

# Leadership Styles and Employees' Mental Health: The Influential Factors in Organizational Behaviour

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## ABSTRACT

The interface between human behavior and the organization has been long discussed across disciplines. Leaders' characters and their styles in the leadership have impacted the behaviours and mental health of the employees. This research aimed to investigate the important factors in organizational behaviours that highlight leadership styles and their influence on the employees' mental health. This study also aimed at investigating the relationship between leadership styles and the employees' mental health during the COVID-19 pandemic. A quantitative method with correlational and regression analysis design were utilised in the study. Non-probability sampling with convenient technique was used to recruit 375 employees in Klang Valley, age ranging from 16 to 60 years. The Leadership Styles Questionnaire and Warwick-Edinburgh Mental Wellbeing Scale (WEMWBS) were used as research instruments. Pearson Correlation, and simple regression were utilised to analyse the relationship between the two study variables and the impact of one to another. Independent T-test was also used to analyse the differences between male and female employees in their mental health. The findings showed a significant relationship between leadership styles and the mental health of the employees. The study also found a significant impact of the leadership styles on their mental health as well. The results also showed that the impact of leadership styles on employees' mental health varies by gender and age, and gender differs significantly in their mental health's score. This research implied the important concerns and awareness of the employees on their mental health. The behaviours, characters and the styles of the leaders contribute to the development of well-being of their employees.

**Keywords:** Leadership styles, Mental health, Organizational behaviour

