

Follower's Young Adults Emotion Regulation and Psychological Well Being across Leadership Styles in Central India: An Empirical Study

A Thesis submitted to the
University of Petroleum and Energy Studies

For the Award of
Doctor of Philosophy

In

Management

By

Rajiv Mishra

Oct.2022

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School of Business (SOB)

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Dehradun- 248007: Uttarakhand

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DECLARATION

I declare that the thesis entitled *“Follower’s (Young Adults) Emotion Regulation and Psychological Well-Being across Leadership Styles in Central India: An Empirical Study”* has been prepared by me under the guidance of Dr. Sunil Rai, Vice Chancellor, University of Petroleum & Energy Studies (UPES). No part of this thesis has formed the basis for the award of any degree or fellowship previously.



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CERTIFICATE (ON UPES LETTER HEAD)

I certify that Mr. Rajeev Mishra has prepared his thesis entitled "*Follower's (Young Adults) Emotion Regulation and Psychological Well-Being across Leadership Styles in Central India: An Empirical Study*", for the award of PhD degree of the University of Petroleum & Energy Studies, under my guidance. He has carried out the work at School of Business, University of Petroleum & Energy Studies.



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ABSTRACT

This research study investigates the association between Leadership STYLES, Emotional Regulation (ER) techniques, Thwarted Social Need (TSN), and Disposable Income (DI) and the Psychological Well-Being (PWB) of followers from uniformed and non-uniformed organisations, utilizing stratified cluster sampling as the sample method. The instrument of measurement was a main survey (n=650) using known measures such as ERQ, Ryff Scale on PWB, and Thematic apperception. Positively and negatively respectively, Cognitive Reappraisal and Expressive Suppression appear to contribute to PWB. This effect is far more evident for non-uniformed employees, aside of the fact that this impact is also observed among uniformed employees. In addition, efforts were undertaken to evaluate the impact of two key psychological elements, namely unmet/thwarted social demands and individually available disposable money. While the relevance of these two factors did not emerge clearly in affecting the ES/CR- PWB interaction, it is believed that they would naturally have a substantial impact on establishing an individual's emotional threshold. Accordingly this study further investigated the moderating effect of Thwarted Social Needs and Disposable Income on the positive relationship of Emotional Regulation Strategies and Psychological Well Being. The results found a moderating effect on the relationship. The results also indicate that there is a significant difference in the expressive suppression and no significant difference in the cognitive reappraisal strategies among followers subjected to the two leadership styles viz Authoritarian and Democratic.. The study give substantive implications and suggestion in the final part.

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CHAPTER I

INTRODUCTION

1. Introduction

There is an association between working in difficult conditions, having insufficient access to even the most fundamental conveniences, putting in long hours, being physically separated from one's family, being subjected to stringent limitations, and being organised in a hierarchical fashion. These variables are associated to stress, emotional breakdown, and an inability to acquire effective emotional coping mechanisms, among other negative outcomes (Chabra M, Chabra B, 2013). The management of a workforce in an environment that is both complex and demanding presents problems for organisational leaders, who are tasked with doing so while preserving both commitment and morale. In addition, it is common practice to point the finger at leaders as the primary source of stress for employees.

The way leaders lead and the way managers behave may have a tremendous influence on the personnel and the results they produce for businesses (Waldman, Ramirez, House and Puraman, 2001). Nevertheless, the leadership style is not the only factor that has a big influence on the emotions of followers. In addition, followers have a big role to play in managing their emotions by employing the emotional regulation strategies that they find most effective. It would indicate that the followers' emotional well-being is affected by the impressions they have of their leaders, particularly their level of management support.

Leadership is a process that is emotionally charged in which leaders express their sentiments to followers and seek to generate strong feelings in those followers. This process is emotionally charged because leadership is an emotionally charged process. Therefore, a leader's capacity to improve staff performance and overall productivity are closely tied to that leader's ability to exert emotional command over his or her followers (Humphrey, 2002). As a consequence of this, feelings are linked to a variety of essential components of the process of

leadership, most notably the connection that exists between the leader and the people who follow them.

The dynamic between the leader and the follower is laden with predicaments that are likely to arouse powerful emotions in both parties (Nielsen, K. et al., 2012). This is bringing to the forefront the significance of emotion regulation as well as the closely connected psychological welfare or well-being that comes along with it. The capacity of an individual to correctly control and respond to emotional conditions is referred to as "emotion management," and the term "emotion regulation" is a phrase. The term "emotion management" refers to the ability of an individual. A lot of the time, over the course of the day, people will employ methods to better control and manage their feelings in order to better deal with difficult situations. When emotion suppression is used as the dominant strategy, it gives rise to many factors, including gnawing away at the psychological well-being of the individual in addition to causing physiological ill-effects. Although cognitive reappraisal is an effective method for coping with these feelings (Cabello et al., 2013), it is important to note that it is not the only method for coping with these feelings. The consistent use of expressive suppression (ES) leads to a negative eruption of previously suppressed feelings, which can manifest as suicidal tendencies (Moore et al., 2008), acts of fratricide and fracas that are anti-social or anti-organizational, and fracas behaviour. While cognitive reappraisal is an effective method for coping with these feelings, in addition, ES leads to a negative eruption of previously suppressed feelings.

The degree to which an individual's Thwarted Social Needs (TSN) are met plays a part in defining the emotional regulation mechanisms that he uses and the degree to which his psychological well-being is enhanced. His economic capacity, which is informally defined by their disposable income, also reflects their tendency for emotional suppression and cognitive reappraisal. His economic capacity is characterised by their disposable income (perhaps indirectly as a fallout of the level of his motivation to retain his job no matter what the costs).

As a consequence of this, the effect of these factors also has to be investigated in greater detail to determine the natural inclination of the followers to engage in Expressive Suppression (ES) and Cognitive Reappraisal (CR). This study is an earnest attempt in this direction.

1.2. Emotional Regulation

Emotion regulation, often known as ER, is the process through which we attempt to manage the kind of emotions we feel and when we feel them, as well as how we feel and communicate these emotions, as well as the sensations themselves. When we manage our emotions, we have greater control over these emotional elements of our life (Gross, 1998). Even though the study of how to manage one's emotions is a relatively recent contribution to the area of emotion studies, the obsession with managing one's emotions has existed for a considerable amount of time. Study on psychological defences (Freud, 1926), stress and coping (Lazarus, 1966), attachment (Bowlby, 1969), and self-regulation have all brought attention to the significance of emotion regulation as an important research subject. This is because emotion regulation is regarded as one of the most crucial components in the formation of psychological defences (Mischel, Shoda, & Rodriguez, 1989).

In spite of the increased attention that is being paid to the subject, there is still an uncomfortably high degree of confusion regarding what emotion regulation is (and is not) and what impact (if any) it has on outcomes that are relevant. In spite of the fact that this topic has received a lot of attention, this misperception continues to exist. Over the past several years, there has been a rise in the number of people who are interested in learning how to manage their emotions. The term "emotion regulation" refers to the processes that we go through in order to control the kinds of feelings that we experience, when those feelings occur, as well as how we experience and communicate those feelings. These mechanisms are typically referred to as "emotion regulation" when they are discussed. Changes in "emotion dynamics," also

known as the latency, rising time, amplitude, length, and offset of reactions in behavioural, experiential, or physiological domains, are necessary for emotion regulation. These changes can take place in any domain. All domains are affected by these revisions. This is due to the fact that feelings are multi-step processes that take place over the course of time.

The regulation of emotions also entails modifying the coupling of response components as the emotion develops through time and is exposed to a variety of circumstances. These modifications occur as the emotion is exposed to various conditions. When confronted with unpleasant feelings, these theories of emotion regulation place an emphasis on the ability to control inappropriate or impulsive behaviours and to respond in a way that is congruent with one's goals. To put it another way, they place a focus on the ability to "act in a manner consistent with one's aims" (Linehan, 1993; Melnick & Hinshaw, 2000). Emotion regulation can be conceptualised as consisting of the following components, based on the conceptual and empirical work described above: (a) awareness and understanding of emotions; (b) acceptance of emotions; (c) the ability to control impulsive behaviours and behave following desired goals when experiencing negative emotions; and (d) the ability to use situationally appropriate emotion regulation strategies flexibly to modulate emotions.

1.3. Emotional Regulation Strategies

1.3.1. Cognitive Reappraisal

A cognitive reappraisal is an antecedent-centered action that takes place in the beginning stages of the process of emotion formation. It is crucial to have an understanding of how feelings are generated. It is necessary to adopt a new perspective on the issue in order to bring about a shift in one's attitude toward it. If you modify the way you think about something, you will probably also modify the way it affects you. This may lead to a reduction in the emotional impact that the situation has on you. Cognitive reappraisal is linked to improved

performance, and the relationship between the two can't be ignored (Torrence, B. S., & Connelly, S., 2019). Reappraisal of employees' cognitive abilities acts as a mediator in the interaction between the leadership style and the employees' perceptions of the leader's leadership style. When their leaders exhibit good leadership behaviour, followers are better able to reframe stressful situations as opportunities rather than threats and deal with the implications of doing so. This ability extends to the followers' ability to deal with the implications of reframing stressful situations as opportunities.

1.3.2. Emotional Suppression

The word "emotion regulation" refers to an individual's efforts to regulate, modify, suppress, or enhance their feelings in a given situation (Calkins, S.D., Gill, K.L., Johnson, M.C. & Smith, C.L., 1999). The study of how to control one's emotions is a relatively young topic of inquiry, which is paradoxical given that philosophers going all the way back to Socrates have been interested in the question of what part emotion should play in everyday life. Research on emotion regulation now has a wide variety of applications in a number of domains, including clinical psychology, personality psychology, social psychology, physiological psychology, and developmental psychology (Aldao, A., & Nolen-Hoeksema, S.2010). In addition to this, its predecessors may be found in the literature on coping theory, attachment theory, and emotion theory (Gross & Thompson, 2007). "all of the conscious and unconscious methods we employ to increase, maintain, or decrease one or more components of an emotional reaction," is how Gross (2001) describes emotion regulation. "Emotional regulation is a complex set of talents that are necessary for efficient adaptation and social negotiation in day-to-day living as well as for the achievement of professional success. These skills are essential for emotional control. According to Shapiro, one of the most important aspects of psychological resilience is the ability to control one's emotions. It is a fundamental ability for improved adaptive social functioning and is necessary for overall mental health " (Hsieh, M, 2010).

1.4. Leadership

The act of enabling individuals to freely contribute to the achievement of group objectives is a crucial element of good leadership. An examination of the work of other authors reveals that the majority of authors who write about management concur that leadership is the process of exerting influence over the activities of a person or group to attain a specified objective. This agreement may be seen in the writings of management authors. According to this leadership theory, the leadership process is a function of the leader, the follower, and other aspects of the situation. The equation for leadership is $L=f$, which stands for "leader equals follower" (l,f,s). The manner in which each of these elements interacts with one another defines leadership style. There are numerous leadership styles, including relation-oriented and task-oriented leadership (Fiedler, 1967); consideration-initiating structure (Korman, 1966; quoted in Molero,1995); and directive-participative or autocratic-democratic leadership (Fiedler, 1967; Korman, 1966; quoted in Molero,1995) (Korman, 1966; quoted by Molero,1995). There are other further styles (Fiedler, 1967; Korman, 1966; Molero, 1995). (Molinero, 1995).

Differentiating leadership based on these distinct leadership styles is possible (Den Hartog, Van Muijen and Koopman 1997). There are several strategies for performing leadership and, consequently, numerous diverse types of leadership. According to the conclusions of the research done by the Ohio group led by Hemphill, the most suggestive types of leadership behaviour may be grouped into two primary categories: "consideration" and "initiation of structure." The first characteristic of servant leadership is the leader's concern for the health and happiness of team members. This may be expressed by acts such as offering a helping hand, making oneself available, establishing open lines of communication, and advocating on behalf of team members to higher-ranking employees within the organisation. The second issue is if the leader is willing to explain his function and offer team members informed about what is expected of them. The "initiation of structure" includes the clarification of duties, the setting

of objectives, planning, coordination, the resolution of problems, and the maintenance of emotional control.

1.5. Leadership Styles

The Traits Approach, the Behavioral Approach, the Functional Approach, the Situational Model, the Relational Approach, and finally the Transformational Approach are the various ways that leadership may be approached. The behavioural approach and the situational approach are the two most prevalent approaches to leadership styles now. Both of these perspectives are seen as dominant. The majority of leadership styles or their behavioural characteristics, such as 'Task vs. People Orientation' or 'Concern for People/Task' or 'Directive vs. Supportive Behavior', fall within The Autocratic Style and The Democratic Style, which is also referred to as Participative Style. Consequently, authoritarian and democratic administration are the two primary kinds that, if studied, would permit the generalisation of the results.

Higher-order leadership styles, which feature a certain amount of natural progression for the leader, are frequently referred to as styles such as transformational leadership, servant leadership, and others like them. Exemplifications of these styles include the following: In addition to this, the very pinnacle of an organization's structure is the only place where things may be executed. At the functional level, leaders have very little latitude or scope for executing the fundamental qualities of transactional (reward/punishment), transformational (vision setting), and other styles of leadership. This is true whether the leadership style in question is transactional, transformational, or another type. What occurs between the Leader and the follower at the functional level may be more correctly studied from the perspectives of Autocratic, Democratic, or Laissez-faire Leadership styles. This is especially true if the

followers' ER and PWB are the centres of focus. This is particularly true if the Leader desires to maximise the ER and PWB of the followers.

1.5.1. Autocratic Leadership Style

Autocratic leadership, also known as the authoritarian leadership style, is based on the concept that the leader should primarily use his positional power and make all decisions on his own, robbing his subordinates of any semblance of job satisfaction in the process. This style of leadership is also known as the dictatorial leadership style. The term "authoritative leadership style" is frequently used to refer to this type of leadership style. The autocratic leaders have the expectation that their subordinates would carry out their commands in the precise manner in which they were issued. In authoritarian regimes, those in control of the government frequently maintain all of the decision-making authority for themselves (Obiwuru, et al., 2011).

A great emphasis on accomplishment, in contrast to a relatively moderate emphasis on persons, is the defining characteristic of this style. The fundamental assumption that is made by the Leader is, in the majority of cases, that people are unproductive, irresponsible, and untrustworthy, and that the Leader should be the one to carry out planning, organising, managing, and decision making with as little input from the employees as is humanly possible. In addition to his manual labour, he relies heavily on his authority, control, power, and the ability to manipulate others to accomplish the work at hand. The autocratic authorities of a nation compel their subjects into doing the required duties and manoeuvres in the manner that has been outlined for them. (Iqbal, Anwar, and Haider, 2015).

The style is defined by a strong emphasis on achievement and a relatively weak emphasis on individuals. The underlying premise made by the Leader is, in most cases, that people are unproductive, irresponsible, and untrustworthy, and that the Leader should be the one to carry out planning, organising, managing, and decision making with as little input from

the employees as possible. To get the task done, he makes heavy use of authority, control, power, and manipulation in addition to his hard labour. The authoritarian leaders coerce their people into carrying out the services and tactics following the prescribed manner. (Iqbal, Anwar, and Haider, 2015).

1.5.2. Democratic Leadership Style

This type of leadership lays a significant amount of attention not just on performance but also on the people being led, which is why it is sometimes referred to as "team leadership" on occasion. Democratic leadership is also known as the Participative Style of leadership. He presupposes that the majority of individuals are reliable, honest, and motivated to put in significant work in order to achieve goals that are both significant and difficult.

According to the definition provided by Tannenbanum and Schmidt (2012), democratic leadership is a style of management in which decision-making authority is shared among subordinates rather than being vested in a single individual. This definition was provided in their article "What Is Democratic Leadership?" The fact that the staff members' thoughts and recommendations are acknowledged and taken into consideration serves as a motivating factor for them to improve their performance. It is taken for granted that everyone who is participating in the process of decision-making possesses the same degree of competence and has an equal amount of an interest in the outcome (Rukmani, et al., 2010).

A democratic leadership style has a beneficial effect on the running of a firm since it allows for employees to get feedback, both positive and negative, in an objective manner. As a consequence, employees feel a greater sense of responsibility for their work (Elenkov, 2002). In this scenario, the Leader strives to create an organised and challenging work environment with clearly defined goals and responsibilities, and gets the job done by motivating and guiding individuals and groups to reach their full potential in attaining both organisational and personal

objectives. In addition, the Leader is responsible for ensuring that the roles and goals of the group are clearly specified. Democratic Leadership, also known as the Participative Style, places a high emphasis on both performance and persons; hence, this style of leadership is sometimes referred to as Team leadership. He assumes that the majority of people are trustworthy, honest, and eager to exert substantial effort to attain important and challenging goals.

