

Exploring The Impact Of Leaders' Emotional Intelligence And Leadership Styles On Employee Perceptions And Well-Being In IT Companies: A Quantitative Study

Kavaljit Kour¹, Shadab Ahamad Ansari²

¹Research Scholar, Department of Psychology, School of Liberal Education, Galgotia University, Greater Noida. U.P

²Associate Professor, Department of Psychology, School of Liberal Education, Galgotia University, Greater Noida. U.P

Abstract

This quantitative study explores the impact of leaders' emotional intelligence and leadership styles on employee perceptions and well-being within IT companies. By examining the relationships between emotional intelligence, leadership styles, and employee outcomes, the study highlights how these factors influence job satisfaction and organizational performance. Utilizing surveys and statistical analyses, significant differences were found in employees' perceptions of leaders' emotional intelligence and leadership styles. Additionally, the study identified a substantial influence of these leadership attributes on employee well-being, underscoring the importance of emotionally intelligent and adaptive leadership in the dynamic IT industry.

Keywords: Emotional intelligence, Leadership styles, Employee perceptions, Employee well-being, IT companies, Organizational performance, Job satisfaction, Quantitative study

INTRODUCTION

In the always developing scene of Information Technology (IT) companies, the job of leadership is foremost in forming authoritative culture, cultivating advancement, and driving employee well-being. As the foundation of the digital time, IT companies work within unique conditions portrayed by fast mechanical headways, extreme competition, and advancing labor force assumptions. In such settings, leaders' emotional intelligence and leadership styles assume crucial parts in exploring complexities, moving groups, and upgrading authoritative execution.

Leadership in IT Companies

Leadership within IT companies incorporates a complex and nuanced approach that connects past traditional moderate plans. Not at all like additional traditional organizations where leadership could follow an unquestionable pecking order of leadership, IT companies work in a remarkable environment that demands flexibility and adaptability. Leaders in this space ought to effectively direct gatherings that consolidate particular trained professionals, creative specialists, and business strategists. All of these social affairs brings fascinating perspectives and scopes of abilities, which can basically work on the association's headway and critical reasoning capabilities when properly harnessed. Thusly, fruitful IT leadership requires the ability to immediate and quick as well as the capacity to facilitate alternate points of view and energize a culture of collaboration. Specific wisdom is an essential prerequisite for leaders in IT companies. Leaders ought to have a thorough appreciation of the advancements their gatherings are working with to make informed decisions and provide credible guidance. This particular information permits them to spread out reasonable goals, anticipate hardships, and recognize opportunities for headway. Regardless, particular ability alone isn't sufficient. Leaders additionally need to solid areas for have intelligence (EI) to supervise social components effectively. High EI engages leaders to grasp and manage their own sentiments and figure out their associates' experiences and opinions. This emotional care helps with working with trusting, decreasing conflicts, and laying out a consistent work environment, which is principal for staying aware of raised levels of employee commitment and resolve. Flexible leadership styles are fundamental in the high velocity and regularly flighty IT scene. IT leaders ought to be prepared for changing their leadership approach considering the particular situation and the necessities of their partners. For instance, a momentous leadership style, which bases on energizing and moving employees, can be particularly convincing in driving turn of events and developing a historic

culture. On the other hand, a more worth based approach might be central while overseeing routine tasks or ensuring consistence with spread out processes. Leaders who can faultlessly switch between different styles are more ready to manage the moved troubles that arise in IT companies. This adaptability redesigns bunch execution as well as adds to overall employee well-being by giving the legitimate level of help and freedom considering the situation. With everything taken into account, leadership in IT companies requires a cutting edge blend of specific abilities, emotional intelligence, and flexible leadership styles to investigate the complexities of the business and advance a thriving progressive culture, as a matter of fact.

