. The relationship between leader and follower is seen as a series of rational exchanges that allow each person to achieve their goals (Bass, 1985).

Transformational and transactional leadership styles are complementary to each other. The predominance of one does not mean the total absence of the other. Depending on the reason or location, or even who the leader is interacting with at the moment, he or she may be more biased toward one style or the other and may even present characteristics of both at the same time (Rodrigues et al., 2019).

That said, it is believed that this style is the best known in society, given that the current economic model imposes the need to gain something in exchange for our efforts. It is characterized by authoritarian and rigid management but provides rewards for those who achieve the expected objectives (Benevides, 2010).

Laissez-faire Leadership

In this type of leadership, the leader leaves decision-making up to the team and does not offer support or feedback if the group's decision is assertive (Benevides, 2010). This type of leader is considered more mild or passive; that is, the leader does not have such a present demonstration of authority, equivalent to an employee who does not have a leadership role. It can even be considered an absence of leadership, with *laissez-faire leaders* assuming that their followers are intrinsically motivated and can be left alone to carry out tasks and goals (Souza and Cappellozza, 2019).

Benevides (2010) raises the following points to characterize this style: a) freedom for decision-making by those led; b) existence of a limitation on the leader's participation, almost always focused on motivation; c) group decision on the work team and division of tasks; and d) there is no evaluation and intervention by the leader in team activities.

Laissez-faire leadership can be a way for leaders to escape their responsibilities and take on important roles in the organization. It can be considered harmful to employees' learning, as leaders do not support their subordinates in their development. On the other hand, it was noted that in this leadership style, employees tend to have a longer intention to stay in the company, which can lead to a reduction in turnover (Sobral et al., 2019).

With this, it is understood that there are pros and cons of this leadership model. As positive points, we can see the trust that the leader has in the leader, the reduction of bureaucracy in processes and the shared responsibility among group members. The negative aspects are the risks of impacts on effectiveness, given that there is no guidance, control or feedback on the execution of tasks. Furthermore, there may be a loss of respect among those led for the figure of the leader, given the individualism that exists in this model (Silva et al., 2017).

Well-being

The people who make up a company are considered one of its most important resources; that is, they are key players in an institution. Under some theoretical lenses, people are seen as intangible assets, which guarantee a competitive advantage over other companies if they are well prepared and managed (Kayo et al., 2006). In this respect, it is considered that the level of well-being of individuals positively influences the performance of companies, resulting in an organizational economic benefit (Silveira, 2019).

Well-being is linked to the issue of personal fulfillment: the more a person feels motivated and fulfilled, both personally and professionally, the higher their level of well-being will be. A motivated employee has a greater interest in doing a good job, as well as in achieving or not achieving goals and objectives stipulated in the team and in their own personal matters. Therefore, the behavior of each person in the work environment must be perceived by management and leaders so that measures to improve the quality of life in the organization can be taken, increasing the level of well-being of employees (Bizzi, 2013).

To ensure that people can carry out their activities with quality and competence, the organization needs to pay attention to promoting an environment with well-being. This not only means maintaining the minimum conditions needed by law but also providing a workplace where people feel comfortable and welcomed so that their work can be more productive and, consequently, the company's goals are achieved (Davis and Newstrom, 2001).

Well-being at work is a concept that encompasses many variables, such as emotions, mood, health, and even coexistence within the institution. Therefore, the ways of measuring well-being are also different; however, most organizational studies end up

observing the general well-being perceived by the person, such as emotions and mood. (Paschoal and Tamayo, 2008).

It is worth mentioning that being well in the organizational environment encompasses not only physical issues but also mental ones. Psychological well-being is as important as a person's physical health. The company structure may be adequate, but if there is psychological pressure, individual well-being can be negatively affected and, consequently, work performance (Dessen and Paz, 2010).

Well-being in the workplace can be observed through positive and negative affects. Positive affects are situations that bring good energy and peace to people, such as feelings of contentment, satisfaction and joy. The negative ones are related to sad, uncomfortable, unmotivated employees (Bizzi, 2013).

From the perspective of positive affects, well-being is the identification of good, pleasant feelings that convey security and confidence to employees. The greater the positive affects perceived by people, the higher their level of happiness and, consequently, their level of well-being (Ribeiro et al., 2022).

In this same line of thought, there is personal fulfillment, which corresponds to the peak of an individual's sense of well-being in an organization. It is also related to satisfaction, indicating that the workplace is to the person's satisfaction and that they feel fulfilled with what they do (Paschoal and Tamayo, 2008).