According to Tannenbaum and Schmidt's (2012) definition, democratic leadership is a management style in which decision-making authority is shared among subordinates as opposed to being vested in a single individual. Staff employees are motivated to enhance their performance since their opinions and suggestions are valued and considered. It is assumed that everyone involved in the decision-making process has an equal stake and possesses the same level of expertise (Rukmani, et al., 2010).

A democratic leadership style has a positive impact on the operation of a business; employees get praise and criticism in an unbiased manner, and their sense of responsibility increases as a result (Elenkov, 2002). In this circumstance, the Leader aims for an organised and demanding work environment with defined objectives and duties, and gets the job done by inspiring and managing individuals and groups to maximise their maximum potential in achieving organisational as well as their personal goals. In addition, the Leader ensures that objectives and duties are well-defined.

1.6. Thwarted Social Needs

One description of thwarted social needs is the lack of a resource, such as a desire, a sense of belonging, a dream, suitable food, a safe place to live, or transportation. Other examples of Thwarted social needs include the inability to get proper transportation. The phrase "thwarted social needs" refers to a situation in which a social need is neither addressed nor met. The fact that a social need is being denied may have a negative impact on an individual's health,

regardless of whether or not the social need has been acknowledged. According to one school of thinking, the mental states that are believed to be the most immediate precursors to the genesis of suicidal ideas are unmet social demands and a sense of being a burden on others. Other risk factors for suicide, such as mentally debilitating conditions and stressful life events, are significantly further distant from the chain of risk factors that cause suicide (Van Orden et al. 2012). It is generally accepted that fulfilling an individual's social needs helps to contribute to their feeling of well-being, and that neglecting to do so has the opposite impact, namely decreasing that individual's sense of well-being.

1.7. Disposable Income

The phrase "disposable income" refers to the amount of money remaining in a person or family's financial resources after the payment of income taxes. It is also often known as "disposable personal income" (DPI). The amount of a person's income that is considered "disposable" is the sum of that person's earnings from work and transfers from income supplement programmes, less income tax. Therefore, a person's disposable income is strongly dependent on the salaries they receive from their work and the state of the labour market (Mats Hammarstedt, 2001). It appears that economic issues, specifically one's income, have some influence on one's pleasure or dissatisfaction (Bruce Headey & Mark Wooden, 2004). Easterlin (1974) established via his studies that a person's amount of money influences their happiness.

1.8. Background of the Study

Motivation of the Study

The number of instances of insubordination, fratricide, and discontentment inside the organisation, as well as high levels of stress followed by psychomedical repercussions, have substantially grown over the past several years. "The Indian Army has lost more troops to suicides, fratricides, and tragic incidents than any other foe," the findings of a research that was

conducted in 2019-20 by the think tank United Services Institution (USI) said as its conclusion. The survey's findings showed, among other things, that more than half of the country's armed forces personnel are presently dealing with extremely high levels of stress. In addition to this, it was stated that "Units and sub-units that are under stress are likely to experience an increase in episodes of indiscipline, inadequate training, inadequate equipment maintenance, and low morale," all of which have a negative impact on the combat readiness and operational effectiveness of the organisation. In particular, "the primary organisational stressors as perceived by junior commissioned officers (JCOs)/other ranks (ORs) include delay and denial of leave, excessive engagements, domestic problems, humiliation by superiors, lack of dignity, unreasonable restrictions, and conflict with superiors and subordinates," as stated in the article. Remembering this is a crucial component of the equation.

According to a piece that appeared in The Economic Times on January 9, 2021, it was reported that it looks that more than half of the people working for the Indian Army are suffering significant levels of stress. More than one hundred soldiers in the Indian Army have taken their own lives over the course of the previous decade, and ninety percent of those who were enlisted or lower in rank were the ones who did so. According to the findings of a survey conducted by Mission Victory India, a think tank on Forces Issues, approximately 62 percent of soldiers who commit suicide are between the ages of 25 and 30. The date February 5, 2021, and the title A War Within Military Mental Health are printed on the cover of the report. Around this time seven years ago, more than 900 members of the Indian Armed Forces took their own lives. That is almost to twice as many as were killed in action throughout the Kargil War (527).

It is disheartening for the soldiers to see their injured teammates rushing to collect the legal benefits to which they are entitled. In addition to the fact that this does nothing to ease the tension in the conflict zones, it is frustrating for the soldiers to see their injured friends rushing.

According to Op-ed, which is another think tank that is well-known and respected on a global scale, one Jawan takes their own life around every three days. (Excerpt from an opinion piece published on Global Village Space on January 14, 2021 titled "Suicides and Fratricides in India's Counter-Insurgency Forces") [Village Global Space] is the phrase. Disturbingly The following statement was made on the floor of the Rajya Sabha by the RRM in the year 2018: "Since 2014, a total of 787 personnel of the armed forces have committed suicide, with the Army reporting the greatest number of 551 occurrences." (Government Data - The Economic Times, not specified date) According to the Army, there have been a total of 787 suicides recorded in the Armed Forces since the year 2014. The same could be stated of the other troops who were dressed in uniform.

According to the National Crime Record Bureau (NCRB), the average number of suicides in the CAPF exceeds one hundred per year (...the occurrences of fratricide are individually classified as accidents, which would make the number of stress-related suicides far greater). (Business Standard News, n.d., 2019-01-19) Between 2014 and 2018, up to 2,200 CAPF personnel perished in accidents and suicides. In Ladakh, Samba, and Gurdaspur, the very mention of Officer-Jawan battles evokes disturbing and horrifying memories. (It Is Worrying That Officer-Jawan Confrontations Have Occurred: AK Antony, The Economic Times, 11 August 2012)

On the other hand, one shouldn't automatically assume that this result is restricted to the so-called "Uniformed Domain." There are conditions in the public sector that cause extraordinarily high levels of stress, which is indicated by the increased frequency of stress-related diseases and deaths, particularly among the younger population. These problems are more prevalent among younger people. In addition to this, there is a general feeling of dissatisfaction or sadness, as well as a deficiency of drive in their current employment. According to the findings of a survey that was carried out and made public by the Independent

Counselling and Advisory Services (ICAS), somewhere between 8 and 10 percent of the people working in the commercial sector of India are affected by mental illness. Depression, which is the most common kind of mental illness, affects anywhere between 10 and 20 percent of the general population. [Clarification needed] Around 30–40% of people in the population are affected by stress. These days, disturbing headlines like "A 47-year-old fitness freak Saumil Shah, who headed equities at Bank of America Merrill Lynch India, died of a sudden heart attack" and "The 47-year-old Britannica Chief Operating Officer Vineet Whig jumped to his death from a building in Gurgaon; some news reports said the suicide note found in his pocket stated he was ending his life because he was fed up with himself" are commonplace and no longer surprising. More than 2,500 people have called out to the online aid organisation 1to1help.net over the past ten years seeking assistance with suicide thoughts, with over seventy percent of those data arriving in just the previous five years alone. The organisation was founded in 2001. According to a report that appeared in The Economic Times on January 9, 2021, it would appear that more than half of the people working for the Indian Army are dealing with significant levels of stress. More than one hundred soldiers in the Indian Army have taken their own lives over the course of the previous decade, and ninety percent of those who were enlisted or lower in rank were the ones who did so. According to the findings of a poll conducted by Mission Victory India, a think tank on Forces Issues, around 62 percent of the soldiers who commit suicide are between the ages of 25 and 30. The date will be February 5, 2021, and the title will be A War Within Military Mental Health. Around this time seven years ago, more than 900 members of the Indian Armed Forces took their own lives. That is almost to twice as many as were killed in action throughout the Kargil War (527).

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This data was collected from the organization's website. According to the director of the organisation, Mrs Archana Bisht, a large proportion of these persons who are contemplating suicide are engaged in corporate India. (Data - The Economic Times, n.d., 11 June 2016) Forty-six per cent of the workforce in Indian businesses suffer from some form of stress. According to the findings of a survey conducted by Optum, a highly renowned provider of Employee assistance to the Corporate sector, 46% of the whole sample size was rated as having high levels of stress. This result was about 30 per cent higher than a survey conducted two years prior with a sample size of 30,000, showing that the stress factor (which, in addition to meeting Targets, frequently involves Bad Bosses) is growing at a rapid rate. It should go without saying that the bulk of India's largest firms recognises the health and wellbeing of their employees as a high concern. These companies have either built effective internal wellness programmes or engaged consultants to serve as a sounding board and support system. (Stress in the Workplace: Here's Why Cases Are Rising and How Corporations Are Combating the Threat).

Having been a practising Leader (and a Follower too) for four-plus Decades and having seen the fall in Emotional and Psychological health levels First-hand, the Scholar chose to

further investigate the subject and also discuss this aspect with Leaders and followers in various organizations.

Evolution of The Domain for Research

Experience Gathered on The Subject in Professional Life:

The researcher is a military professional with a sound educational background, particularly in the field of management and leadership, as is evident from the qualifications [(B.A. (JNU); PG Diploma in Management - (Ahilya Bai Univ), MSc Defense Studies - (Madras Univ), Master of Management Sciences (MMS) - (Osmania Univ), MA Economics - (Kurukshetra Univ), MSc Weapon Studies - (Pune Univ)]. In a career span of nearly 40 years, he taught and dealt closely with the subject of Leadership. Further, numerous assignments at all levels including at the Apex level at Army HQ enhanced this exposure; his job required Study and practice of Strategic Thinking, HRM, Logistics, Fin Mgt et al. Besides this service as an Instructor in various Military Institutes of Excellence facilitated a very close and intense look at the aspect of Leadership, interpersonal relations, Emotion regulation et al. Experiences gained as the Commandant of the Largest Officer Selection Centre (for the Armed Forces) at Allahabad also deepened insight into the subject.

Experience Gathered Through Interaction with Experts on the Subject

Having been in the Leadership domain from the age of 12 years and a practising leader for 40 years and the aspect being close to his heart, it was decided to investigate the aspect further. With this in mind, this distressing phenomenon and the attendant aspects were discussed with at least 45-50 other practising Leaders from the Peer group, various academic and professionals et al. A seminar was organized at the Selection Center to discuss the aspect of rising Nos of such undesirable incidents (suicides, fratricide etc. within the uniformed forces as also similar undesirables in the civil non-uniformed organizations. The Selection Center and its entire staff comprising of Leadership-potential testing Professionals and Psychologists are a truly

competent and empowered body to analyze this aspect. There was a **convergence** in all these discourses to certain observations:

- a) There is a noticeable trend of Rising Stress levels in the Formally and Informally employed Youth (evident from suicides/heart attacks)
- b) Denigration in Values, lowered 'Threshold of Tolerance', Lowered 'Acceptance' of people and Environment in gen and particularly within the Youth.
- c) Changing Demographics; Rising aspirations fuelled by Rising Economic Status, technology and Enhanced Awareness; social media; Inherent room for failure of these Heightened Aspiration leading to general frustration and higher Emotion Suppression and lower Psychological Well-being.
- d) Rising Income Levels and the Consequently higher Disposable income at the hands of the followers; tends to reduce their Dependence on the Job, bringing in reduced motivation/proclivity for falling in line with the rules of the Organisation.

1.9. Research Problem

The literature study and informal interviews revealed that the growing levels of stress, discontent, and lack of motivation are not totally and primarily attributable to job-related factors. The employee prepares himself intellectually and psychologically for the job content, or at least attempts to do so. The employee prepares himself intellectually and psychologically for the job content, or at least attempts to do so. Additionally, he will almost definitely engage in some type of official or informal training and orientation. Because enhancing his skills will have a direct influence on the company's bottom line (earnings), his training requests have been approved.

However, the more difficult components of the Job-Context are conveniently ignored because they do not appear to directly contribute to the Profits. This is performed since these components do not appear to contribute directly to Profits. The Leader-Follower paradigm,

which takes into consideration the interpersonal connections and emotional exchanges that occur within their equation, plays a significant role in this. When seen through the lens of the Work-Demand-Resource Model, the failure of the leaders (and, by extension, the organisations) rests in their inability to supply the required resources to meet these job needs. The vast majority of the time, the Resource supply is limited to providing the required Skill sets and basic features of hygiene to the follower. The matter was discussed with Senior and Eminent Members of the Academia, and a literature review on the subject was conducted before the formulation of the study question. With this as the basis for the aforementioned study, the research challenge was restricted in scope.

The leader-follower paradigm is laden with scenarios that are likely to provoke intense emotions (Arnold, K. A., 2017; Munir, F., Nielsen, K. et al., 2012). It highlights the significance of Emotion Regulation and the closely connected psychological health or well-being that results from it. The capacity to control and respond appropriately to emotional conditions is known as "emotion management," and "emotion regulation" is a term. Many times during the day, individuals utilise ways to manage their emotions to better deal with difficult situations. Although cognitive reappraisal is an effective tool for coping with these emotions (Cabello et al., 2013), when emotion suppression is the main coping strategy, it gives rise to several issues, including deterioration of the individual's psychological and physiological health. Even though cognitive reappraisal is an effective approach for managing unpleasant emotions, Consistent use of expressive suppression (ES) also results in a negative eruption of previously suppressed sentiments, which can emerge as suicidal impulses (Moore et al., 2008), acts of fratricide and fracas that are anti-social or anti-organizational, and fracas behaviour.

The degree to which a person's Thwarted Social Needs (TSN) are met effects both the emotional regulation mechanisms he makes use of and the state of his mental health. His economic potential, which is determined informally by their disposable money, also reflects

their emotional suppression and cognitive reappraisal tendencies. Their discretionary income exemplifies their economic potential (perhaps indirectly as a fallout of the level of his motivation to retain their job no matter what the costs). To assess the natural propensity of followers to participate in Expressive Suppression (ES) and Cognitive Reappraisal, it is necessary to explore the influence of these variables in greater depth (CR).

1.10. Objectives of the Study

The objectives of the present study are reviewed as under: -

- a)** To assess the impact of leadership styles (Autocratic and Democratic) on the emotion regulation of followers
- b)** To examine the impact of Emotional Regulation and Psychological Well-Being on the followers of Non-Uniform and Uniform personnel with special reference to Para-military forces.
- c)** To evaluate the relationship between Emotional Regulation (ER), Thwarted Social Needs (TSN), and Disposable Income (DI) and the Psychological Well-Being (PWB) of followers.
- d)** To give practical implications based on the findings

1.11. Research Questions

As the Scholar delved more into the topic, the following questions/problems demanded solutions:

- a) Does the Leadership Style significantly affect Emotion Regulation either directly or through a sub-optimal Leader-Follower relationship?
- b) Is Suppression of Emotions the more primal form of Emotion regulation?
- c) Does the Leadership Style significantly affect psychological well-being either directly or through poor Emotion Regulation?

- d) Does Emotion Suppression then also affect Psychological Well-being?
- e) Are the above questions (about Leader-Follower paradigm) equally applicable to the Uniformed Org as well as non-Uniformed and are there any differences?
- f) Does emotional regulation strategies (ER) have any impact on followers' psychological well-being (PWB)
- g) g) Do Thwarted Social Needs (TSN) and Disposable Income (DI) influence the Psychological Well-Being (PWB) of followers?
- h) h) Which emotional regulation strategy (Expressive Suppression, Cognitive reappraisal) would be more effective in terms of anger felt, anger expressed, and followers' attitudes toward the leader?
- i) When followers are confronted with authoritarian and democratic leadership styles, does one have a more compelling argument than the other?
- j) Does Thwarted Social Needs and Disposable Income have any moderation effect on the relationship between Emotional Regulation and Psychological Well Being

1.12. Research Hypotheses

Since the turn of the century, there has been a consistent rise in the number of persons who are doing study into the psychological elements of leadership. When it comes to the attainment of organisational goals, transformational leadership styles have shown to be much more successful than more traditional forms of leadership, such as authoritarian leadership styles, according to the findings of a number of studies (Dubinsky et al., 1995; Awamleh, 1999; Duggal, T., & Agrawal, A., 2013). Many individuals who are interested in leadership are of the opinion that there are advantages to be obtained from both positive and negative states of mind (George J.M, 2000, Gross, 1999). In line with this concept, a number of studies that were carried out not too long ago demonstrate that a variety of circumstances may have an influence on how individuals perceive and react to both positive and negative emotions (Gray, E., &

Watson, D. 2001; Glaso, L., Ekerholt, K., Barman, S., & Einarsen, S. 2006; Gray, E., & Watson, D. 2001). Both transformational and democratic leadership styles strive to raise the level of consciousness among their followers. Rather than depending on negative emotions such as fear, greed, excitement, or anger, both leadership styles seek to inspire and motivate their followers. In contrast to this, leadership styles that are founded on higher ideas or values, such as liberty, justice, equality, and peace, are not as effective in this context (Weinberger, L. A., 2009; Singh A., Singh H., Singh A., 2022).