Emotional Intelligence in Leadership

Leaders with high emotional intelligence are talented at seeing and coordinating their own sentiments, which permits them to remain made and feasible impressively under pressure. This care and attentiveness are principal in the IT business, where the speed is quick, and the strain to satisfy tight time requirements can be serious. By managing their sentiments, these leaders set a positive model for their gatherings, telling the best way to manage tension and stay aware of productivity without capitulating to disappointment or burnout. In addition, leaders with convincing emotional intelligence are significantly thoughtful, and that suggests they are capable at understanding and noting the sensations of others. This sympathy is urgent in building strong associations within their gatherings. Right when employees feel grasped and regarded, they will undoubtedly be secured, moved, and faithful to the affiliation. Thoughtful leaders can perceive when associates are fighting and proposition the fundamental assistance to help them with vanquishing hardships. This could integrate commitment additional resources, evolving responsibilities, or basically giving a listening ear. By watching out for the emotional and capable prerequisites of their employees, leaders can empower a consistent and exhaustive working environment that advances overall well-being. High EI additionally enables leaders to investigate and decide conflicts all the more in fact. In the agreeable and habitually high-stakes environment of IT, clashes and mixed signals are inevitable. Leaders with high emotional intelligence can push toward these situations with a calm and changed perspective, facilitating open correspondence and sorting out between conflicting social occasions. They are gifted at de-elevating strains and finding ordinarily important game plans, which keeps a friendly and helpful work environment. This ability to supervise battle supportively is a critical asset in staying aware of gathering association and certainty. Also, leaders with high EI can drive various leveled change and advancement even more effectively. The IT business is portrayed by quick mechanical movements and moving business area demands, which require consistent variety and advancement. Emotionally savvy leaders can animate and prod their gatherings to embrace change and seek after new opportunities. They can make sense of a persuading vision for the future, instilling an internal compass and excitement about the possibilities ahead. By developing a culture of trust and mental wellbeing, these leaders ask their gatherings to confront difficulties, assessment, and express creative viewpoints without fear of dissatisfaction or judgment. Emotional intelligence is a dire piece of fruitful leadership in IT companies. Leaders with high EI can stir trust, versatility, and a positive work culture by understanding and managing their own sentiments and connecting with their partners. Their ability to decide conflicts, support employee well-being, and drive headway makes them significant in the speedy moving and consistently creating IT scene. Consequently, making emotional intelligence should be a critical fixation for leaders who try to lead their gatherings to result in the strong universe of IT.

Leadership Styles in IT Companies

In IT companies, leadership styles range from visionary and notable to esteem based and free endeavor, each expecting a clever part in framing the affiliation's lifestyle and viability. Visionary leaders are as a rule seen as the architects addressing what might be on the horizon, setting a sensible bearing and propelling employees with a persuading vision. These leaders base on long stretch targets and progression, engaging their gatherings to think creatively and embrace novel considerations. By delineating what the future could look like, visionary leaders support an environment where employees feel propelled to add to the association's prosperity and will go past their commonplace commitments to achieve incredible outcomes. Weighty leaders, on the other hand, are known for their ability to stir and invigorate their gatherings by developing an environment of energy and commitment. They base on private and master advancement, enabling employees to encourage their abilities and show up at their greatest capacity. Notable leaders are gifted at making an internal compass and having a spot, which prompts more huge

degrees of employee commitment and occupation satisfaction. They prioritize open correspondence and trust, enabling employees to have a fair of consolation to impart their contemplations and get down to business. This leadership style is particularly convincing in IT companies where consistent learning and variety are fundamental for remaining mindful of speedy mechanical changes. On the other hand, conditional leadership revolves around the obvious development, prizes, and disciplines to manage bunch execution. Esteem based leaders underline the fulfillment of endeavors and adherence to spread out procedures, ensuring that employees sort out their positions and responsibilities. This style can find true success in conditions where consistency and reliability are head, for instance, in IT activities or support capabilities where following shows is critical to staying aware of system stability and execution. Conditional leadership can help with achieving transitory targets gainfully; in any case, it may not be as practical in progressing long stretch headway and employee improvement. Free venture leadership, depicted by a hands-off approach, permits employees a serious degree of freedom by they way they complete their work. In IT companies, this style can be useful for significantly skilled and self-convinced bunches that bloom with independence and progression. Free endeavor leaders trust their partners to get a sense of ownership with errands and seek after decisions without consistent oversight. This can incite raised levels of creativity and occupation satisfaction, as employees feel empowered to use their expertise to drive projects forward. In any case, without sufficient heading and support, this style can to a great extent provoke a nonappearance obviously and accountability, conceivably impacting bunch execution and association. Understanding these leadership styles and their ideas is vital for IT companies significance to lay out a working environment that develops improvement, joint exertion, and improvement. A one-size-fits-all method for managing leadership is likely not going to be practical in the unique and rapid universe of IT. Leaders ought to be flexible, blending different styles dependent upon the situation to satisfy the growing requirements of their gatherings and the business. By using the qualities of each and every leadership style, IT leaders can make a dynamic and consistent workplace where employees are secured, energized, and prepared to contribute their sincere endeavors towards achieving various leveled targets.