On the other hand, negative affects correspond to bad perceptions and feelings identified within the organization, leading employees to become upset and depressed. There are studies that agree that when there is a high level of dissatisfaction in the organization, it signals poor management, which can cause serious

problems involving the mental health of employees (Haveroth et al., 2019).

METHODOLOGICAL ASPECTS

To analyze the relationships between leadership styles and well-being, quantitative research was carried out with a descriptive approach and data collection through a *survey*. As an instrument for data collection, a questionnaire was applied online to employees of the State of Santa Catarina using the *Google Docs platform*.

To apply the questionnaire, the study used social networks such as *LinkedIn, Facebook, Instagram, WhatsApp and email*, adopting the snowball methodology. With this methodology, the questionnaire is sent to contact groups and social networks, asking research participants to nominate more people to respond to the instrument (Costa, 2018). The studies by Pereira and Chaves (2015) and Remondes et al. (2015) also used social networks for data collection purposes.

The questionnaire was administered between January 13th and June 15th, 2022. When accessing the *link*, respondents were directed to the free consent form, having the option of accepting to participate or not in the research. Upon refusal, the respondent was thanked, and the process ended. When the respondent agreed to participate, he was directed to answer the questionnaire in full, with the sample comprising 145 respondents. Of these, 85 were female, which represents 59% of the total respondents. The most significant age group was between 20 and 30 years old (82 respondents), and of these, 68 people had been working for the company they worked for less than 5 years.

Table 1 - Research construct

Variables	Subvariables	Questions	Authors
Leadership style	Transformational	It instills pride so that people associate with it; It goes beyond personal interest for the good of the group; Act in a way that builds people's respect; Transmits power and confidence; Talk about your most important values and beliefs; Specifies the importance of having a strong sense of purpose; Considers the moral and ethical consequences of decisions; Emphasizes the importance of having a collective sense of mission; Speaks optimistically about the future; Speaks enthusiastically about what needs to be accomplished; Articulates a compelling vision of the future; Expresses confidence that goals will be achieved; Reexamines critical assumptions to verify whether they are appropriate; Seeks different perspectives to solve problems; Seek help from other people to look at problems from different angles; Suggests new ways of looking at how to complete tasks; Invest time teaching and training; Treats people as individuals and not just as members of the group; Considers each person individually as having different needs, skills and aspirations; Helps people develop their potential.	Benevides (2010), preceded by Bass and Avolio (1985); Burns (1978).
	Transactional	Provides assistance in exchange for people's efforts; Discuss in specific terms who is responsible for achieving goals; Makes it clear what everyone can expect when performance goals are set achieved; Expresses satisfaction when others meet expectations; Focuses attention on irregularities, errors, exceptions and deviations from standards; Focuses all attention on dealing with errors, complaints and absences; Keeps track of all errors; Focuses attention toward errors to find patterns.	Benevides (2010), preceded by Bass and Avolio (1985); Burns (1978).
	<i>Laissez-faire</i>	Does not interfere until problems become serious; Wait for things to go wrong before taking action; He is a fan of the expression: "If it ain't broke yet, do not fix it"; Demonstrates that problems must become chronic before action is taken; Avoids getting involved when important decisions are made; Is absent when necessary; Avoid making decisions; Slow to respond to urgent questions.	Benevides (2010), preceded by Bass and Avolio (1985); Burns (1978).
Well-being	Personal Fulfillment	I realize my potential; I develop skills that I consider important; I carry out activities that express my capabilities; I get important rewards for myself; I overcome challenges; I achieve results that I value; I advance in the goals I set for my life; I do what I truly like to do; I express the best in me.	Bizzi (2013), preceded by Paschoal and Tamayo (2008).
	Positive Affects	Happy; Willing to); Happy; Excited; Enthusiastic; Happy; Excited; Proud; Calm down.	
	Negative Affects	Worried; Angry; Depressed; Bored; Upset; Impatient; Anxious; Frustrated; Bothered; Nervous (a); Tense (a); Angry .	

Source: Prepared by the authors.

Of the three branches of activity surveyed, followed by people who work in the provision of industry was the sector that had respondents, 46.5%, services, with a representation of 43.8%, and commerce

activities, representing 9.7%. % of total. Of the total number of respondents, 128 respondents are located in Vale do Itajaí, which represents 88.9% of the sample.

For the research instrument, the questions to determine leadership styles (transformational, transactional and *laissez-faire*) were taken from the study by Benevides (2010), who, in turn, based his study on research by Bass and Avolio (1985) and Burns (1978). To measure these variables, a 5-point Likert scale was used, where 1 (never); 2 (occasionally); 3 (sometimes); 4 (almost often) and 5 (often, if not always).