The followers' perceptions of the leader's emotions are shaped by their familiarity with the leader's mannerisms, preferences, and behaviour, in addition to the particulars of the situation in which the leader is displaying the emotion. In addition, the followers' perceptions of the leader's emotions are shaped by the specifics of the situation in which the leader is displaying the emotion (Singh, S., & Ryhal, P. C., 2021; Singh H., Singh A., Nagpal E., 2022; Singh, A., Singh, A., & Adhichwal, N. K., 2021). For instance, followers may be able to determine if the emotional display is typical or out of the usual by having information or familiarity with the leader's contributions and general leadership style. This may be able to aid followers in making this determination. When deciding how to react to the behaviour of the leader, keeping this in mind may prove useful. In a similar vein, the fact that followers are aware of significant time restraints or severe consequences for falling short of a certain objective may influence how they interpret and react to the emotional displays of their leader. In this context, the word "restraints" refers to time constraints, while "consequences" refers to the severity of the outcomes (Connelly, S., & Ruark, G., 2010).

Both autocratic and democratic kinds of leadership may be found in countries all over the world. Autocratic leadership is less prevalent than democratic leadership. They are sceptical, mistrusting, and often have unfavourable opinions of the work that their subordinates have completed. Autocratic leaders are continuously on the lookout for correctness in the

fulfilment of the obligations that have been given to them. According to Saleem, Malik, and Naeem (2016), democratic leadership involves the right to full involvement as well as the expectation and respect for equitable ethical treatment for everyone, but authoritarian leadership does not. (Saleem, Malik, & Naeem, 2016) (Saleem, Malik, & Naeem, 2016) (Woods, P. A., 2004).

There have only been a few studies done on the relationship between autocratic leadership and emotion, but those that have been done have shown that an employee who has been consistently mistreated by his superior may display a variety of behaviours. The studies that have been done have shown that an employee who has been consistently mistreated by his superior may display a variety of behaviours (Lebel 2017; Kiazad, Restubog, Zagenczyk, Kiewitz, Tang, 2010). According to the findings of a study that was carried out by Cheng, B. S., Chou, L. F., Wu, T. Y., Huang, M. P., and Farh, J. L. (2004), an autocratic or authoritarian leadership style entails behaviours that claim entire power and control over the organization's subordinates while also demanding unquestioning loyalty from those subordinates (Singh, D., Singh, A., Karki, S., 2021). In addition, the study that was carried out by Hussain and colleagues (2020) found that businesses that do not take steps to avoid an authoritarian culture are a contributing factor to employees' perceptions of job insecurity. The reason for this is that an employee is always aware that if he fails to reach the goals that have been set for him, his boss would act abusively against him and punish him.

Gastil (1994) defined democratic leadership as the delegation of duties among group members, the inclusion of team members, and the help offered by group members in carrying out their decision-making responsibilities. He then drew a comparison between democratic leadership and authoritarian leadership. In his definition, democratic leadership was defined as the delegation of duties among group members. On the other side, the exercise of power via the exercise of authority is the definition of what is referred to as authoritarian leadership. The

idea of democratic leadership postulates that the duties for the administration of an organisation should be shared not only by the leader of the group but also by the members of the group. Every member of an ethical organisation is guaranteed the right to participate and the recognition that comes with being a part of that organisation by virtue of the democratic leadership that governs that organisation (Woods, P.A., 2004). It is defined as inclusive leadership with a variety of components, all of which must be coordinated to achieve excellence (participation, equality, freedom, consensus, communication, emotional intelligence - human connections, collaboration; use of authority and democratic culture) (Yorük & Kocabaş, 2001; Singh, Anuraj, Singh, A., & Kumar, A., 2012). It is important to note that all of these components must be coordinated in order to achieve excellence. To attain greatness, it is essential to keep in mind that all of these different aspects need to be coordinated with one another. It has recently come to light that the cognitive techniques that are classified as emotional regulation fall within the category of abilities that help people cope with the complexities of life events. It would appear that one of the most important aspects of mental health is the ability to keep one's emotions under control. Despite the fact that emotional regulation is linked to a number of distinct forms of mental illness, impairments in emotional regulation have been linked to a number of distinct types of psychopathologies (Gross, 1998). The startling amount of money that organisations spend on mental and psychological problems is due to the contribution of a number of different elements. The expenses of health care and insurance, lost productivity, deviant or dysfunctional behaviour, sick days, employee turnover, and legal action are some of the variables that contribute to this problem. When psychological diseases are regularly accompanied by physical ailments such as heart disease and stroke, the expenditures are usually exacerbated even higher and become more challenging to manage.

Early researchers hypothesised that maintaining control of one's emotions was necessary not just for logical thinking but also for leading a happy and successful life. It's

possible that a person's ability to adopt the proper emotional approach might help them adjust to changing demands and increase their mental health. More and more businesses are becoming aware of the requirement. Therefore, the capacity to modify one's behaviour in response to shifting surroundings may be connected to several indices of wellbeing and success. "optimal psychological functioning and experience" is what makes up a state of well-being, as defined by Ryan and Deci (2000); Ryff and Singer (2002). (such as one's athletic prowess, an emotionally stable condition, and a good regard for oneself).

In addition, it seems that PWB can predict independently of other parameters including emotional tiredness and work satisfaction (Wright, Cropanzano, & Meyer, 2004). According to the findings of Sharma and Black (2001), emotionally taxing employment can lead to both stress and satisfaction. As a consequence of this, it appears that pleasurable feelings may play a part in job satisfaction. This is because employees are given the freedom to select how they will carry out their responsibilities, which contributes to the sense of control they experience.

Ryff and Keyes (1995) found that the best way to express the structure of the PWB construct is by having its components linked together by a generic high-order factor after performing an empirical investigation into the structure of the PWB construct. This demonstrates that the PWB construct may have several dimensions and that all of its components may interact with one another to provide an influence on a range of performance outcomes in the workplace. When evaluating the well-being of our followers, we take into account their general health as well as the positive (i.e., happy feelings) and negative (i.e., unhappy emotions) aspects of their well-being. As a result of this, we emphasize the people's mental and psychological health as well as their employment.

The majority of empirical studies are focused on leadership style and well-being rather than the quality of followers' health and psychological well-being (Karina Nielsen et al., 2008;

E. Kevin Kelloway, Nick Turner, Julian Barling & Catherine Loughlin, 2012; Arnold, K. A., 2017; Munir, F., Nielsen, K. et.al., 2012; Arnold, K. A., 2017); however, existing research indicates that the quality of leadership behaviours

We broaden the scope of this discussion by looking at how thwarted social needs and disposable income may both have an impact on the psychological well-being of followers. Regardless of whether or not the need has been acknowledged, the fact that social needs are not being met can harm an individual's health. Contrary to popular belief, it is believed that the most immediate mental states preceding the formation of suicidal thoughts are thwarted social needs and perceived burdensomeness. Stressful life events, mental illnesses, and other risk factors for suicide are believed to be significantly further down the risk factor causation chain (Van Orden et al. 2012). It is implied here that satiating one's social needs contribute to one's overall well-being, whilst denying one's social wants has the opposite, unfavourable effect on one's well-being. Additionally, it would appear that economic factors, specifically money, affect one's level of happiness (Bruce Headey & Mark Wooden, 2004). Easterlin (1974) found that one's level of money has an impact on their level of happiness.

Therefore, we anticipate that:

H01: There is a significant difference on Cognitive Reappraisal of followers of Authoritarian and Democratic leadership styles.

H02: There is a significant difference in Expressive Suppression followers of Authoritarian and Democratic leadership styles.

H03 - There is no significant relationship between Emotional Suppression and the Psychological Well-Being of Uniform personnel

H04 There is no significant relationship between Cognitive Reappraisal and Psychological Well-Being of Uniform personnel

H05 There is no significant relationship of Emotional Suppression and Thwarted Social Needs on the Psychological Well-Being of Uniform personnel

H06 There is no significant relationship of Emotional Suppression and Disposal Income on the Psychological Well-Being of Uniform personnel

H07 There is no significant relationship of Cognitive Reappraisal and Thwarted Social Needs on the Psychological Well-Being of Uniform personnel

H08 There is no significant relationship of Cognitive Reappraisal and Disposal Income on the Psychological Well-Being of Uniform personnel

H09 - There is no significant relationship between Emotional Suppression and the Psychological Well-Being of non-uniformed personnel

H10- There is no significant relationship between Cognitive Reappraisal and Psychological Well-Being of non-uniformed personnel

H11- There is no significant relationship of Emotional Suppression and Thwarted Social Needs on the Psychological Well-Being of Non-uniform personnel

H12- There is no significant relationship of Emotional Suppression and Disposal Income on the Psychological Well-Being of non-uniform personnel

H13- There is no significant relationship of Cognitive Reappraisal and Thwarted Social Needs on the Psychological Well-Being of non-uniform personnel

H14- There is no significant relationship of Cognitive Reappraisal and Disposal Income on the Psychological Well-Being of non-uniform personnel

H15 Emotional Regulation (ER) is positively associated with Psychological Well-Being (PWB)

H16 Thwarted Social Needs (TSN) and Low Disposable is negatively related to Psychological Well-Being

Moderation

H17 There is a negative moderating effect of Thwarted Social Needs (TSN) and Disposable Income (DI) on the positive relationship of Emotional Regulation (ER) and Psychological Well-being (PWB)

1.1.3. Scope of the Study

The number of instances of insubordination, fratricide, and discontentment inside the organisation, as well as high levels of stress followed by psycho-medical repercussions, have substantially grown over the past several years among the uniform and non-uniform organizations. This has resulted in several cases of suicide and disobedience. It also resulted in violent incidences and caused severe casualties.

We are presenting an analysis of the emotional regulation tactics that followers use in reaction to the two types of leadership styles, which are autocratic and democratic, in order to solve this problem and make constructive ideas. In addition to this, we attempted to evaluate the influence on the followers' psychological well-being (PWB) while taking into account the moderating effect of Thwarted Social Needs (TSN) and Disposable Income (DI). In addition, the findings of this research will provide practical implications and ideas that the company can use to draught its rules in a manner that will prevent similar incidences and concerns from occurring.

1.14. Operational Definition of Terms

Emotional Regulations are "the procedures by which individuals govern the emotions they have, when they have them, and how they perceive and express these emotions," according to Gross (1998).

When referring to the act of regulating one's emotions, the term "emotional regulation" refers to the methods that are used to regulate or manage the experience of emotions while concentrating on the transient nature of such feelings (Gross, 1998; Gross & Thompson, 2006)

"The capacity to persuade people to attain goals" is at the heart of what it means to be a leader (Hughes, R., Ginnett, R. C., & Curphy, G. J., 1996).

The process of leadership is characterised by influence, not only the influence of the leader upon the followers, as described by many authors, but also the interactive influence between the leader and the followers, as first suggested by Bass. This type of influence can be thought of as a two-way street (1990).

One of the most essential components of healthy psychological functioning is one's level of psychological well-being, which may be roughly characterised as feelings of joy, contentment with one's life, and personal development (Vallerand, R. J., 2012).

*The concept of "**thwarted social needs**" refers to social requirements that are ignored, not met, or otherwise fall short of their potential.*

*The amount of money that is left over for a person or family after they have paid their income taxes is referred to as their "Disposable Income." It is often referred to as "Personal Income That Is **Disposable**" (DPI).*

1.15. Significance

In this particular field, there is a paucity of available research. The existing corpus of information will be augmented by the results of this investigation. It is an earnest effort toward assessing the impact of leadership style on the emotional regulation strategy of the followers and its relationship with the psychological well-being, particularly in the context of thwarted social needs and disposable income. This is an attempt to evaluate the impact of leadership style on the emotional regulation strategy of the followers.

This is the very first study of its sort, and it also investigates the relationship between Thwarted social needs, a person's disposable income, and their Psychological Well-Being. We believe that if a follower adopts an emotional regulation strategy in reaction to a leadership style, it will be connected with the psychological well-being of the follower. Also, there is a

significant vacuum in the research on this topic. This study will bridge the gap in the dearth of the available literature on the topic. This study will also provide practical implications and suggestions based on the findings. The finding of this study will help the organization in forming their policies.

1.16. Sections of the Chapters

Chapter 1: Introduction

Chapter 2: Review of Literature

Chapter 3: Research Methodology

Chapter 4: Analysis and Results

Chapter 5: Findings and Suggestions

Bibliography

CHAPTER II

REVIEW OF LITERATURE

2. Introduction

The chapter represents the review of relevant literature on emotional regulation and its linkage with leadership and the styles of leadership. We also sought to discover relevant studies to assist our research effort. Initially a bibliometric analysis of the literature is also undertaken at the to get an indepth view of the existing literature especially in terms of keyword and coutries where relevant documents were produced.

The review focused on leadership styles (LS), strategies for emotion regulation (ER) (expressive/emotion suppression (ES) and cognitive reappraisal (CR)), psychological well-being (PWB), thwarted/unsatisfied social needs (TSN), and economic capacities of the followers as manifest from their disposable income (DI), as well as its direct effect on motivation for job retention and indirect effect on ER strategies.

2.1. Bibliometric Analysis

The use of statistical approaches to the study of published works, such as books, essays, and other types of writing, particularly in relation to their scientific subject matter is known as bibliometrics. Within the realm of library science and information science, bibliometric techniques are utilised on a regular basis. The study of scientific measurements and indicators is known as scientometrics, and it is intimately connected to the discipline of bibliometrics. As a result, the two areas of study mainly overlap with one another.

The construction of the citation graph, which may be thought of as either a network or a graph representation of the citations between texts, is the foundation of citation analysis, a bibliometric approach that is widely employed. Bibliometric approaches are utilised in a variety of research domains in order to investigate the significance of their field of study, the significance of a group of researchers, the significance of a single publication, or to locate especially significant papers within a certain field of research. Tools from the field of

bibliometrics are increasingly being included into descriptive linguistics, as well as the construction of thesauri and the analysis of reader behaviour. In addition to its application in specialised scientific research, widely used online search engines, such as the pagerank algorithm that is used by Google, have been significantly influenced by the principles and practises of bibliometrics.

2.1.2. Search Database: Scopus database is used to considered for this bibliometric analysis. Scopus is the worlds largest data base especially for social science background.

2.1.3. Search string: The search string keywords are gathered from few seminal papers from the literature which is very close to our study. The below search strings are used to search relevant existing body of knowledge.