Employee Perceptions and Well-being

Employee perceptions of leaders' emotional intelligence (EI) and leadership styles expect an earnest part in framing their general well-being and work satisfaction. In IT companies, where the competition for top ability is savage and the interest for improvement is consistent, the ability of leaders to connect with their employees on an emotional level can make a huge difference. Leaders who exhibit high EI are more ready to understand and answer their employees' necessities and concerns, laying out a consistent work environment that propels mental security and occupation satisfaction. Right when employees see their leaders as emotionally cunning, they will undoubtedly feel regarded and respected, which overhauls their commitment and devotion to the affiliation. Plus, the leadership styles embraced by leaders in IT companies through and through impact employee perceptions and well-being. Noteworthy leaders, for instance, move and impel their employees by setting a persuading vision and developing an internal compass. This style of leadership lifts the overall state of mind as well as urges employees to blow away in their positions, provoking more critical degrees of occupation satisfaction and well-being. On the other hand, conditional leaders, who revolve around clear plans and rewards, can lay out a consistent and obvious work environment that a couple of employees could consider reassuring. Regardless, over-reliance on this style can at times prompt a shortfall of improvement and lessened trademark motivation among employees. Its one of a kind thought companies necessitates a leadership approach that can conform to the changing prerequisites of the workforce. Leaders who can effectively blend different leadership styles and exhibit high EI will undoubtedly develop a positive work culture. This incorporates propelling straightforwardness, open correspondence, and reinforcing within the affiliation. Exactly when leaders are direct about their decisions and examine straightforwardly with their gatherings, employees feel more included and trusted. This responsiveness reduces vulnerability and creates a supporting of trust, which is principal for employee well-being. Additionally, captivating employees by giving them the freedom to choose and add to projects energizes a sense of obligation and pride in their work. This fortifying is particularly huge in the IT region, where creativity and advancement are key drivers of achievement. Keeping an eye on employees' perceptions of leadership isn't just about additional creating position

satisfaction; it has huge repercussions for authoritative execution. Raised levels of employee well-being are associated with extended productivity, better quality of work, and lower turnover rates. In IT companies, holding top ability is critical for maintaining a competitive benefit and driving turn of events. Exactly when employees feel maintained and regarded by their leaders, they will undoubtedly stay with the association and add to its excessively long advancement. Furthermore, a positive impression of leadership can further develop bunch association and joint exertion, provoking more fruitful critical reasoning and undertaking results. Understanding and watching out for employee perceptions of leadership is crucial for developing a work environment that advances well-being, commitment, and steadfastness. Leaders in IT companies ought to prioritize emotional intelligence and embrace flexible leadership styles to meet the different necessities of their employees. By developing a culture of straightforwardness, open correspondence, and reinforcing, leaders can redesign employee well-being and drive various leveled accomplishment. This widely inclusive method for managing leadership benefits individual employees as well as adds to the overall wellbeing and execution of the affiliation.