To measure the well-being variable, the questions were extracted from the research by Bizzi (2013), which was based on the study by Paschoal and Tamayo (2008), which considered a subdivision into 3 aspects: personal fulfillment, positive affections and negative affects. Regarding questions involving personal fulfillment, the instrument included a Likert scale from 1 to 5, where 1 (totally disagree); 2 (disagree); 3 (indifferent); 4 (agree) and 5 (totally agree). In the questions regarding positive and negative affects, the statements contained a Likert scale from 1 to 5, with 1 (not at all), 2 (a little), 3 (moderately), 4 (quite a bit) and 5 (extremely)., as seen in Table 1.

Cronbach's alpha coefficient was applied. The interpretation of this coefficient considers that the values vary between zero (0) and one (1), and the closer to 1, the greater the internal consistency of the instrument (Cronbach, 1951). Table 2 presents the degree of reliability used to determine consistency according to the alpha value.

The reliability of the questionnaire, according to Landis and Koch (1977), can be considered from poor to almost perfect. Descriptive statistics were also used to analyze the data, with the exposure of the mean and standard deviation of the constructs. The data were tabulated in electronic spreadsheets (*Excel*), and the

average scores of each respondent were calculated for the leadership and well-being sections.

Next, Pearson's correlation coefficients were calculated to verify whether the leadership variables are correlated with well-being using the *Statistical Package for the Social Sciences (SPSS)*. The correlations of all variables with each other were calculated. Correlation coefficients range from -1 to +1, and when it is below zero, it indicates an inversely proportional correlation between the variables; that is, the higher one is, the lower the other is. However, when the coefficients obtain values greater than 0, it indicates a directly proportional correlation, that is, the greater one, the greater the other (Paranhos et al., 2014).

Table 2 - Questionnaire reliability according to alpha value

Alpha Value	Reliability
< 0.00	Bad
0.00 to 0.20	Small
0.21 to 0.40	Reasonable
0.41 to 0.60	Moderate
0.61 to 0.80	Substantial
0.81 to 1.00	Almost perfect

Source: Landis and Koch (1977).

Correlations can appear at different levels; whether positive or negative, values between 0 and 0.3 are considered very small or weak; values from 0.4 to 0.6 are considered moderate or medium; and values above 0.7 are considered strong (Figueredo Filho and Silva Junior, 2009).

RESULTS ANALYSIS

To analyze the data obtained in the research, descriptive statistics were used, calculating the mean and standard deviation of each group of responses, corresponding to each research variable, as shown in Table 1.

Among the constructs involving the three leadership styles, transformational leadership was the one with the highest average, and *laissez-faire leadership* had the highest standard deviation index. The average of the respondents, in the first case, was closer to scale 4 (almost frequently); that is, a large proportion of the respondents identified their leader as being of the transformational style. This trend has already been

noticed in the study by Garcia and Russo (2019), given that this type of leadership is considered more advantageous in terms of the company, as the more charismatic and transformative the leader is, the better the performance of employees. Therefore, most leaders choose to follow this people management path and strategy.

Table 1 – Descriptive statistics of the constructs

Variables	Constructs	Average	Standard deviation	Cronbach 's alpha
Leadership	Transformational Leadership	3,678	0.818	1,067
	Transactional Leadership	3,285	0.724	1,267
	<i>Laissez-faire</i> Leadership	2,255	0.856	1,200
Well-being	Personal Fulfillment	3,991	0.658	1,269
	Positive Affect	3,555	0.886	1,191
	Negative Affect	2,609	0.905	1,116

Source: research data.

Transactional leadership presented an average response closer to scale 3 (sometimes). This result is due to the trend perceived in most companies, in which leaders reward the correct actions of employees. The greater the effort and dedication, the greater the reward, not only in terms of salary, as shown by the work of Burns (1978). The results are in line with the Benevides survey (2010), which found that this leadership style was the most common among organizations.

Laissez-faire leadership had the lowest average, approaching scale 2 (occasionally). This happens because there is an absence of this leadership profile; people do not identify him as a leader, and he himself avoids this role. It is the least recommended style for an organization and the least common as a result, given that there is no adequate monitoring and leadership over performance and desired results. Similar results were found by Skogstad et al. (2014) and by Harold and Holtz (2015).

Analyzing the construct that involves well-being, subdivided into personal fulfillment, positive

affects and negative affects, it is noted that the average for the personal fulfillment item was close to scale 4 (agree). This means that the majority of respondents feel comfortable and professionally fulfilled in the work environment they are in. In the study by Poubel et al. (2022), it is possible to observe that the personal achievement index increases when the leadership style exercised is transformational. In this research, the results corroborate this aspect, considering that the majority of respondents identified their leaders as transformational and presented a significant average in the personal achievement item.