TITLE-ABS-KEY ("EMOTIONAL REGULATION" OR "EMOTION" OR "COGNITIVE REAPPRAISAL" OR "EMOTION SUPPRESSION" OR "EXPRESSIVE SUPPRESSION" AND "LEADER" AND "LEADERSHIP" AND "LEADERSHIP STYLES")

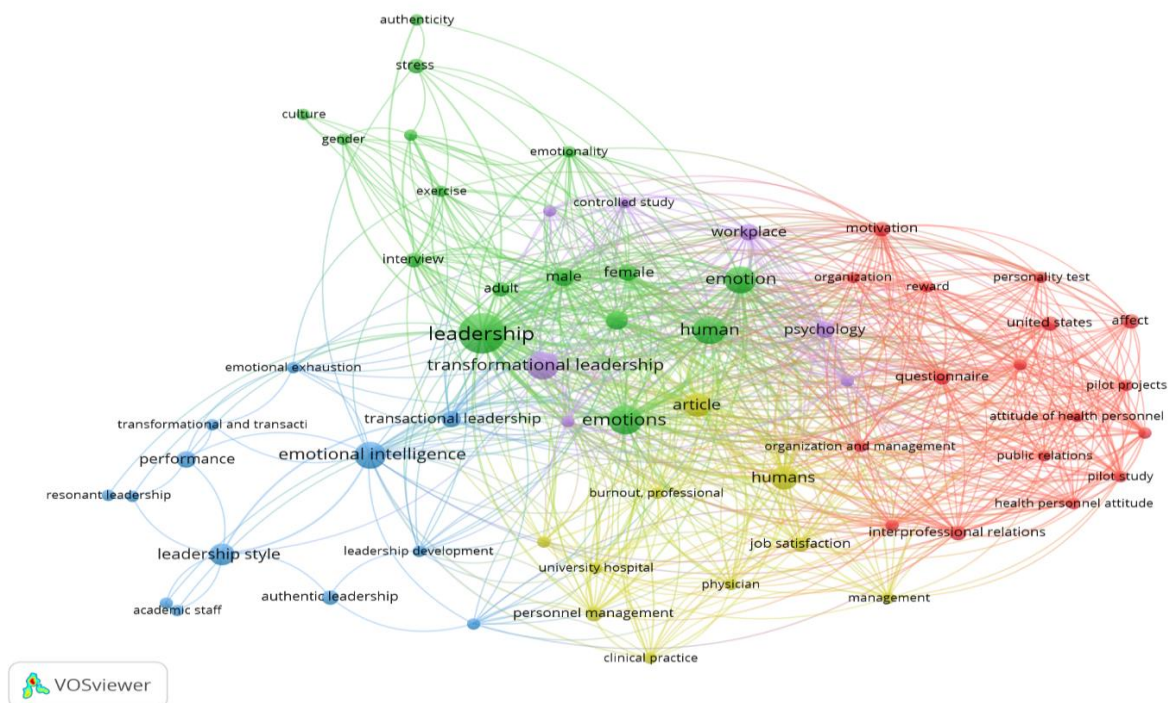
Table 2.1 Keywords on the basis of occurrence and link strength

ID	Keyword	Occurrences	Total Link Strength
4	Academic Staff	2	4
5	Adult	3	45
6	Affect	3	25
16	Article	8	111
18	Attitude Of Health Personnel	2	39
20	Authentic Leadership	3	3
21	Authenticity	2	4
30	Burnout, Professional	2	35
45	Clinical Practice	2	22
58	Controlled Study	2	30
63	Culture	2	4
77	Emotion	10	107
84	Emotional Exhaustion	2	12
85	Emotional Intelligence	10	37
90	Emotionality	2	28
91	Emotions	12	106
92	Empathy	2	39

93	Employee	2	18
102	Exercise	2	19
105	Female	4	58
115	Gender	2	13
123	Health Personnel Attitude	2	39
131	Human	11	135
133	Human Experiment	5	67
134	Humans	8	114
141	Interprofessional Relations	3	53
143	Interview	3	31
149	Job Performance	2	15
150	Job Satisfaction	3	40
157	Leadership	23	161
159	Leadership Development	2	15
160	Leadership Style	7	10
168	Major Clinical Study	2	17
169	Male	5	67
170	Management	2	25
177	Middle Aged	2	35
185	Motivation	3	52
212	Organization	2	31
213	Organization And Management	2	36
227	Performance	4	6
229	Personal Autonomy	2	22
232	Personality Inventory	2	35
233	Personality Test	2	35
234	Personnel Management	3	36
235	Physician	2	27
240	Pilot Projects	2	39
241	Pilot Study	2	39
249	Professional Competence	2	36
260	Psychology	4	60
264	Public Relations	2	39
266	Questionnaire	3	60
275	Resonant Leadership	2	2
277	Reward	2	43
301	Stress	3	9
308	Surveys And Questionnaires	2	38
325	Transactional Leadership	4	25
327	Transformational And Transactional Leadership	2	3
328	Transformational Leadership	11	39
335	United States	3	35
337	University Hospital	2	28
341	Vision	2	4
342	Well-Being	2	4
351	Workplace	4	56

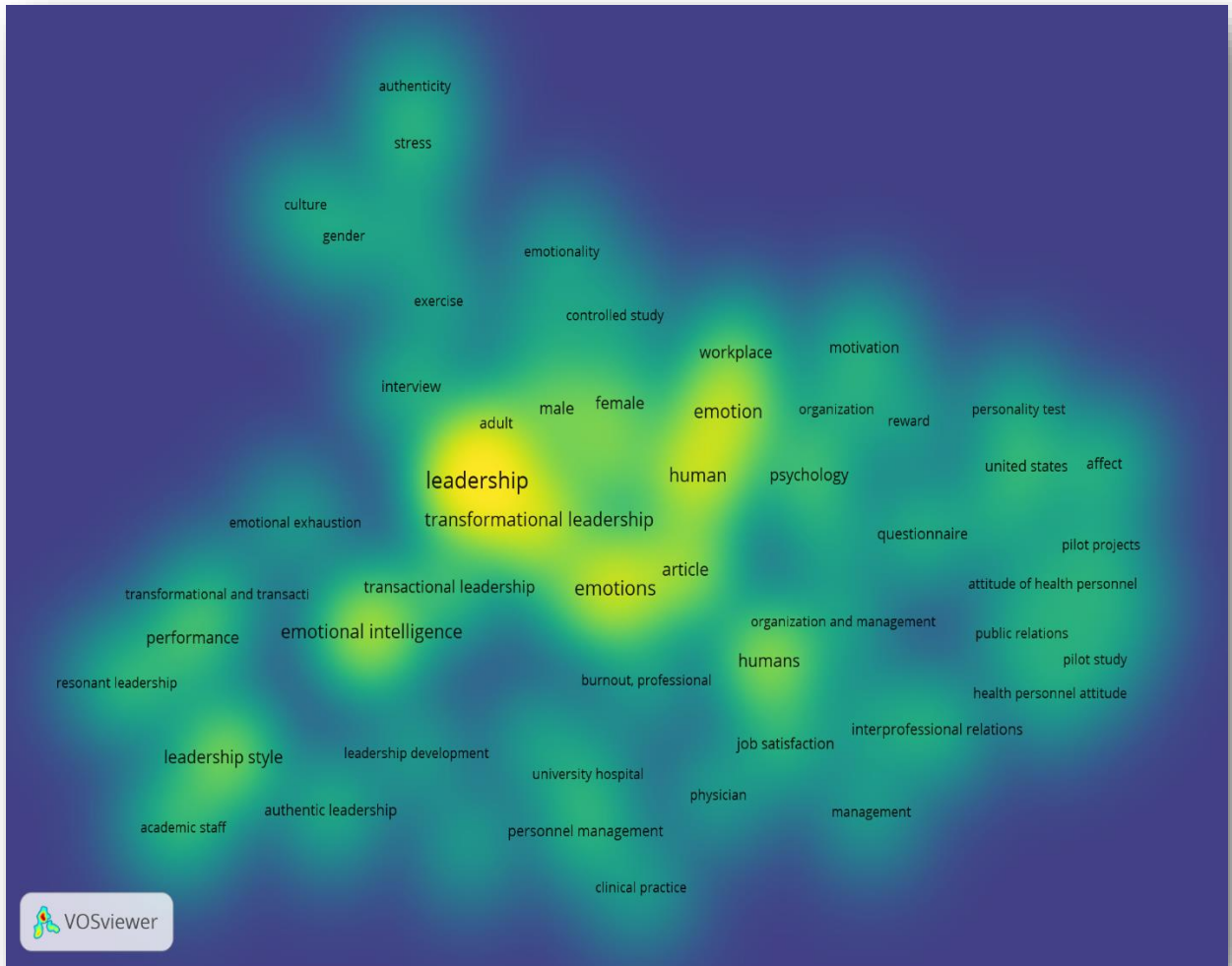
According to Table 2.1, the majority of leadership research is conducted in fields closely related to emotional regulation, such as emotional exhaustion (10), emotion (12), and emotional intelligence (10), while a few studies are conducted on well-being (2), workplace (4), stress (3), performance (4), etc. In contrast, transformational leadership (11) is the primary focus of the leadership style research. There have been very few studies undertaken on the transactional leadership style (4). No significant attempt has been made to establish a link between emotional regulation strategies and leadership style. Although a small number of research have been conducted in the context of emotions and well-being (2), the total number of these investigations is so insignificant that they do not make a significant contribution to the existing body of information. This is also evident in the network and density visualization of keywords in figures 2.1 and 2.2, respectively.

Fig 2.1. Network Visualisation of the keywords



Source: VOSViewer Output

Fig. 2.2. Density chart visualization for keywords



Source: VOSViewer Output

Table 2.2. Countries Outlay

ID	Country	Documents	Citations	Total link strength
1	AUSTRALIA	5	408	3
2	BANGLADESH	1	4	1
3	BELGIUM	2	9	0
4	CANADA	3	183	0
6	CHINA	6	64	7
7	CROATIA	1	4	0
9	FRANCE	2	6	1
11	GREECE	1	7	0
12	HUNGARY	1	8	0
13	INDIA	6	68	5
15	JAPAN	1	10	3

16	KUWAIT	1	19	3
17	LEBANON	1	3	0
18	MALAYSIA	3	7	1
19	NETHERLANDS	6	102	1
23	PORTUGAL	1	2	0
24	SINGAPORE	1	104	0
25	SOUTH AFRICA	1	11	0
26	SPAIN	1	3	1
27	SWEDEN	3	43	0
29	UNITED ARAB EMIRATES	1	3	1
30	UNITED KINGDOM	6	40	9
31	UNITED STATES	18	424	6

Table 2.2 is depicting the documents on the subject produced on country level. It is clear that the United States of America is the location where the greatest number of studies on issues pertaining to emotional intelligence and leadership are carried out (18), followed by China (6), India (6), the Netherlands (6), and Australia (6). (5). Additionally, this may be visualised by referring to Figures 2.3 and 2.4.

Fig 2.3. Documents per country.

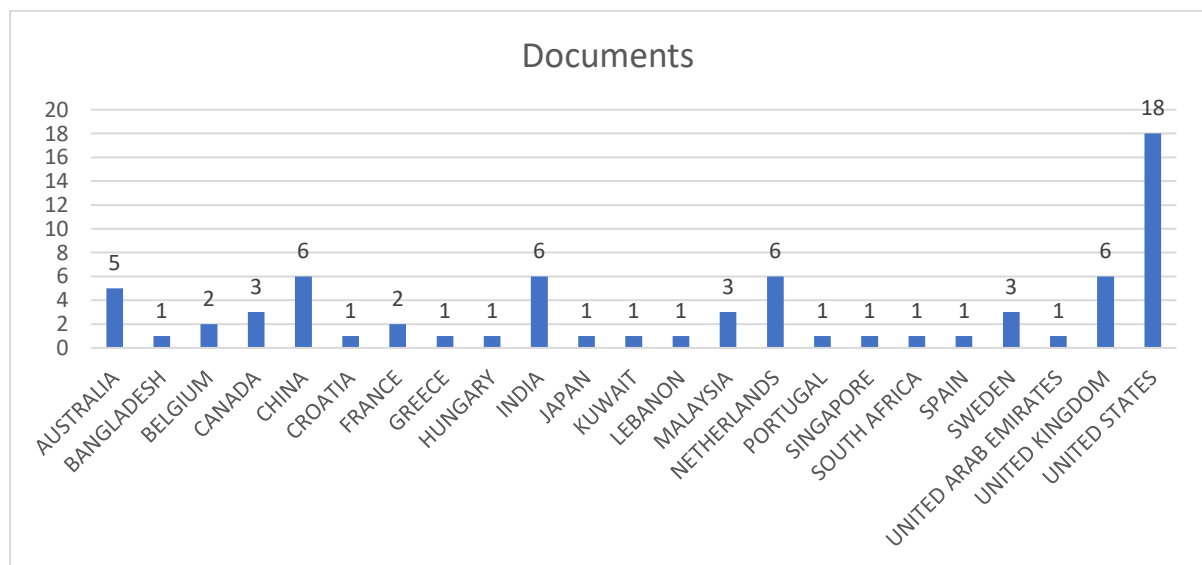
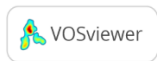
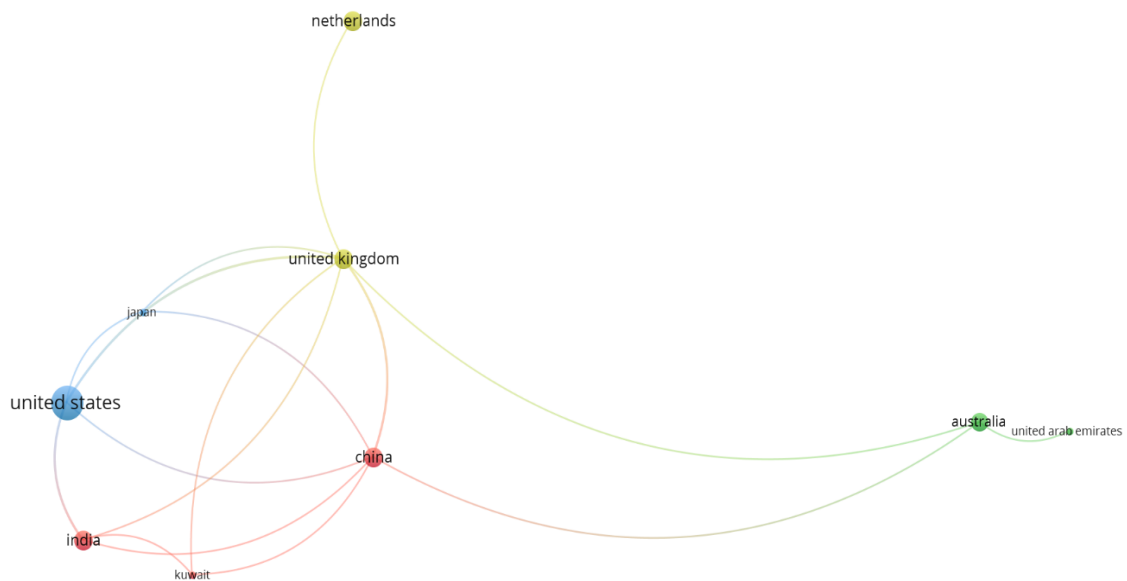


Fig. 2.4. Network visualization of the documents per country.



2.3. An Overview of The Literature Review

Historical Overview of Leadership

D. V. and Zaccaro, S. J. (2014) conducted research using a historical perspective to investigate the development of leadership thinking, studies, and concepts. Starting with the traits theory and moving on to the rise of the behavioural approach in the late 1940s, which eventually led to the studies conducted at Ohio State University under the direction of Ralph Stogdill, Carroll Shartle, John Hemphill, and Edwin Fleishman, the study of personality has come a long way. The behavioural research group was divided into two distinct subgroups: The first looked at leadership from a situational or contingencyal perspective (e.g., Fiedler, 1964; Hersey & Blanchard, 1969; House, 1971), while the second investigated the influence that followers' views had on the leader (e.g., Calder, 1977; Hollander & Julian, 1969; Lord, Foti, & Phillips, 1982; Meindl, Ehrlich, & Dukerich, 1985). The more recent incorporation of

charismatic leadership may be seen as a blend of the two techniques. In spite of the fact that leadership qualities continue to play a prominent role in all of the approaches, the presumed nature of traits and the nature of leadership have both grown into more complicated constructions than they were initially conceived to be. (PsycInfo Database Record (c) 2020 American Psychological Association)'

"Studied the development of leadership," Badshah (2012) said in his research. The name "leadership" did not appear until the late 17th century, while the concept of leadership dates back to the 13th century. On the other hand, the 20th century marked the beginning of scientific inquiry on the subject. Even yet, during the course of the past half-century, the concept of leadership has been investigated through the lenses of persistent characteristics, behaviour sets or styles, situational circumstances, and supposed cognitive processes. Nevertheless, in spite of a large number of hypotheses and a vast amount of study, very little cumulative knowledge has been gathered. The results have been unsatisfactory on account of the fact that in each and every study, the analysis of questionnaire responses has taken precedence over the observation of actual occurrences. Therefore, leadership as it is now understood reflects sentiments of leadership that are frequently held but fails to capture the behavioural variables that influence desirable end performances. (Davis & Luthans, 1979)

(Keltner ,2020) Many people, both in theory and in practise, have attempted to identify the qualities that set genuine leaders apart from the rest of the crowd. As a result, there are as many different leadership theories as there are philosophers, researchers, and professors who have researched leadership and finally published their theory. Before delving into the ideas, "The Philosophical Foundations of Leadership" is an excellent essay to read. It is usual practise to classify theories according to the characteristic that is thought to define the leader the most. The ones that are most common are as follows: Great Man Theory, Trait Theory, Behavioural

Theories, Contingency Theories, Transactional Theories, and Transformational Theories are some of the different types of theories.

LEADERSHIP AND PSYCHOLOGY

The purpose of Denton's (2009) study was to determine what the leadership and administration of a school can do to boost the number of teachers who stay in their jobs and their overall level of work satisfaction. The findings referred to the notion that developing pleasant and respectful interactions among instructors, students, professors, staff, and administration can lead to increased work satisfaction and retention rates among the teaching staff. In addition, by treating them as professionals and giving them chances for personal growth as well as constructive comments and making themselves available to them, you may increase their job happiness and keep them in the field. According to the findings of the study, differences in leadership techniques and approaches can have an effect on the level of work satisfaction experienced by teachers.