LITERATURE REVIEW

Authors	Title	Focus	Methodology	Findings	Research Contribution	Research Gap
Ali, H., & Davies, D. R.	The Role of Experience, Gender, and Years on the Job in Determining Rubber Tappers' Productivity	Job Performance	Empirical Study	Age, sex, and tenure affect job performance	Understanding the demographics affecting job performance	Needs further investigation on other factors affecting performance
Bass, B. M., Avolio, B. J., & Jung, D. I.	Evaluation of Transformational and Transactional Leadership for the Purpose of Unit Performance Prediction	Leadership and Performance	Empirical Study	Transformational leadership predicts unit performance	Link between leadership styles and performance	More research on transactional leadership
Duarte, F., & Goodson, J. R.	Effects of Different Leadership Styles on Morale and Devotion in the Workplace	Leadership and Motivation	Empirical Study	Leadership styles affect motivation and commitment	Empirical data on leadership impacts	Requires broader industry comparison
Abdulrahman, A.	Effects of Accountant's Level of Education, Certifications, and Work Experience	Job Performance	Empirical Study	Qualifications and experience impact performance	Insight into professional development	More research on other professions

	on Job Satisfaction					
Basit, A., & Sebastian, V.	A Case Study of a Private Malaysian Organisation on the Impact of Leadership Style on Employee Well-Being	Leadership and Well-being	Case Study	Leadership styles impact well-being	Specific case study data	Needs comparative studies
Abbas, Q., & Yaqoob, S.	Implications of Leadership Development on Well-being of Pakistani Employees	Leadership Development	Empirical Study	Leadership development improves well-being	Insight into development programs	Long-term effects need study
Asrar-Ul-Haq, M., & Kuchinke, K. P.	Leadership Styles and Their Effects on Employees' Perceptions of and Contribution to the Organisation	Leadership and Attitudes	Empirical Study	Leadership styles affect attitudes and performance	Evidence from Pakistani banks	Broader industry application needed
Advani, A.	The effect of transactional and transformational leadership styles on the happiness of Pakistani bank employees	Leadership and Well-being	Empirical Study	Both leadership styles impact well-being	Focus on banking sector	Needs multi-sector analysis
Anyango, C.A.	Workplace Health and Happiness at BOA Kenya Ltd.	Leadership and Well-being	Thesis	Leadership styles impact well-being	Case study of BOA Kenya	Requires more company comparisons
Aslam, U.et al.	Leadership styles and their effects on health care workers' happiness in Pakistan	Leadership and Well-being	Empirical Study	Leadership styles impact well-being	Health sector focus	Needs sector-wise comparison
Babatunde, O.	Leadership Styles and Their Effects on	Leadership and Well-being	Empirical Study	Leadership styles impact well-being	General organizational context	Needs industry-specific studies

	Organisational Employee Happiness					
Bolino, M. C., & Turnley, W. H.	The Individual Expenses of Civic Engagement	Citizenship Behavior	Empirical Study	Initiative leads to role overload, stress	Insight into citizenship behavior	Long-term effects need study
Bukoye, R. O., & Iroh, E. O.	Leadership with an Autocratic Style and the Productivity of Nigerian Employees	Leadership and Productivity	Empirical Study	Autocratic leadership reduces productivity	Focus on Nigerian context	Needs comparison with other styles
Dai, G., Xiao, Z., Wang, Q., & Dai, G.	Effects of Different Leadership Styles on Workers' Health and Happiness	Leadership and Well-being	Empirical Study	Different styles impact well-being differently	Hospitality management focus	Broader application needed
Davey, D.	How a Transformational Leadership Style Affects Workers' Happiness	Leadership and Well-being	Case Study	Transformational leadership improves well-being	Financial sector focus	Requires other sector comparisons
Ekundayo, T. C., & Okorie, N. N.	Leadership Authoritarianism and Industrial Output in Nigeria	Leadership and Productivity	Empirical Study	Autocratic leadership reduces productivity	Manufacturing sector focus	Needs comparison with other styles
Faisal, A., & Shariff, M. N. M.	Leadership Approach and Results	Leadership and Performance	Case Study	Leadership style impacts performance	Insurance company focus	Needs multi-company analysis

METHODOLOGY

Objectives:

- To investigate the differences in employees' perceptions of leaders' emotional intelligence and leadership styles within select IT companies.
- To examine the variance in perceptions between employees and leaders regarding emotional intelligence and leadership styles.
- To investigate the influence of leaders' emotional intelligence and leadership styles on employee well-being.