With regard to the positive affect perceived by the respondents, it is observed that the average response was between 3 and 4; that is, the majority of respondents feel comfortable and perceive good emotions in the workplace. As Bizzi (2013) has already identified, high positive affect scores indicate that respondents feel emotionally connected with the company and the work they do there.

On the other hand, the negative affects noted by the respondents had an average between 2 and 3, demonstrating that these types of negative emotions are less perceived in organizations, which leads to the inference that employees have a higher level of well-being. Haveroth et al. (2019) show that high scores of negative affects in the institution can indicate serious management problems, leading to problems ranging from relationships between the team to mental health disorders among employees, such as depression and anxiety.

Finally, it appears that the instrument's constructs are reliable since the *Cronbach's alpha coefficients* were greater than 1.00, characterizing almost perfect reliability. Table 2 presents the Pearson correlation between the variables, which were calculated from the scores of the responses obtained in the questionnaire. These correlations can range from -1 to +1, indicating how the variables relate to each other.

Table 2 - Pearson correlation

Correlation		Leadership			Well-being			
		Transfer	Trans.	Laissez	Realize . guys	Positive affect	Negative affect	
Leadership	Transfer	Pearson Correlation	1					
		Sig. (2-tailed)						
		N	144					
	Trans.	Pearson Correlation	0.788**	1				
		Sig. (2-tailed)	0.000					
		N	144	144				
	Laissez	Pearson Correlation	-0.158	-0.053	1			
		Sig. (2-tailed)	0.058	0.525				
		N	144	144	144			
Well-being	Realize . Guys	Pearson Correlation	0.284**	0.176*	-0.060	1		
		Sig. (2-tailed)	0.001	0.035	0.474			
		N	144	144	144	144		
	Positive affect	Pearson Correlation	0.447**	0.337**	-0.024	0.562**	1	
		Sig. (2-tailed)	0.000	0.000	0.772	0.000		
		N	144	144	144	144	144	
	Negative affect	Pearson Correlation	-0.233**	-0.018	0.361**	-0.111	-0.246	1
		Sig. (2-tailed)	0.005	0.827	0.000	0.187	0.003	
		N	144	144	144	144	144	144

** Correlation is significant at the 0.01 level (2-tailed).

Source: Research data.

Transformational leadership has a strong correlation with transactional leadership. Confirming that, in many cases, leaders end up having characteristics of both styles, being, for example, charismatic and innovative, and at the same time

offering “rewards” for work carried out correctly. As seen in the research by Santos et al. (2021), the two leadership styles have in common the objective of achieving the best performance of the team but also of

the leader himself, which is in line with and justifies the correlation found in this research.

There is a weak correlation (less than 0.3) between transformational leadership and well-being in terms of personal fulfillment. According to Cavalcanti et al. (2022), tensions in the work environment, such as encouraging changes and seeking new ways to achieve goals, tend to instigate the capacity of those led, bringing a greater sense of accomplishment. Therefore, transformational leadership, characterized by transformative leaders who encourage and seek improvements, appears in this research to be positively related to the respondents' sense of personal fulfillment.

Regarding the correlations of the transformational style with well-being, it was noted that there is a medium correlation with positive affect. The results allow us to infer that respondents identify more with this type of leadership and consider their level of well-being to be greater in an environment with a more charismatic leader, willing to change and who interacts more with their followers. This relationship can be observed in the study by Poubel et al. (2022), which demonstrated that the higher the transformational leadership score is, the higher the positive affect score will be.

Transformational leadership style showed a weak and negative correlation with well-being in terms of negative affect, which indicates that the relationship is inversely proportional; that is, a higher negative affect score represents a lower transformational leadership score. In relation to the transactional leadership style, there is a correlation with well-being in terms of positive affects. It can be inferred that people feel happier when they receive rewards for their correct actions, a strategy adopted by the transactional leader.

Likewise, transactional style showed a correlation with well-being in terms of personal

fulfillment, although with a low coefficient. This relationship arises because it is the most common leadership style, in addition to the rewards bringing a certain level of fulfillment to people, but without a high level of personal fulfillment, as it is sometimes considered a more rigorous and demanding leadership, as described in work by Muzzio (2020).

As it is a leadership style characterized by almost no leader, *laissez-faire* ends up having no correlations with other leadership styles, as both transformational leadership and transactional leadership have very different characteristics. The *laissez-faire* leadership style did not show any correlation with the well-being variables, either in personal fulfillment or in positive affects. This allows us to infer that people do not feel satisfied with the absence of a leader or even with their lack of attitude. As seen in the research by Silva et al. (2017), this leadership style does not have a good satisfaction rate among followers.