Harris, (2005) "examined effective leadership by investigating its efficacy in a group of secondary schools with demanding conditions." [Harris] "researched effective leadership by exploring its efficacy in a group of secondary schools with challenging circumstances." The data that was found supports a model of leadership that emphasises the cultivation of constructive connections and the delegation of leadership responsibilities to other members of the group. This research also recommends that a fundamental reconceptualization of leadership is necessary. This reconceptualization would equate leadership with the many rather than the few and would acknowledge the essential link between teacher leadership and school progress.

Gilbreath and Benson (2004) conducted research on the relationship between supervisors and employee wellbeing. They found that employee's psychological health was closely connected with supervisor behaviour. According to the findings of the study, the behaviour of supervisors makes a significant (statistically speaking) contribution to a

prediction of psychiatric disturbances among employees. This is in addition to other factors such as age, health practises, support from home and other people, stressful life events, and stressful work situations. According to the findings of the study, businesses must take care not to overlook the role that supervisory behaviour plays in the creation of a positive and healthy environment for employees to work in. This is because supervisory behaviour can have a significant impact on the health and happiness of workers.

According to the findings of Muijs and Harris (2003), providing educators with opportunities to take on leadership responsibilities is associated with increased levels of both self-esteem and job satisfaction, which in turn leads to increased levels of professional output (owing to higher motivation). As a consequence of this, there is a greater percentage of people who remain in the profession.

Autocratic leadership and its impact on employee

"Investigated the preference for leadership preferences" was published in 2011 by Schoel et al., (2011) they suggested that the amount of ambiguity in the scenario, the self-esteem of followers, and stability were major moderators of this choice. [Citation needed] People who have a healthy and balanced sense of self-esteem should have the confidence to know that they can reach this objective through the self-directed improvement of the situation, and as a result, they should exhibit a stronger preference for democratic leadership when faced with unpredictability. People who have a poor and unstable sense of self-esteem, on the other hand, should put their faith and hopes in the capabilities of powerful individuals, which should result in a preference for authoritarian leadership.

Khuong and Hoang (2015) conducted research in Ho Chi Minh City to study the overall leadership style affects on followers. They used quantitative research methodologies and a sample size of 320 people to do their investigation. The various leadership styles (task oriented versus relationship oriented leadership, change oriented leadership, charismatic, participative,

ethical, contingent reward, and autocratic leadership styles) were the independent variables, and employee motivation was the dependent variable in this study. It may be deduced from the fact that the independent variables accounted for 64.5% of the variation in employee motivation that there is a significant effect of leadership style in employee motivation and retention.

(Chiang and colleagues, 2020) They investigated the ways in which authoritarian leaders affect the emotional atmosphere of work teams as well as their performance. Authoritarian leadership has been described as a demanding and dominating style. According to the findings, authoritarian leaders are more likely to establish an atmosphere on their teams that encourages the suppression of emotions and emotional tiredness among their members. In the end, this has a detrimental influence on the performance of the squad. It was also discovered that authoritarian leaders' personal emotional repression contributed further to the atmosphere of emotional suppression within the team, which in turn lowered the performance of the team. The findings also revealed that the efficacy of leaders might perhaps be increased by reducing authoritarian behaviours and, secondly, by identifying acceptable outlets for the emotion release of followers in the workplace.

Researchers De Cremer and Cremer (2007) looked at how followers' negative emotions were affected by two factors: autocratic leadership and distributive fairness. The findings of the study showed that a lack of autocratic leadership style is not a prerequisite for distributive justice to have an effect on the negative feelings of followers. As a result of their research, it became clear that the connection between unequal distribution of resources and bad feelings was substantial in situations when the leadership style exhibited a low level of autocratic behaviour.

"examined the influence of authoritarian leadership on the counter-productive work behaviour of workers in the banking sector," Luqman et al. (2019) said. It was discovered that

when autocratic leadership styles are used, the level of employee commitment drops, which in turn leads to an increase in counter-productive work behaviours. Emotional weariness, on the other hand, plays a part as a moderator in the sense that it enhances the unfavourable association between employee dedication and counter-productive job behaviour.

The researchers Hussain et al. (2020) investigated the consequences of autocratic leadership and disruptive political behaviour, as well as the moderating and mediating roles played by abusive supervisory behaviour and employees' perceptions of job insecurity. The study's findings indicate that there is a substantial positive moderation of abusive supervisory behaviour between the association of autocratic relationship and employee feeling of job insecurity.

The purpose of Alghazo et al(2016) .'s study was to investigate the connection between the type of leadership that is utilised and the level of employee motivation. The transformational leadership style had a good association with employee motivation, but the transactional leadership style had a negative correlation. There is a substantial relationship between leadership style and employee motivation.

Rast et al. (2013) "Chooosed to explore the uncertainty – identity hypothesis; anticipated that self-uncertainty would be connected with stronger support for autocratic leaders." [Citation needed] The study came to the conclusion that individuals who had less self-doubt were more likely to favour non-autocratic leaders than autocratic ones. On the other hand, those with a higher level of self-doubt were more likely to express support for an autocratic rather than a non-autocratic leader.

This study by Naile and Selesho, (2014) creates deeper insight on the underlying processes that enable leaders to operate in an autocratic or transformational manner; and to alter employee motivation, the behaviour of employees, and subsequently, their

organizationally directed endeavours. According to the findings of the study, there is a significant correlation between transformational leadership behaviours and commitment (affective commitment; continuance commitment; and normative commitment). The findings shed light on the importance of positive aspects like as trusting relationships, inspiring a common vision, promoting innovation, and putting an emphasis on growth as ways to encourage personnel. Although it is arguable that transformational leadership cannot increase job happiness, it is arguable that the dedication of teachers to their work may increase job satisfaction and, as a result, enhance the academic success of the school.'

Emotional regulation

Arnold et al. (2015) conducted research to evaluate the possible influence that a leader's style has on the emotional regulation mechanisms they use and on burnout. The findings revealed that deep acting and genuine emotion are predictive of transformational leadership, whereas surface acting and deep acting are indicative of contingent reward, MBE-A and MBE-P are predictive of surface acting, and Laisses faire is predictive of genuine emotion. The findings of the study offered substantial support for the hypothesis that a connection exists between leadership style, the ability to regulate emotions, and burnout. '

Wang et al., (2019) investigated the influence of supervisor behaviour on employees' engagement in emotion regulation (i.e. surface acting and deep acting), in addition to the effects that may extend beyond the confines of the workplace. They investigated the connection between an employee's ability to regulate their emotions when interacting with a supervisor and the health of their marriage. The findings indicate that employee surface acting was positively related to ego depletion and negatively related to spouse's perceived marital well-being through the mediating roles of both ego-depletion and social undermining behaviour. This was due to the fact that surface acting was positively related to ego depletion. It also considered the impact that the quality of the leaders member exchange (LMX) connection had

on his prospects and discovered that a high quality LMX relationship leads to a weaker association between surface-acting and ego-depletion.

In their research, Gross and John (2003) found that people use a variety of techniques to control their feelings, including reappraisal and suppression, and that these techniques have an effect on both their mental health and the quality of their interpersonal interactions. According to the findings of the study, suppressors feel and express less pleasant emotions and more negative emotions, whereas reappraisers do the opposite: they experience and express a significant deal of positive emotions and fewer negative emotions. It brought to light the fact that reappraisal is connected with improved inter-personnel functioning, whereas suppression has the opposite impact. The relationship between reappraisal and well-being was favourable, in contrast to the negative association that existed between suppression and well-being.

Chu, (2014) investigated the link between the internalisation of emotion regulation and well-being and went on to investigate whether or not authoritarian leadership may modulate this relationship. According to the findings of the study, controlled emotional regulation achieved through external regulation is significantly associated with a negative association with well-being indicators like mental and physical health. On the other hand, autonomous emotional regulation achieved through integrated regulation is significantly associated with a positive association with well-being indicators like mental and physical health. Additionally, it was discovered that authoritarian leadership may act as a moderator in the link between autonomous emotional regulation achieved by recognised or integrated regulation and the well-being indicators’.

Autocratic leadership and Emotional regulation

Emotion regulation techniques are defined as "the mechanisms by which individuals determine the emotions they experience, when they feel them, and how they experience and express these emotions" (Gross, 1998, p. 275).

Abdullahi et al. (2020) says, "Using a sample of 618 SME workers in Ghana, they evaluated the influence of transformational, autocratic, and democratic styles on employees' organisational citizenship behaviour." "They discovered that the three leadership styles had distinct effects on workers' organisational citizenship behaviour" (OCB). The researchers then investigated the moderating role emotional intelligence plays in the context of the OCB and leadership style. Emotional intelligence of leaders moderates favourably the link between autocratic leadership style and organisational citizenship behaviour (OCB), but does not moderate substantially the correlations between democratic leadership style and OCB or transformational leadership style and OCB.

According to the research conducted by Chiang et al. (2020), authoritarian leaders have a considerable effect on the emotional climate and performance of work teams. The findings indicate that authoritarian leaders are more likely to foster an environment of emotional suppression within their teams. This causes team members to experience a greater degree of emotional fatigue, which has a negative impact on the team's overall performance. In addition, they observed that the emotion suppression practises of authoritarian leaders exacerbated the previously documented sequential mediation effects. Specifically, they found that the more emotion suppression an authoritarian leader participates in, the stronger the team environment of emotion suppression, the greater the degree of emotional weariness among team members, and the poorer the team performance.

Niven et al. (2019) performed study to test the hypothesis that efforts to improve the feelings of others result in positive consequences, but efforts to make others' feelings worse

result in negative outcomes. Also explored was whether or whether the perceived intentions of the leaders influenced the impact of their interpersonal connection on the followers. When leaders attempt to impose emotional control over their followers, the outcomes rely not only on the strategy adopted (whether it is meant to enhance or degrade the emotional state of the followers) but also on the stated motives for doing so. If leaders' interpersonal emotional control is motivated by egoistic (rather than altruistic) aims, then the positive effects of affect-improving (rather than affect-worsening) on leader–follower relationship quality and follower discretionary performance are significantly lessened.

Pastor, (2014) The research stated, "Based on the premise that firms, especially those that operate in an international setting or participate in a multicultural context, seek and hunt for personnel with emotional talents." People believe that emotional competences can influence and ease interpersonal relationships, allow for greater social cohesion, emotional self-control, and the "alphabetization" of emotional states, and who work together for their personal benefit and not against their expectations, needs, and emotional competences. All of these views have been confirmed by science. They concluded that emotional intelligence is one of the most critical characteristics that define a leader's efficacy. And provided evidence that emotional intelligence influences the performance, results, and overall job satisfaction of both leaders and followers.

Using a sample of 232 registered nurses, Poku et al. (2020) researched the elements that cause emotional tiredness and determined the coping techniques employed by nurses to overcome it in the healthcare sector in Ghana. Using a sample of 232 registered nurses, this study investigated the causes of emotional tiredness and identified the coping techniques employed by nurses to overcome it. According to their reports, 91.1% of them suffered from moderate to severe emotional exhaustion. The practise setting in which the nurses worked accounts for 39.6% of the variance in emotional fatigue. Registered nurses have been

demonstrated to employ both problem-focused and emotion-focused coping mechanisms to fight emotional fatigue. ' The purpose of the study was to see if the emotion control strategies of deep-acting and exhibition of positive effect were trainable traits and if this led to enhanced leadership effectiveness. Edelman & van Knippenberg (2017) The purpose of the study was to see if the emotion control strategies of deep-acting and exhibition of positive effect were trainable traits and if this led to enhanced leadership effectiveness. It was determined that the training had a good effect on profound acting, positive emotional displays, and leadership effectiveness. Deep action and positive feeling influenced the association between the intervention and the leader's efficacy.

Through a sample of 350 software professionals, Singh (2007) investigated the influence of emotional intelligence (EI) on leadership style and leadership effectiveness index in the Indian setting. [Singh, 2007] "Examined the influence of emotional intelligence (EQ) on leadership style and the leadership effectiveness index in the Indian setting." According to the study's findings, there is a significant relationship between leadership styles and the leadership effectiveness index. In addition, it found that EI is a significant predictor of leadership performance throughout the whole workforce.

Spence Laschinger and Fida (2014) studied the negative impacts of burnout on nurses' health and well-being, as well as the significance of good leadership as a resource for preventing burnout. "The importance of positive leadership as a resource for preventing burnout was investigated." Authentic leadership, which is a resource for organisations, and psychological capital, which is a resource for individuals, each play a protective role against burnout, job discontent, and mental health, according to the findings.

(Stebbing et al. 2015) The study examined the physiological well-being and ill-being of sports coaches as predictors of their perceived autonomy, supporting, and personnel

management techniques of individuals who were following their commands. The findings suggest that controlling interpersonal styles and autonomy-supporting interpersonal styles each have their own unique correlates, and that emotional variables may play an especially important role in regulating interpersonal styles. [Bibliography required] [Bibliography required] If coaches receive sufficient assistance, it is feasible that their improved mental health may motivate them to create a more accommodating social environment for their players.

Using the evaluating emotion scale, the self-efficacy scale, and the multi-factor leadership questionnaire, Ramchunder and Martns (2014) "investigated the significance of physiological dimensions in choosing and training police officers for leadership posts" (MLQ Form 5X). The findings indicated a positive relationship between emotional intelligence and both self-efficacy and leadership effectiveness. It was emphasised that emotional intelligence and self-efficacy might be evaluated as features during the selection process for police leaders or used for developmental purposes to increase these characteristics in police leaders.

(Kafetsios et al., 2012) The study evaluated the relationship between leaders' emotional regulation skills and their own and their subordinates' performance at work. Suppression was found to have a negative link with subordinates' job satisfaction, whereas reappraisal had a good association with job satisfaction and a negative relationship with negative effects. Additionally, emotional tiredness was found to be positively associated with unfavourable outcomes.

(Haver et al., 2014) The goal of this study is to explore, using a qualitative research methodology, how experienced general managers control their emotions in response to demanding leadership duties. The analysis revealed five major themes: (1) displaying naturally felt emotions; (2) modifying or changing mindsets through reappraisal and deep acting; (3) putting on the mask; faking and hiding by using surface acting and suppression; (4) positive

emotions and a positive mindset as a precursor to emotion regulation; and (5) deep acting as a result of social awareness. The research also demonstrated that reasonable emotion management necessitates adopting a number of emotion regulation strategies dependent on the circumstances.

Alotaibi et al. (2020) examined the impact of emotional intelligence and empowering leadership on psychological empowerment and work engagement in private hospitals using a sample of 348 hospital employees. The study's findings, which resulted in a better understanding of the roles that EI and EL play in enhancing psychological empowerment and work engagement, could aid hospitals in reducing the turnover rate among nurses, enhancing their relationships with patients, and maintaining their competitive advantage. This study provides data to demonstrate the effect of EI on leadership empowerment, psychological empowerment, and work engagement in private hospitals. This discovery is both innovative and useful.'

Democratic Leadership and Emotional Regulation

(Yowell & Smylie, 1999) "The study examined self-regulation as a non-academic result of education and evaluated school- and community-based programmes and practises designed to foster it. It was discovered that self-regulation is characterised by three types and levels of personal context relations and interactions: (1) internalisation and intimate personal relationships; (2) empowerment and contingent contexts; and (3) future orientation and social capital."

Côté et al., (2006) examine the complexities of what is observed via intelligent emotion regulation. [Côté et al., 2006] They developed a model that shows intelligent emotion regulation entails (a) identifying an effective emotion regulation aim, (b) selecting an

acceptable way to achieve that objective, (c) effectively applying that strategy, and (d) changing emotion regulation over time.'

Autocratic Leadership and Psychological wellbeing

Sparr and Sonnentag investigated employees' views of the fairness of supervisor feedback and its correlations with employee well-being (job melancholy, job anxiety, job satisfaction, and intentions to leave the organisation) and perceived control at work (2008). In addition, they examined the role of the leaders member exchange (LMX) in mediating these relationships. It was discovered that job satisfaction and a sense of control at work were positively associated to perceived fairness of feedback, but employment retention and desire to quit a job were negatively related. And that the quality of LMX's products mediated these relationships.

(Owolabi Ademola Benjamin, n.d) Using a sample of 284 workers from the private and public sectors in Nigeria, this study examined the influence of organisational culture and leadership style on an employee's quality of life at work. Individually and collectively, corporate culture and leadership style have a substantial impact on the quality of workers' working lives, according to the study's results. The combination of the individualistic component of organisational culture and the democratic aspect of leadership style has a greater influence on the quality of work life.

Premchandran & Priyadarshi (2018) "Using a sample of 508n married professionals, they sought to distinguish between two well-being research traditions: the hedonistic model of subjective well-being (SWB) and the eudaimonic model of psychological well-being." (PWB). The study revealed a positive link between empowering leadership (EL) and both of these variables. The link between EL and SEB/PWB was partially mediated by the work-family

interaction, it was discovered. It was believed that hedonic and eudaimonic were interconnected yet distinct concepts.