Hypothesis:

- Hypothesis 1 (Perceptions of Leaders' Emotional Intelligence and Leadership Styles):
- Hypothesis 2 (Variance in Perceptions between Employees and Leaders):

- Hypothesis 3 (Influence of Leaders' Emotional Intelligence and Leadership Styles on Employee Well-being):

Research Design

This quantitative study was meticulously planned so that we could understand the effects of emotional intelligence and various leadership styles on the perspectives and welfare of IT firm personnel. The study's overarching goal is to build a complete understanding of the dynamics at play by surveying a representative sample of IT business employees and executives to get detailed data.

Participants

A varied group of workers and executives from different information technology organisations are taking part in the research. There will be a wide range of positions, departments, and degrees of expertise represented in the final selection. To fully understand the effect of leadership on IT workers' happiness, it is essential to have a diverse sample.

Sampling Technique

To ensure that various subgroups within the IT organisations are appropriately represented, a stratified random sample approach is used. By using this strategy, we can be confident that our sample is representative of our workforce in terms of departmental makeup, experience level, and job function. Results from such a sample are more likely to be applicable to a broader population.

Data Collection

In order to collect data, standardised questionnaires are used to assess emotional intelligence, leadership styles, and employee well-being. Emotional Intelligence Scale (EIS), Multifactor Leadership Questionnaire (MLQ), and Employee Well-being Scale (EWS) are some of the well-known instruments included in the surveys. Important factors in the selection of these instruments were their reliability and validity in assessing the target constructs.

Data Analysis

The study employs rigorous statistical analysis to evaluate its hypotheses. To examine the impact of various leadership styles on happiness, analysis of variance (ANOVA) is a useful tool. Finding out which leadership traits are most indicative of certain employee outcomes is the goal of doing a regression analysis. In order to understand the impact of emotional intelligence and leadership styles on employee well-being, these statistical methods provide a solid basis.

4. Analysis

Hypothesis 1 (Perceptions of Leaders' Emotional Intelligence and Leadership Styles):

Null Hypothesis (H0): There is no significant difference in employees' perceptions of leaders' emotional intelligence and leadership styles in select IT companies.

Alternative Hypothesis (H1): There is a significant difference in employees' perceptions of leaders' emotional intelligence and leadership styles in select IT companies.

ANOVA					
impact of leaders' emotional intelligence and leadership styles on their well-being					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7174.408	8	896.801	1041.467	.000
Within Groups	409.881	476	.861		
Total	7584.289	484			

From the sums of squares, degrees of freedom, mean squares, F-values, and significance levels, it is clear that leaders' emotional intelligence and leadership styles significantly affect their well-being. Separated into two parts are the between-groups and within-groups sums of squares, which together indicate the entire variability in well-being ratings. With a total of 7174.408, the between-groups sum of squares represents the dispersion of happiness ratings due to group variations such as varying degrees of emotional intelligence or preferred methods of leadership. What this means is that these group differences do not fully explain the residual variation in well-being ratings; this is where the within-groups sum of squares comes in at 409.881. There is a statistically significant difference in wellbeing ratings across the groups,

as shown by the high F-value of 1041.467 and the very low significance threshold ($p < .000$). Given this, it's clear that leaders' emotional intelligence and leadership styles are major factors in their overall happiness.

Hypothesis 2 (Variance in Perceptions between Employees and Leaders):

Null Hypothesis (H0): There is no significant variance in perceptions between employees and leaders regarding emotional intelligence and leadership styles.

Alternative Hypothesis (H1): There is a significant variance in perceptions between employees and leaders regarding emotional intelligence and leadership styles.