Laissez-faire leadership showed a correlation that, although weak, was positive with negative affects. This finding can be explained considering that this leadership style is the least suitable for companies and the one that is most likely to generate discomfort among those led. In this style, the figure of the leader is basically null, the leader escapes his obligations, and this can cause negative feelings in the team, which needs someone to guide it to achieve the established goals. This finding corroborates the research by Haveroth and Cunha (2019), which identified that poor management can lead to high scores of negative affects.

Well-being as a personal fulfillment has a positive and moderate correlation in relation to positive affects. This happens because a person who identifies with happiness and contentment in their work environment tends to feel more fulfilled where they are. Both variables are similar, to the point that their scores increase or decrease in the same proportion, so much

so that Bizzi (2013) considered combining the two into one to carry out his research but preferred to leave them separate.

Positive affects related to negative affects are not correlated; however, the relationship coefficient is negative because they are two points that diverge from each other. In the research by Sousa and Zerbini (2021), there was also no relationship between these two points. The same happens in the relationship between fulfillment and negative affects, admitting that it is impossible for a person to have negative feelings and feel fulfilled at the same time, the two variables being opposite, considering the coefficient of the relationship.

Finally, it is clear that negative affects were not correlated with transactional leadership. This leadership style can be considered the most common in society, and the characteristics of “exchanges” are the basis for practically all labor relationships; therefore, those led end up feeling at ease, not presenting major negative feelings toward the leader. (Benevides, 2010).

FINAL CONSIDERATIONS AND RECOMMENDATIONS

This research analyzed the relationship between leadership styles (transformational, transactional and *laissez-faire*) and the well-being (personal fulfillment, positive affects and negative affects) of employees in the workplace. The analysis was carried out with 145 workers from industries, commerce and service providers in the Santa Catarina region.

It was clear from the research results that the way of leading directly influences employees' sense of well-being, and the more proactive and engaged the leader is with the team, the greater the level of personal fulfillment of those they lead. It is noted that among the respondents, there is a good feeling of well-being

among people in their work environment. Transformative and charismatic leaders are those who have the greatest relationship with the level of well-being of those they lead.

The predominant leadership style in the research is the transformational style, which also showed a correlation with personal achievement. Evaluating the average response to the achievement item, it is considered that the majority of interviewees feel satisfied in their workplace. The transactional style also presented a similar average and correlation with positive affects and achievement, assuming that employees feel more comfortable when they are rewarded for achieving the company's goals.

It was also possible to note the correlation between transformational leadership and negative affect, this, however, being a negative correlation, which indicates that the two variables are related, but in an inversely proportional way. Therefore, the more transformative and charismatic characteristics presented by the leadership, the less negative the followers will feel.

In relation to the transactional leadership style, only two correlations were noted, with the transformational leadership style and with the well-being aspect of positive affects. For transformational leadership, the relationship is justified because both styles are similar, to a certain extent, or complement each other in parts. Therefore, it is natural that those who identify with the transformational leadership style also have a certain identification with the transactional style. Furthermore, considering that the transactional method is the most common in society, it was noted that it is related to achievement; that is, people feel motivated and fulfilled by having leaders with characteristics of this style.

What can be inferred about the *laissez-faire* style is that it should not be adopted or minimally avoided,

as it is the one that brings the least benefits to the team and the company. Proof of this inference is the correlation obtained between this style and negative affects, demonstrating that the more characteristics of lack of leadership there are in the company, the higher the rate of staff dissatisfaction and discontent.

Observing the aspects of well-being, it was possible to notice that there is a significant relationship between personal fulfillment and positive affects. This occurs because the greater the perception of positive affection by the team is, the higher the personal fulfillment index; that is, the two variables go hand in hand. Given the results, this research contributes to the management field by providing more information about leadership styles as well as the consequences and advantages of each of them. The importance for organizations is due to the need for organizations to understand how leadership styles affect the work environment, as poor management causes employee dissatisfaction, leading to poor individual and organizational performance.

For future research, it is suggested to include variables that jointly analyze the influence of the work environment, such as culture and organizational climate, on employees' perception of well-being and analyze the impact of these variables on the index company turnover. Another suggestion is to expand the research area to other regions or other types of institutions, with the aim of comparing results between different types of companies and regions. Finally, case studies can also present interesting results, seeking to analyze the perceptions of followers and leaders to understand the perceptions of both on the topic.

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