(Jayasingam & Cheng, 2009) "They aimed to analyse the shift in leadership style of Malaysian managers, which has been unique from western counterparts due to considerable cultural differences, and to evaluate if there has been any change in recent years due to western influences." They observed that the most significant shift has been the growth of authoritarian kinds of leadership. Positive opinions of leadership were attributed to the utilisation of participative and caring leader behaviour, according to respondents.

(Stebbing et al., 2015) In the current study, a longitudinal approach was used to examine the relationship between sports coaches' psychological well-being (positive affect and integration of coaching with one's sense of self) and psychological ill-being (negative affect and devaluation of coaching) as potential predictors of their perceived autonomy supportive and controlling interpersonal styles toward individuals under their instruction. Over the course of eleven months, 195 sport coaches were asked to complete surveys at three distinct intervals over the length of the study. Multilevel studies revealed that within-person gains and individual variability in positive affect and integration are positively associated with autonomous support when social desirability is included. (Illustration:) (Illustration:) [Example in point] In contrast, more interpersonal control was associated with both within-person increases and individual differences in negative affect, but not devaluation. Both the well-being measures and the well-being indicators failed to reliably predict autonomous support and interpersonal control. Taken as a whole, the above data give evidence that dominating interpersonal styles and autonomy-supporting interpersonal styles have separate correlates, and that affective factors may play a particularly significant role in shaping interpersonal styles. It's probable that if you assist coaches take care of their mental health, they'll be more inclined to give players with a flexible interpersonal environment.

Kaluza et al. (2019) said that they "attempted to examine beyond the link between leadership and follower well-being and analyse the relationship between leadership behaviour and their own well-being." This study examined the link between leadership behaviour and the wellbeing of leaders. Change-oriented and relational-oriented leadership (such as transformational and participatory leadership, for example) accounted for higher diversity in leader well-being than task-oriented leadership (e.g. transactional). In the context of destructive leadership, aggressive destructive leadership, such as abusive supervision, was shown to have more negative associations with leader well-being than passive destructive leadership, such as laissez-faire.'

Democratic Leadership and Well-being

Woods and Gronn (2009) investigated the benefits of democratic and distributive models of leadership through research. It was determined that while scattered leadership can provide a much-needed break from a hierarchical paradigm in which all power and decision-making emanates from the top tiers, this kind of leadership lacks democratic qualities. It suggested a critical examination of the Distributed leadership model that was proposed to be adopted, taking care to protect the democratic values and respect for employees contained within, as well as a multifaceted strategy for policymakers to protect democratic values within Distributive Leadership. ...'

In the context of libraries in Nigeria, Chukwusa (2019) wants to examine the perceived democratic style of the leader and how it effects the followers of that leader. According to the results of a survey of 274 workers who participated in a descriptive study of the leadership style, the staff had a favourable assessment of their leader's democratic leadership style, which fostered a positive attitude toward work. It also revealed that the workforce perceived job satisfaction as more important than organisational loyalty and job involvement.

(Skakon et al., 2010) "the impact of leader and leadership style on employee stress was researched using 49 experimentally tested and published articles over a thirty-year period beginning in 1980 and concluding in 2009," There is some evidence, according to the review's results, that the stress and emotional well-being of workers are related to the stress and emotional well-being of leaders. Certain leadership styles, the nature of the leader-follower connection, and the leader's behaviours were shown to be associated with employee stress and affective well-being.

After democratic leadership had been introduced in Philippine public schools for one year, San Antonio (2008) employed interviews and empirical surveys to determine its impact on student academic achievement. According to the findings of the study, the degrees of commitment, empowerment, and trust factor are all higher than in the past; nevertheless, the research did not uncover a significant effect on the academic performance of the students (Lian & Fitriani, 2021) "used a qualitative technique to determine if Democratic Style Leadership may improve job motivation and discipline in the education office of the South OKU District." The study concluded that there was a positive effect of the leadership style, with the leadership appreciating the potential of each individual employee, a collaborative decision-making process, the leaders not limiting the employees' creativity and providing them with opportunities for growth, and all employees willingly contributing to the development of infrastructure'.

2.5. Discussion

Following is a short description segmented by category of the several facets.

Keltner said that leadership has been one of the most studied, investigated, and theorised themes across all management disciplines, with scholars striving to define what real leadership entails. Leadership has been one of the most studied, analysed, and theorised

subjects. There may be as many plausible answers for this phenomena as there are philosophers, researchers, and academics who have chosen to investigate it (Keltner, 2020), Numerous studies have been inspired by diverse leadership ideologies over the period of multiple decades. (D. V., & Zaccaro, n.d.), shown that the Traits theory (1920) and the Behavioural approach (1940s) provided the foundation for subsequent ideas, beginning with the Traits theory (1920). (D. V., & Zaccaro, n.d.) The contingency approach, an offshoot of these approaches (Fiedler, 1964; Hersey & Blanchard, 1969; House, 1971), adds a situational element to the ongoing investigation. The origins of charismatic leadership may be attributed to the merging of two distinct factions within the behavioural school: one concerned with the leader, and the other with how followers view the leader. Badshah (2020) highlighted an essential aspect by arguing that despite the fact that several ideas have evolved as a consequence of more than 50 years of concentrated research, little cumulative knowledge has been obtained. He maintained that the Traits theory has remained as the underlying Centrality in all subsequently evolved theories. According to his assessment, a substantial chunk of the study has been ineffective since the researchers neglected to observe actual events and instead concentrated on questionnaire replies. While they do describe the widely held sentiments of the Leadership and the followers' perceptions of the Leader, they fail to account for the behavioural variables that truly influence and regulate these and the intended responses. Consequently, while they do describe the shared sentiments of the Leadership and the followers' perceptions of the Leader, they do so insufficiently. This discovery tends to emphasise the distinctions between "Theoretical leadership" and "Practical leadership," the latter of which is considerably and dramatically influenced by behavioural variables. This comment appears to underline the distinction between "Theoretical Leadership" and "Practical Leadership." It is particularly applicable to leadership at the field or junior executive level, where the relationship between leadership and the desired output is substantially mediated by

a variety of other factors, such as situational variables on the ground, the emotional state of the leader and followers, hygiene factors, climatic factors, ergonomics, the leader-follower relations paradigm, and so on. This is especially true when the relationship between leadership and the intended outcome is heavily mediated.

According to Gilbreath and Benson (2004), there is a need to place a greater emphasis on supervisor behaviour in the context of leadership and psychology since it has the potential to increase job satisfaction, develop a healthy work environment, and enhance employee well-being. (Harris, 2005) describes a leadership approach that emphasises creating strong connections and encouraging others to take the lead. Muijs and Harris (2003) discovered that equipping teachers with leadership responsibilities increases their own work satisfaction and well-being. This shows a leadership model that focuses on enabling others to lead. (Denton, 2009) concluded that diverse leadership styles and practises influence the amount of job satisfaction felt by followers. He went on to suggest that another strategy to increase employee job satisfaction and retention is to treat them like professionals, build healthy and respectful relationships among team members, offer them opportunities for personal growth and constructive criticism, and be accessible to them. According to Buckley, Ameter, Ferris, Douglas, and Prati, emotional intelligence is an essential characteristic of a great leader since it leads to the establishment of trust and cohesion within the team. Examining the Job Demand Resource Model through the prism of its conceptualization reveals that this enhances the 'Resource' component.

De Cremer (2007) observed, in the context of autocratic leadership and its influence on employees, that when leadership is low in autocratic conduct, it functions as a mediator between distributive justice and negative emotions. This was demonstrated to be true. According to study conducted by Chiang et al. in 2020, an improvement in a leader's effectiveness may be achievable by reducing autocratic behaviour. Schoel et al. (2011) found

the surprising conclusion that followers with high self-esteem and high confidence are less likely to readily accept autocratic leaders, whereas followers with low self-esteem and less certainty are more likely to favour an autocratic leader. According to Khuong and Hoang (2015), there is a significant correlation between the leadership style of a firm and the degree of employee motivation and retention. When leadership is authoritarian, followers are more prone to engage in detrimental job behaviour, and this tendency tends to increase (Luqman et al., 2019). According to the theory of Hussain et al. from 2020, aggressive superior language tends to exacerbate job insecurity, which is especially true when subordinates report to an authoritarian supervisor. Rast et al. (2013) support the opinion of Schoel (see above) that followers' Self-Confidence impacts their Leadership style choice. When it is high, the Non-autocratic Leadership style is preferred, and when it is low, the autocratic Leadership style is preferred. According to Alghazo et al. (2016), there is a strong correlation between leadership style and employee motivation. This relationship was demonstrated to be positive for transformational leadership and unfavourable for transactional leadership. According to the results of Naile and Selesho (2014), transformative leadership increases employee dedication and retention. It is evident from what has been mentioned that the style of leadership practised has a direct effect on the level of commitment and motivation expressed by followers, as well as the amount of work performed and the behaviours exhibited.

In the framework of Emotion Regulation (Gross & John, 2003), it was conclusively proven that emotion suppressors gave in to bigger negative sentiments, but reappraisers did not. The Reappraisers greatly improve both the interpersonal work environment and the individual well-being, whereas the Suppressors have the exact opposite effect. (Chu, 2014) determined that the control of emotions through External regulations such as Norm, regulations, and Rules is negatively associated with the well-being of individuals, whereas control through Autonomous Regulation mode, i.e. from within the individual, does not affect

the well-being of individuals. This link is further mediated by an authoritarian leadership style. Arnold et al. (2015) provided empirical evidence of the relationship between Leadership Styles, Emotional Regulation, and Burnout. Exploring the relationship between emotion control and well-being, Wang et al. (2019) observed that workers' surface behaviour had a negative effect on employee ego. The interaction between the Leader and the Members, as well as the strength of their connections, was a second aspect.

In the context of autocratic leadership and emotion control (Niven et al., 2019), researchers evaluated the impact of "improving others" vs "worsening others" on a leader's well-being. They concluded that the former has a beneficial impact on his well-being, whilst the latter has a negative impact. In addition, the researchers discovered that the egoistic (as opposed to pro-social) purpose underlying these activities serves to moderate this impact. This effect is diminished in the presence of egoistic rewards, but it is enhanced in the presence of pro-social incentives. (Chiang et al., 2020) concluded that the amount of emotional suppression within a Team is related to the leader's propensity to engage in emotion suppression as a form of emotional management. Therefore, the negative effects of an emotionally repressed team environment have a cascading effect, with the leader playing a vital catalytic role. (Abdullahi et al., 2020) concluded that the leader's emotional intelligence contributed favourably to the relationship between Leadership style and organisational citizenship behaviour when the style in consideration was democratic. In the instance of transformative leadership, however, the leader's emotional intelligence had no effect on the connection. (Pastor, 2014) revealed that emotional intelligence is vital to a leader's success and that it has a key role in enhancing the effectiveness of both leaders and their followers, as well as their performance, results, and overall job satisfaction. All of these findings are noteworthy because they demonstrate the necessity of teaching leaders in the many vital facets of emotional intelligence. Research undertaken in India on the issue (Singh, 2007) concluded that there is a significant correlation

between leadership styles and the leadership effectiveness index. In addition, it found that EI is a significant predictor of leadership performance throughout the whole workforce. This highlights the significance of incorporating this aspect into recruitment strategies. Authentic leadership, which is a resource for organisations, and psychological capital, which is a resource for individuals, each play a protective role against burnout, job discontent, and mental health, according to Spence Laschinger and Fida (2014). After analysing the component in the context of athletics, (Stebbing et al., 2015) concluded that an athlete's psychological state of well-being corresponds favourably with their athletic performance. Examining the issue in the context of police organisations, (Ramchunder & Martns, 2014) supported what Singh had previously stated, namely that emotional intelligence and self-efficacy should be considered as attributes during the selection of leaders in police organisations or used for developmental purposes to enhance these attributes in police leaders. Singh had first suggested that emotional intelligence and self-efficacy should be considered while selecting leaders for police organisations. According to the findings of Kafetsios et al. (2012), the use of suppression by subordinates has a negative link with work performance, while reappraisal has a positive correlation with job performance. According to Haver et al. (2014), there is a need for what he termed "smart emotion management," which can vary from positive emotions to surface acting to deep acting and should be adopted by leaders dependent on the circumstances. This emphasises the necessity of offering leadership training on this specific aspect. (Alotaibi et al., 2020) emphasised the importance of emotional intelligence to the empowerment of leaders. Positive emotion formulation, affect presentation, and deep acting are all trainable features connected to emotion management systems, according to Edelman and van Knippenberg (2017).

In the context of democratic leadership and emotion regulation (Yowell & Smylie, 1999), researchers discovered that non-academic learning through social and community

activities led to positive outcomes, including improved self-regulation. (Côté et al., 2006) outlined a four-step procedure designed to teach responsible emotion management. This might serve as a paradigmatic basis for leaders who are seeking to strengthen their emotional regulation skills. According to (Feather, 2009), the degree of emotional intelligence exhibited by leaders is linked to the level of work satisfaction their followers feel.

In the framework of Jayasingam and Cheng's (2009) study on autocratic leadership and well-being, the researchers investigated whether or not the leadership preferences of the Malaysian workforce had shifted (due to western influences) (which has traditionally held a different view due to the cultural peculiarities of the country). They observed that the inclination for a more participative style of leadership is expanding. (Kaluza et al., 2019) found that participative and transformational leadership contribute to a leader's psychological health, but destructive leadership (such as abusive supervisory behaviour) has a negative impact on a leader's psychological health. According to the findings of Sparr and Sonnentag (2008), there is a positive relationship between the perceived fairness of the leader's feedback and the employee's job satisfaction. It has been demonstrated (Owolabi Ademola Benjamin, n.d.) that the quality of an employee's work-life experience is significantly impacted both separately and jointly by an organization's organisational culture and leadership style. According to (Premchandran & Priyadarshi, 2018) research, empowered leadership has a positive link with both the hedonistic model of well-being (SWB) and the eudemonistic model of well-being (PWB).

According to the research Democratic Leadership and Well Being (Skakon et al., 2010), there is some evidence that the well-being and stress levels of employees are related to those of leaders. Changing a subject's leader to one with a democratic style tended to enhance levels of commitment, a sense of empowerment, and the degree of trust among the subject's followers (San Antonio, 2008). (Lian and Fitriani, 2021) concluded that democratic leadership had a

beneficial impact. This impact is a result of the leadership recognising the potential of each individual, utilising a collaborative decision-making process, not restricting the employees' creative potential, and offering them chances for progress. (Woods & Gronn, 2009) made the fascinating point that organisations employing a distributive leadership style should be watchful and concerned about safeguarding democratic norms and employee respect.

2.6. Thematic Funneling Down of the Review

Level of Leadership. This study focuses on the leader-follower segment, in which the contact between the two is rather constant, frequently intense, and full of (sometimes strong) emotional response-provoking events. While Leader – follower Paradigms/relationships/domains occur at all levels of an organization's structure, from the top to the bottom, with varied Leadership styles being practised, this research concentrates on the leader-follower section where contact between the two is somewhat consistent. This particular area is comprised of the Lower-Middle Class and below in a variety of organisations. This stratification would propose include Majors (and their counterparts in other services), DSPs and Assistant Commandants in the CAPF, and Junior Executives in the Non-Uniformed Services in a group with an age range of 25 to 45 years.

Emotional Regulation (ER), Seen Through the Lens of Various Leadership Styles Despite the fact that a large number of factors, such as cultural influences, demographic effects, climatic conditions, innate psychological well-being or its absence, etc., may influence an individual's emotion regulation, greater emphasis has been placed on the study of the aspect of ER that is affected by the leadership style per se.

The Importance of Thwarted Social Needs (TSN) and Disposable Income (DI) Unsatisfied (thwarted) social demands of love, recognition, friendship, respect, etc. also have an influence on an individual's ER, in particular determining his threshold of emotional balance/rationality,

as evidenced by the contact with experts and life's experiences. Similarly, his Economic position (which, in turn, determines how desperate he is to maintain his employment – the positive aspect of which is his Motivation for the job) moulds his ER and, not surprisingly, influences the Threshold. Consequently, in addition to the leadership style under which he serves, these two characteristics must also be considered as ER-influencing variables.