ANOVA					
Variance in Perceptions between Employees					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2907.496	8	363.437	48.273	.000
Within Groups	3583.687	476	7.529		
Total	6491.184	484			

With respect to the sums of squares, degrees of freedom, mean squares, F-values, and significance levels, the analysis of variance (ANOVA) shows that there are notable disparities in how the workers see things. All workers' perceptual variability is represented by the total sum of squares, which is 6491.184. There is additional decomposition of this variability into sums of squares between groups and within groupings. The variation in impressions related to variations between different employee groups, such as departments, work titles, or demographics, is reflected in the across-groups sum of squares, which totals 2907.496. On the other hand, the remaining variation in perceptions that cannot be explained by these group differences is accounted for by the 3583.687 within-groups sum of squares. Differences in views across employee groups are highlighted by the very low significance level ($p < .000$) and the high F-value of 48.273. This provides further evidence that workers' perceptions of their work environment and organisational culture are heavily impacted by characteristics like departmental affiliations or job titles.

Hypothesis 3 (Influence of Leaders' Emotional Intelligence and Leadership Styles on Employee Well-being):

Null Hypothesis (H0): There is no significant influence of leaders' emotional intelligence and leadership styles on employee well-being.

Alternative Hypothesis (H1): There is a significant influence of leaders' emotional intelligence and leadership styles on employee well-being.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.319 ^a	.102	.100	7.09098

An outline of the regression model's results in explaining the variation in leadership-style-based employee well-being is provided in the model summary. According to the R-squared value, the model explains about 10.2% of the variation in employee happiness. The adjusted R Square, which takes into account the total number of predictors in the model, stays at 10%. The mean difference between the anticipated and actual values is 7.09098, which is the standard error of the estimate.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2751.763	1	2751.763	54.727	.000 ^b
	Residual	24286.204	483	50.282		
	Total	27037.967	484			

The offered analysis of variance table evaluates the efficacy of a regression model in describing the variance in the dependent variable, probably employee well-being, according to the predictor variable, maybe leadership styles. The three primary parts of the table are Total, Residual, and Regression.

The variety that the relapse model makes sense of is addressed by the Amount of Squares (SS), which aggregates 2751.763 and is found in the Relapse segment. This segment shows the quantity of indicators in the model with one level of opportunity (df). Partition every SS by its comparing df to get the Mean Square, which is a mean change metric. The general meaning of the relapse model is tried by ascertaining the F-esteem, which is gotten by partitioning the Mean Square for Relapse by the Mean Square for Remaining. For this situation, the F-worth of 54.727 demonstrates that there is a measurably critical connection between's the two factors. Supporting the model's viability in determining employee well-being is the connected importance esteem (Sig.) of .000, which means solid factual importance. The Remaining piece, then again, addresses the reliant variable's unexplained variety after the consideration of indicators in the relapse model. Condition 24286.204 with 483 levels of opportunity addresses the leftover SS. As a proportion of the typical unexplained variety, the Mean Square for Leftover comes to 50.282. Ultimately, with 484 levels of opportunity, the absolute difference of the reliant variable is 27037.967, as displayed in the complete segment. In general, the noteworthy F-esteem and its comparing importance level exhibit that the relapse model can precisely conjecture employee well-being, as found in the ANOVA table.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.996	3.635		-.549	.583
	Leadership Styles on Employee Well-being	.651	.088	.319	7.398	.000

Each predictor variable's impact on the regression model predicting employee well-being can be seen in the Coefficients table. The regression equation's intercept is shown in the "Constant" row. When the predictor variable (probable leadership styles) is set to zero, the predicted mean of employee well-being is about -1.996, as shown by the unstandardized coefficient (B) of -1.996. There is a 3.635 standard error, which is the average distance between the actual value and the coefficient estimate. This predictor variable is referred to in the "Leadership Styles on Employee Well-being" division. An estimated 0.651 point improvement in employee well-being is associated with a one-unit rise in leadership styles, according to the unstandardized coefficient of 0.651. This coefficient has a standard error of 0.088. Each predictor variable's relative relevance in explaining the variance in the dependent variable is shown by the standardised coefficients, which are presented in the "Beta" column. At this location, the leadership styles standardised coefficient is at 0.319. To see how significant each predictor variable is, look at the "t" column, which is the t-statistic. A t-value of 7.398 indicates that the predictor variable is statistically significant for the "Leadership Styles on Employee Well-being" row. Last but not least, the t-statistic's significance value (Sig.) is .000, showing that leadership styles significantly affect employee well-being.

DISCUSSION

An incredible issue with clearing consequences for various leveled execution is the impact of leaders' emotional intelligence and leadership styles on the perceptions and well-being of IT association employees. A trailblazer's ability to comprehend and make sense of their own sentiments and those of their associates is a vital piece of emotional intelligence. Employees experience more imperative work satisfaction and for the most part well-being the place where their emotional care and control cause a work air that makes them to feel appreciated and grasped. Chipping away at authoritative execution and commitment requires a familiarity with staff economics as well as the prodding impacts of leadership styles, according to explore by Ali and Davies (2023) and Duarte and Goodson (2023). Considering these results, it's apparent that IT association bosses need to manage their emotional intelligence to overwhelm their gatherings' mind boggling social associations. Concerning influencing the eventual outcomes of an affiliation, conditional and momentous leadership styles are special. Results may be improved when

leaders stir and excite their staff, as shown by Bass et al. (2023) who found that earth shattering leadership positively predicts unit execution. Ekundayo and Okorie (2015) and Bukoye and Iroh (2015) saw that employees were less valuable under authoritarian leaders, especially in Nigeria. The importance of leadership styles that are reliable with various leveled places and moreover partner with workers' presumptions and work culture is included by these conflicting results. Staff affirmation and productivity will both rising under IT chiefs who can change their leadership styles to be more agreeable and more locked in. The way in to a helpful work space is the manner in which employees see their leaders. Leadership styles seriously influence employee well-being in a couple of ventures, including clinical consideration and banking, according to focuses on like Aslam et al. (2015) and Anyango (2015). Leaders in information technology (IT) affiliations, where particular information and creativity are critical, should make it a feature project an image of positivity to their staff. A culture of validity, open talk, and individual association ought to be spread out for this to be achieved. The outcomes of this study's ANOVA examinations show that when leaders are considered emotionally taught areas of strength for and, emphatically influences workers' work satisfaction and general wellbeing. Another huge issue that impacts employee well-being is leadership headway. Leadership improvement programs fundamentally support employee well-being, according to Abbas and Yaqoob (2016), exhibiting the need of persistent interest in leadership getting ready. Companies in the information technology region, which experience critical staff turnover and fast specific change, could procure a benefit solid areas for from progression programs. Leaders could deal with their emotional intelligence and leadership styles through these undertakings, making a genuinely dazzling and faithful workforce. Keeping a competitive benefit in the reliably changing IT business is unbelievable without the somewhat long benefits of such programmes. Bolino and Turnley (2015) examined the human costs of metropolitan approach to acting, which demonstrate the way that overburdening workers could have troublesome repercussions. Bosses in the information technology region have a sensitive troublesome activity to do: develop an environment that rewards initiative and creativity while defending workers from burnout and exhaust. To keep employees euphoric and strong and remain adjusted, this amicability is vital. Leaders could energize a strong work environment that propels productivity and employee well-being by using emotional intelligence and embracing a fair leadership style. By coordinating these revelations into leadership practices, affiliations could develop a staff that is more associated with and flexible, which hence drives accomplishment.

CONCLUSION

As demonstrated by the results, bosses' emotional intelligence and leadership styles essentially influence how their employees see their association and how merry they are working there. Leaders with high emotional intelligence can hold their sentiments in line and grasp and associate with their employees, which develops a good and consistent workplace. Considering the predictable pressure and high velocity nature of information technology (IT) occupations, the ability to manage one's sentiments well is essential. Results for affiliations were impacted by both worth based and momentous leadership styles, albeit the past impacted unit execution and employee motivation. The study similarly found that leaders and workers have different viewpoints on how powerful a trailblazer is, which centers to the prerequisite for additional created correspondence and plan in the work space. The excessively long benefits of leadership headway programs for employee commitment and upkeep were highlighted, and it ended up being clear that these qualities should be developed through such activities. The study's overall choice is that to develop improvement, employee joy, and progressive accomplishment, IT affiliations ought to put a complement on emotionally careful and versatile leadership.

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