2.7. Leadership Styles

2.7.1. There are several approaches to leadership, including the Traits Approach, the Behavioral Approach, the Functional Approach, the Situational Model, the Relational Approach, and lastly the Transformational Approach. The behavioural approach and the situational approach are the two most prevalent approaches to leadership styles at now. Both of these perspectives are seen as dominant. The majority of leadership styles or their behavioural characteristics, such as 'Task vs. People Orientation' or 'Concern for People/Task' or 'Directive vs. Supportive Behavior', fall within The Autocratic Style and The Democratic Style, which is also referred to as Participative Style. Consequently, authoritarian and democratic administration are the two primary kinds that, if studied, would permit generalisation of the results.

2.7.2 The level of leadership or the Strata of the Leader-Follower Paradigm that the study focuses on is another factor that should be taken into consideration since it deserves attention. At that level, the behavioural aspects that are manifest in autocratic and democratic leadership styles are the ones that account for the majority of emotion eliciting (and therefore emotion regulation) situations. This is in contrast to the attributes of other leadership styles, which are what account for the majority of emotion regulating situations.

2.7.3 Leadership styles such as Transformational, Servant, etc., are often referred to as Higher Order Leadership Styles, which include a certain level of inherent evolution for the

leader. These styles include the following examples: Moreover, these can only be implemented at the highest echelons of an organization's hierarchy. At the functional level, leaders have very little latitude or scope for executing the fundamental qualities of transactional (reward/punishment), transformational (vision setting), and other styles of leadership. Particularly if the followers' ER and PWB are the centre of attention, what really transpires between the Leader and follower at the functional level may be more accurately examined from the viewpoints of Autocratic, Democratic, or Laissez-faire Leadership styles. This is particularly true if the Leader desires to maximise the ER and PWB of the followers.

2.7.4 Autocratic Leadership Also referred often as Authoritative Leadership Style, hinges on the Leader mostly exploiting his positional power, taking all decisions by himself thus depriving the subordinates of semblance of job satisfaction. The autocratic leaders want their subordinates to work according to them. Typically, autocratic leaders retain the decision - making rights with them (Obiwuru, et al., 2011). The Style is characterized by high emphasis on performance and low emphasis on people. The underlying assumption by the Leader generally is that people are lazy, irresponsible, and untrustworthy and that planning, organising, controlling, and decision making should be accomplished by the leader with minimal employee involvement. He relies on authority, control, power, manipulation and hard work to get the job done. The autocratic leaders force their followers to execute the services and strategies according to the narrow way (Iqbal, Anwar, and Haider, 2015).

2.7.5 Democratic Leadership, also known as Participative Style, places a high emphasis on both performance and persons; hence, this style of leadership is sometimes referred to as Team leader. According to Tannenbanum and Schmidt (2012), democratic leadership is characterised by decentralised and shared decision-making among all subordinates. He operates under the idea that the majority of individuals are honest, dependable, and motivated to achieve significant and challenging goals. Staff employees are motivated to enhance their performance

since their opinions and suggestions are valued and considered. It is assumed that everyone involved in the decision-making process has an equal stake and possesses the same level of expertise (Rukmani, et al., 2010). A democratic leadership style has a positive impact on the operation of a business; employees get praise and criticism in an unbiased manner, and their sense of responsibility increases as a result (Elenkov, 2002). In this circumstance, the Leader aims for an organised and demanding work environment with defined objectives and duties, and gets the job done by inspiring and managing individuals and groups to maximise their maximum potential in achieving organisational as well as their own personal goals. In addition, the Leader ensures that objectives and duties are well-defined.

2.8. Emotional Regulation

2.8.1 Emotion regulation is the endeavour to exercise control over the range and timing of our emotional experiences, as well as the manner in which we perceive and express our emotions. May Display Itself as:

2.8.2 The practise of concealing one's emotions and expressions of them, also known as expressive suppression, is the effort to conceal, continue repressing, or reduce such behaviour.

2.8.3 Cognitive reappraisal is an antecedent-focused technique that functions prior to the complete activation of emotion response tendencies. It is intended to assist individuals in altering their perspective on a circumstance. (adjusting one's way of thinking in response to conditions that may create pain)

2.8.4 Consequently, if one considers Emotion Regulation to be a continuum, with ES at one end and all its negative consequences, the other end, which represents the positive side, is CR. This was published in 2014 in "Frontiers in Systems Neurosciences" publication (Cutuli, 2014).

2.9 Psychological Well-Being (PWB)

2.9.1 In light of this, when one takes into account Since the 1960s, the absence of psychopathic disorders has been observed in more detail, despite the fact that, for a substantial length of time, its absence was seen as a measure of psychological health.

2.9.2 Concepts connected to psychological well-being are often operationalized using measures of life satisfaction, happiness and positive affect, control over oneself and events, social involvement, self-esteem, mental stability, and sociability in the present day. (Ryff, 1989) undertook a rather exhaustive examination of the definition or idea of psychological well-being. As an alternate approach to well-being, (Ryff, 1989) developed the concept of psychological well-being. She based a measure of well-being on six subscales: autonomy, environmental mastery, positive relationships with others, a sense of purpose in life, and personal progress and self-acceptance. She accomplished this by synthesising the concepts of Maslow, Jung, Rogers, Allport, Erikson, Buhler, Neurgartens, and Jahod.

2.10. Gaps In Literature Available (Theme Related)

2.10.1 Very Few studies from the followers perspective While Leadership as a subject has been extensively studied in last several decades, there are Very few Studies on leadership from the Followers Perspective (i.e. For a set of followers with a set of attributes what's the kind of leadership ideal to elicit Best Output); Most studies are based on maximising Profitability / Output for a Given Job Context and Content and therefor look at a Goal, Job content and some aspects related to the job context and suggesting what would be a Good Leadership- approach and what is the likely to be the effect on the output with different styles of leadership. It would not be incorrect to say that the focus on the Ends (i.e. Output) - and understandably so – with a comparative disregard to the Means.

2.10.2 Limited Studies of followers from the Indian subcontinent. There are no worthwhile studies done on the ibid aspects in the Indian Context. It is now widely acknowledged that

Cultural Influences, Demographic influences even Climatic influences shape an individual (a leader and a follower) and therefore define and shape the ideal leadership. In this context lack of adequate studies in the Indian context emerged as a definite gap.

2.10.3 Scant Studies taking Cognizance of Cultural/Regional influences on Emotion Regulation or Psychological Well Being. It is common experience that a person's response to emotion eliciting situation is shaped in good measure by his cultural backdrop, demographic baggage and regional influences; further his psychological wellbeing is also likely to be shaped by these besides being affected by the efficacy with which he handles his emotions. However, there appear to be scant no of studies taking a focussed view of these aspects.

CHAPTER III

RESEARCH METHODOLOGY

3. Introduction

This chapter focuses on the methodology used to test the hypotheses of this study. To do this, references are made to the sample of respondents utilised in the investigation, the methodology employed to conduct this study, and the measuring instruments employed. For the purposes of the study or research, the population consists of Indian workers in one of three fields: education, paramilitary forces, or a mixture of the two.

The primary objective of this study is to gain a deeper understanding of the emotion regulation associated with paramilitary forces, which is influenced by their working environment (specifically the type of leadership they are subjected to), and to assess the relationship between the type of emotion regulation employed by these individuals and its impact on their psychological well-being.

Emotional regulation can have a complex and multidimensional effect on mental health. Because the opening and expansion of the economy has resulted in a phenomenal change in aspiration level and a concomitant change in various social motivations, it is imperative, from a pragmatic standpoint, that organisations are aware of the impact that the social environment has on the psychological health of their employees. This would have the unintended consequence of not only optimising the firm's productivity, but also possibly increasing the psychological well-being of the workers. The unique problems faced by paramilitary forces and the unpredictability of their work need a higher level of discipline, commitment, and adherence to rules and regulations. There is relatively little room for individuals to exercise their own discretion inside a hierarchical communication system that emphasises directiveness. In this industry, there is no place for challenging orders, and perfect compliance is expected. The guy who is devoting all of his resources to the current task may or may not be aware of how his efforts fit into the grand scheme of things. If the last person executing the organization's

objectives has the subjective perception that he is being forced to act and is simply being directed with little personal involvement in the tasks he or she is performing, the situation becomes quite critical and may have a negative effect on the individual's psychological health. When there is a change in socioeconomic conditions and there is definite and unprecedented upward mobility, the situation detailed thus far takes on a unique significance. There has been an exponential increase in both the amount and number of people with disposable income. This coincides with a rise in per capita income and the spread of democracy to lower levels of society. Due to the communication revolution and the right to access knowledge, the typical man in India has been granted nearly inconceivable levels of power. The mass media and judicial activism are equally responsible for influencing individuals to question long-held beliefs and forsake the practise of blindly obeying orders. Similarly, if some individuals are compelled to execute without question, it will inevitably have an influence on them.

Fig 3.1. Conceptual Framework

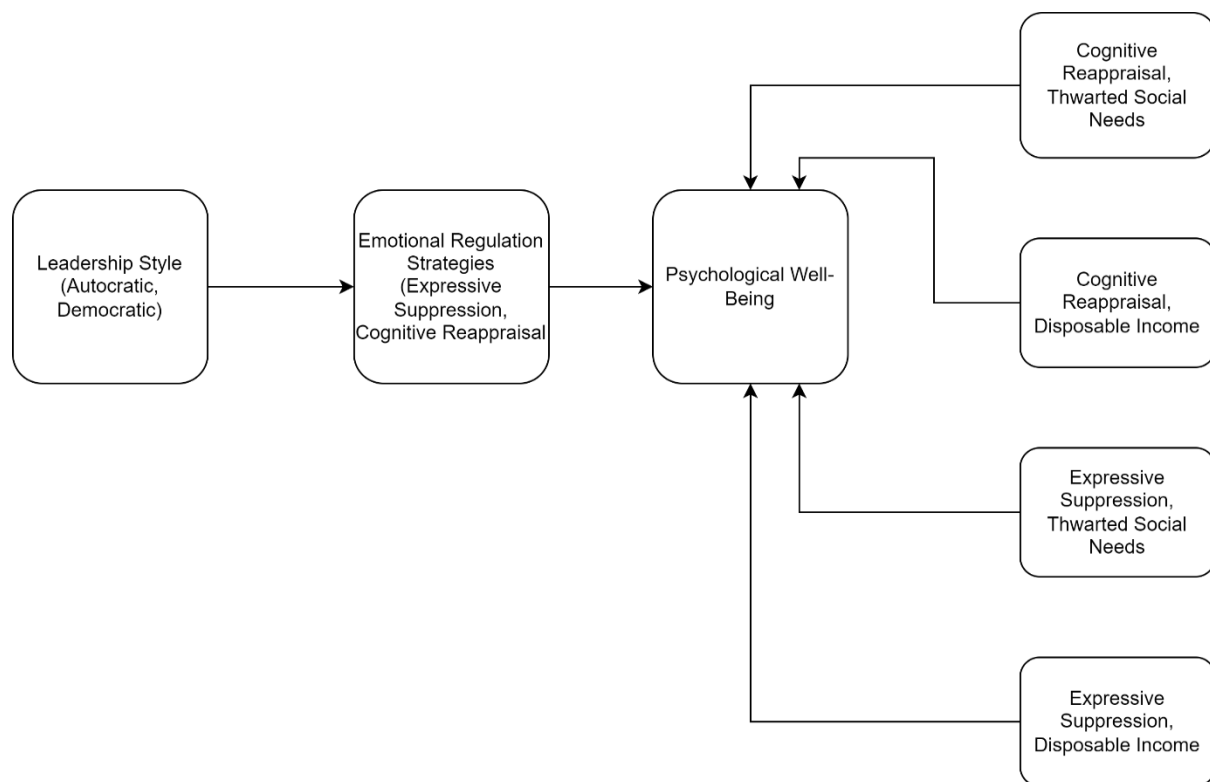
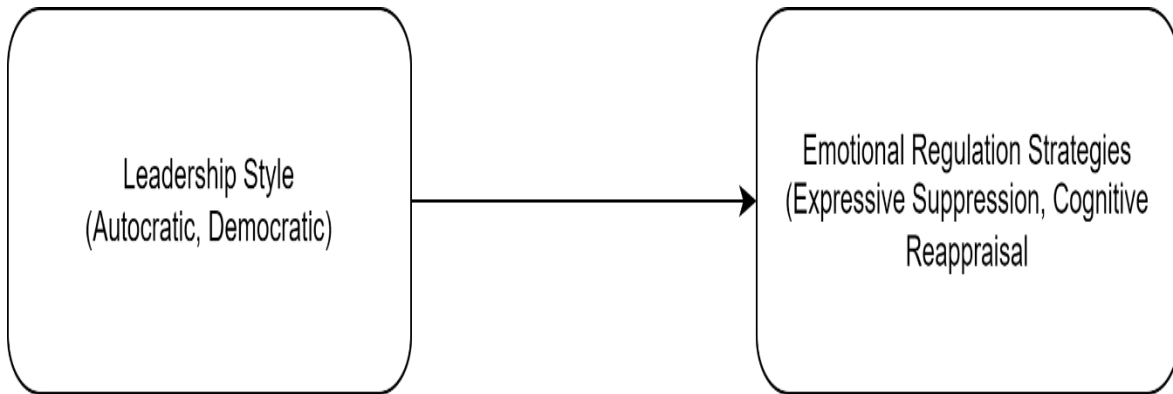
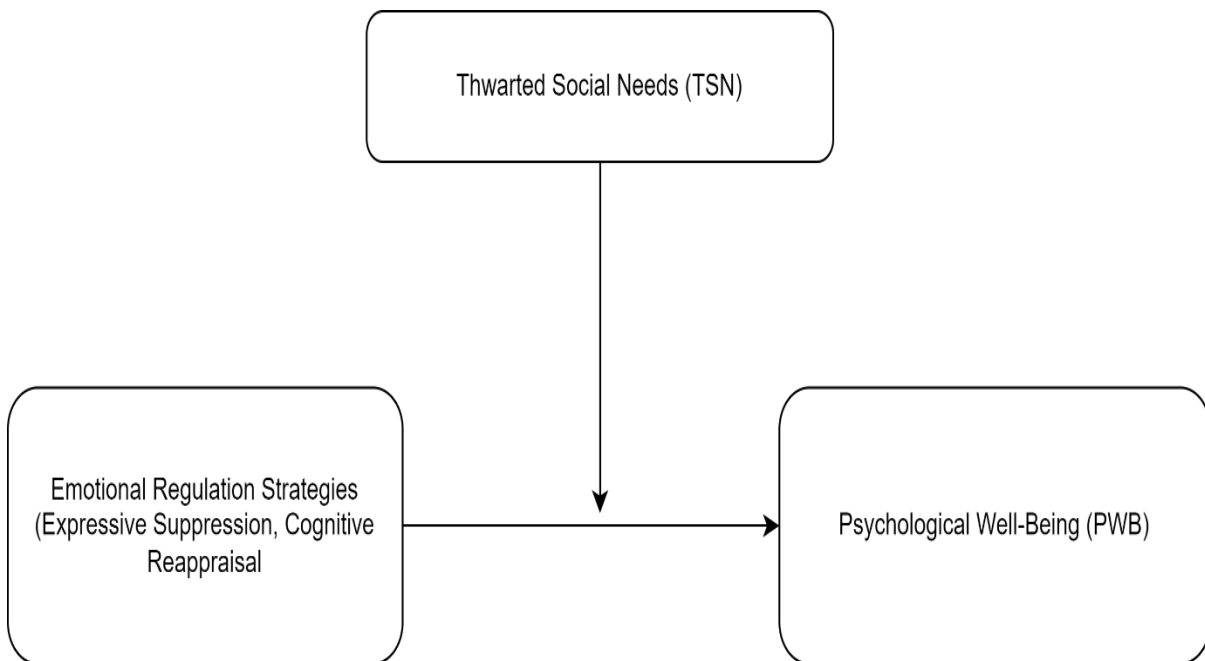


Fig. 3.2 Model 1



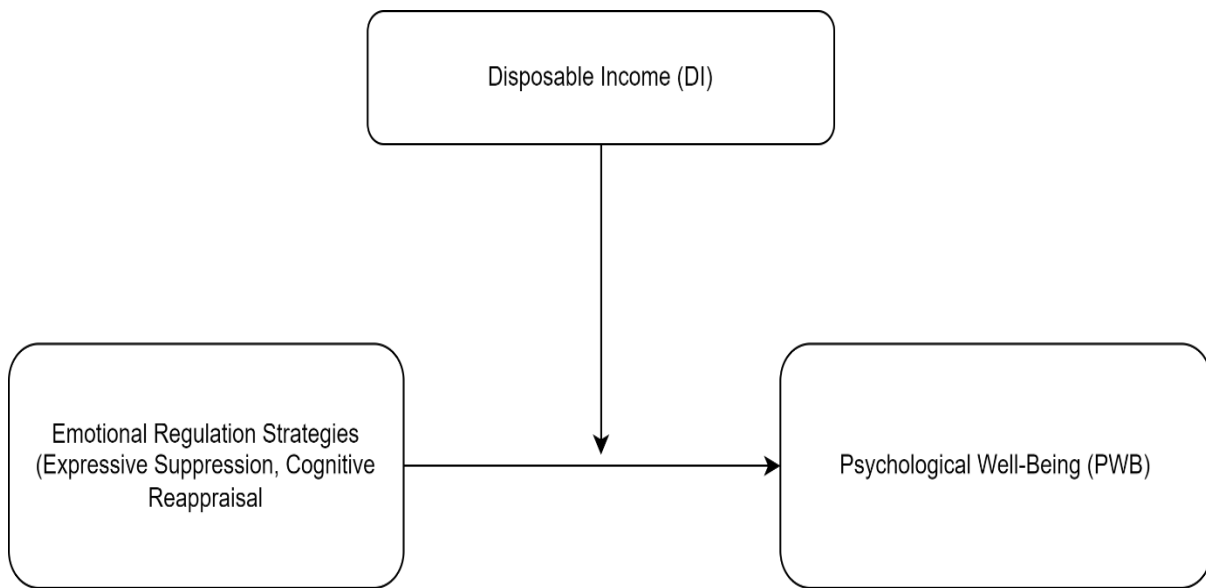
Model 1 proposes to assess the direct relationship and impact of leadership style (Autocratic, Democratic) on Emotional Regulation Strategies (Expressive Suppression, Cognitive Reappraisal).

Fig 3.3. Model 2



Model 2 proposes to assess the moderating effect of Thwarted Social Needs (TSN) on the relationship between Emotional Regulation Strategies (Expressive Suppression, Cognitive Reappraisal) and Psychological Wellbeing

Fig 3.4. Model 3



Model 3 proposes to assess the moderating effect of Disposable Income (DI) on the relationship between Emotional Regulation Strategies (Expressive Suppression, Cognitive Reappraisal) and Psychological Wellbeing

3.2. Sampling

Preliminary Survey

A Preliminary Survey was conducted with a sample size of about 16 Leaders and 154 followers comprising both from the Uniformed Organizations (PMF & CAPF) and from the purely Civil Orgs (Teachers and Railways Depts). The Pilot Survey brought forth Supportive findings to substantiate what had emerged from the Interaction with the Environment in general and Experts in Particular.

The finding showed: -

- a) Mean of suppression (ER strategy) is high (65% above the mean level) among followers subjected to Authoritarian in comparison to followers working under Democratic leadership

b) Mean of Autonomy (38%), Growth (32%), Positive relation (48%), Purpose in life (44%), Self-Acceptance (49%) and Environment Mastery (32%) (Six sub-scales of PWB) is lower among followers subjected to Authoritarian in comparison to followers working under Democratic leadership

Care was taken to ensure possible generalization of findings. This was done by way of selecting appropriate sample base and adopting appropriate sample methods. The sample base comprised largely of persons from Central Government organizations (Defence forces, CAPF, Railways, Central Government Teachers), who are largely recruited from an all-India resource base. This fact by itself served to remove regional biases which otherwise were expected to be observed

3.3. Sampling technique

Table: Multi-stage, Systemic, Stratified, Clustered, Random sampling as also purposive

SNo.	Stage	Survey	Sample Methodology	Questionnaire / Instrument	Size
1	Stage 1	Mock Survey (To assess comprehension of questionnaires and adequacy of inputs)			
2	Stage 2	Survey of leaders (To assess predominant style – Autocratic/Democratic/Laissez Faire)	Stratified, Systemic, Random	North House Leadership 2011	58
3	Stage 3	Survey of Followers (Under Leaders as above – To assess ES and PWB)	Stratified, Systemic, Clustered, Random	<ul style="list-style-type: none"> • ERQ 2003 • RIF PWB 1989 • TAT (MURRAY) 	650

				• SD	
4	Stage 4	Youth for gathering aspirations from their leader	Purposive; homogeneous base	• Online questionnaire • North House Leadership 2011 Modified	4150 1100

A Multi-stage, Stratified, Systemic, Clustered, Random sampling as also purposive method has been used for RO's 1-3 and purposive sampling for RO-4. This is explained in succeeding paragraphs.

- a. Central India being the focal area of research, it was divided into four regions with Prayagraj as its center; North-West region comprising of Lucknow, Kanpur and Agra; North-East region comprising of Faizabad, Azamgarh and Gorakhpur; South-East region comprising of Varanasi & Gaya; South-West region comprising of Rewa, Satna and Banda.
- b. Within these, units/establishments were chosen through distributed clusters. In so doing, the following were borne in mind:
 - i. The clusters chosen should be spread out throughout the region to represent it fairly.
 - ii. The units / establishments were so chosen so as to facilitate getting adequate sample base of leaders/followers from twenty to forty years of age.

- iii. The sample chosen should be spread across all three domains i.e., the frontline (fighting forces such as Infantry, Artillery etc. and Field workers in the civil domain), the support / integrating elements (such as services and those in the regional/company offices) and the base level forces (such as base depots and those in head offices etc.)
- c. **Sample Size:** Using appropriate Statistical techniques, the Sample size arrived at for studying RO 1,2 &3, was 32 leaders and 650 followers (400 Uniformed + 250 Non-uniformed from among Railways and teaching staff). For studying the RO 4 through Qualitative and Quantitative methods sample sizes of 3400 and 1100 were used.

For the study we used “Stratified Opportunity” Sample of government employees from three departments. Here, ‘Stratified’ meant we approached organisations which fulfill our criteria in relation to sector type and location. The ‘opportunity’ element meant we included organizations that we approached and which agreed to participate. To make our sample more representative, we used “Targeted Approach” i.e. we included departments that exist in each sector. Initial contact was made with some of the employees of the three departments/ sectors that we wanted to explore through friends. This generally followed a meeting with the management officials. The purposes of the study and data collection methods were explained to the Company Management Head. In most cases, they advised us to write a letter as they would be required to seek clearance from their Higher Management before permitting us to carry out survey and collect data from their employees.

Methodology Adopted for Selection of Leader and employees who participated in the Survey and contributed to the Primary Data - Purposive/ purposeful sampling was used for selecting participants, for three types of participants.

A total of 650 employees (250 from Para-military forces, 200 teaching staff and 200 central government employees) of various age, geographical regions, gender and educational qualification participated. 32 leaders (16 leaders from Para-military forces, 8 leaders belonging to teaching department and 8 leaders of other central government departments) who had a minimum of six month of leader-follower relationship with these 650 employees were selected. Out of the selected 32 leaders 16 were Authoritarian leaders and 16 were Democratic leaders. The number of employees under them varied from minimum 10 to a maximum of 20.

The following is an overview of participants' (followers') educational qualification, work experience, and age group:-

(a) **Age Group.**

Type of Organisation	Age Bracket							
	< 25 years		25-30 years		30-35 years		> 35 years	
	Nos	%	Nos	%	Nos	%	Nos	%
Para-military	25	10	75	30	100	40	50	20
Teachers	5	2.5	25	12.5	100	50	70	35
Central Govt	10	5	35	17.5	90	45	65	32.5

(b) **Work Experience.**

Type of Organisation	Work Experience							
	< 2 year		3-5 years		5-8 years		> 8 years	
	Nos	%	Nos	%	Nos	%	Nos	%
Para-military	20	8	85	34	105	42	40	16

Teachers	5	2.5	20	10	60	30	15	7.5
Central Govt	12	6	30	15	50	25	8	4

(c) **Education Level.**

Type of Organisation	Education Level							
	X		12 th		Graduate		Post Graduate	
	Nos	%	Nos	%	Nos	%	Nos	%
Para-military	50	20	125	50	75	30	0	0
Teachers	0	0	0	0	0	0	200	100
Central Govt	30	15	70	35	70	35	30	15

The following is a summary of participant (leader) Educational Qualification, Work Experience, and Age Group: -

(a) **Age Group.**

Type of Organisation	Age Bracket							
	< 25 years		25-30 years		30-35 years		> 35 years	
	Nos	%	Nos	%	Nos	%	Nos	%
Para-military	0	0	0	0	6	37.5	10	62.5
Teachers	0	0	0	0	0	0	8	100
Central Govt	0	0	0	0	1	12.5	7	87.5

(b) **Work Experience.**

Type of Organisation	Work Experience			
	< 2 year	3-5 years	5-8 years	> 8 years

	Nos	%	Nos	%	Nos	%	Nos	%
Para-military	0	0	0	0	0	0	16	100
Teachers	0	0	0	0	0	0	8	100
Central Govt	0	0	0	0	0	0	8	100

(c) **Education Level.**

Type of Organisation	Education Level							
	X		12 th		Graduate		Post Graduate	
	Nos	%	Nos	%	Nos	%	Nos	%
Para-military	0	0	0	0	8	50	8	50
Teachers	0	0	0	0	0	0	8	100
Central Govt	0	0	0	0	1	12.5	7	87.5

3.4. Scales of Measurement

The measuring instruments used in the present study are questionnaires and Thematic Apperception Test. Four questionnaires are used in the present study including one demographic questionnaire. The researcher compiled a short **Demographical Questionnaire** to determine the percentage of age, work experience, educational qualification and disposable income of followers. Another demographic Questionnaire was also compiled with all the above demographic variables barring disposable income and this questionnaire was used to gather data about leaders.

For determining style of leadership, Northouse Leadership (2011) Questionnaire with a Cronbach alpha value of .871 (and widely used globally) was used. This questionnaire was

administered to leaders to find out their leadership style. The tool measures three styles of leadership, however since the present study purports to delve only on two leadership styles namely Authoritarian and Democratic therefore only these two were measured. Since the questionnaire measures leadership styles on continuous scale only those leaders were selected who scored sufficiently high on separate leadership styles so as to avoid style overlap. This questionnaire was administered to many leaders however, data of only 48 leaders who were found to be apt for the aim of study undertaken were included in the present study. The study included 48 leaders (32 leaders from Para-military forces, 8 leaders belonging to teaching department and 8 leaders of other central government departments) who had a minimum of six month of leader-follower relationship. Personnel subjected to different style of leadership participated in the present study. After identifying leadership styles of these 48 leaders, personnel working under their guidance were selected as participants and they were administered three questionnaires and Thematic Apperception Test (TAT). TAT was used to gauge social needs that are either thwarted or social needs whose fulfilment is not certain in the stories. Nine pictures from Murray' TAT pictures were selected with additional one as blank and participants were asked to write stories on them. Since most of psychological well-being and emotion regulation strategy research are done using questionnaires, existing questionnaires on **Emotion Regulation Questionnaire** and **Psychological Well Being Questionnaire** are used in this study. Utilizing an already defined scale has both benefits and drawbacks. To begin with, the given scales cover the major components of the being measured variables. The psychological well-being measure utilised in this study, for instance, covers nine distinct dimensions of psychological well-being. Second, the existing scales have been utilised frequently enough to generate norms. Using these existing scales saves the researcher the additional time, money, and effort that would be required to develop a scale from start. The use of an existing scale has a number of disadvantages, despite the fact that this approach provides

a number of advantages. The scale is confined to only those characteristics that the creators choose to include in their instruments; as a consequence, it will exclude more specific areas of psychological well-being or emotion regulation strategy scale that are concerns for certain types of organisations or specific organisations. However, the scales utilised in this study were exceedingly comprehensive, suited for the subject at hand, and had a history of successful use.

Emotion Regulation Questionnaire (ERQ) by Gross & John (2003). The purpose of the Emotion Regulation Questionnaire is to measure individual variations in the usage of two Emotion Regulation Strategies: Cognitive Reappraisal and Expressive Suppression. is a well-established 10-item self-report questionnaire focusing on emotion-regulatory mechanisms and techniques for managing emotions. Individuals are asked to assess the amount to which they normally attempt to alter their thinking or behaviour in order to alter their feelings. On a seven-point Likert scale, the questionnaire consists of 10 items measuring two distinct emotion management mechanisms, cognitive reappraisal and expressive suppression. The scales are well-established and frequently employed in scientific study. In previous research, both the cognitive reappraisal and expressive suppression subscales of the ERQ demonstrated strong internal consistency ($r = .79$ and $.73$, respectively; Gross & John, 2003). The average alpha reliability for Reappraisal was 0.79 and for Suppression it was 0.73 . The test-retest reliability of both measures was 0.69 over three months. Several measures, such as the COPE reinterpretation and venting scales (Carver, Scheier, & Weintraub, 1989), and the 44-item Big Five Inventory (John, Donahue, & Kentle, 1991), have been reported to have good convergent and discriminant validity, respectively (for a detailed description of validity, see Gross & John, 2003). The measures have exhibited stability over 3 ($r = .69$; Gross & John, 2003) and 2 (cognitive reappraisal, $r = .67$; expressive suppression, $r = .71$; Balzarotti, John, & Gross, 2010) months.

Psychological Well-being Questionnaire (PWBQ) by (Ryff, C. D., 1989), The Psychological Well-being Questionnaire is intended to evaluate six subscales of well-being: Autonomy, Environmental Mastery, Positive Relationships with Others, Life Purpose, Personal Growth, and Self-Acceptance is a self-report scale meant to assess psychological well-being. Six subscales comprise the 54-item instrument: (a) Autonomy, (b) Environmental mastery, (c) Personal progress, (d) Positive connections with others, (e) Life purpose, and (f) Self-acceptance. Each subscale consists of nine items, with about equal proportions of positive and negative items. A sample of 321 people was used to determine the reliability and validity of the SPWB. Internal consistency reliability coefficients were as follows, as reported by Ryff (1989): 0.86 for autonomy, 0.90 for environmental mastery, 0.87 for personal progress, 0.91 for positive interactions with others, 0.90 for life purpose, and 0.93 for self-acceptance.

Measurement The leadership style scale instrument was derived from McGuire, D. (2009). This instrument has 18 Likert scale questions, ranging from 1 = Strongly Disagree to 5 = Strongly Agree. The sample questions are "The leader is the principal evaluator of the group members' accomplishments." "Effective leaders issue directives and explain procedure" "It is the responsibility of leaders to assist subordinates in discovering their "passion" (Cronbach's alpha = 0.79)."

Thematic Apperception Test (TAT) for measuring thwarted social needs. Stimuli will be from Henry Murray developed pictures.

Demographic details questionnaire with special reference to disposable income

Variable Identification

Independent Variable

Leadership Styles (LS)– Autocratic Leadership Style

LS - Democratic Leadership Style

Dependent Variable

Emotion Regulation (ER) – Emotion Suppression - (ES)

Cognitive Reappraisal - (CR)

Psychological Well Being (PWB)

Moderating Variables

Thwarted Social Needs (TSN)

Disposable Income (DI)

Statistical Tools and Techniques

Descriptive Statistics

This study uses descriptive statistics to provide a summary for the demographic variable. "Descriptive statistics" refers to the process of analysing, summarising, and presenting data collected from the complete population or a sample of that population. There are three fundamental categories that make up descriptive statistics: Frequency Distribution, Measures of Central Tendency, and Measures of Variability. Distribution of Frequencies is the first category.

Correlation

A correlation is a statistical indicator that depicts the degree to which two or more variables vary in relation to one another. A positive correlation between two variables means that they both increase or decrease at the same pace, whereas a negative correlation suggests that one variable increases while the other decreases.

A statistical concept known as the correlation coefficient measures the extent to which changes in the value of one variable may be used to anticipate changes in the value of another variable. When the change in one variable can consistently predict a similar change in another variable,

it is tempting to assume that the change in one variable caused the change in the other variable. This is not always the case, though. However, a correlation does not establish a cause-and-effect link. It is possible, for instance, that both variables are affected by an unknown factor that has the same impact. When it comes to finding trends in consumer data, the ability to distinguish between correlation and causation may be quite useful and provide crucial insights. When discussing this problem in connection to marketing, the comparison between beer and diapers is commonly made.

This study uses correlation matrix to check the association among the variables.

ANOVA

Analysis of variance, commonly known as ANOVA, is a set of statistical models and the associated estimation procedures (such as the “variation” within and across groups). This collection is used to analyse the differences in group means. Ronald Fisher, a statistician, was the first to develop the ANOVA. The rule of total variance is the basis for the analysis of variance attributable to variance attributable to variance attributable to variance attributable to variance attributable to variance attributable to variance attributable to variance. Analysis of variance (ANOVA) is a statistical test to assess if the population means of two or more groups are equal. This broadens the application of the t-test beyond the simple comparison of two means. In other words, the ANOVA is used to evaluate if there is a statistically significant difference between two or more means.

The study utilizes ANOVA to analyse the significant difference between two Emotional Regulation strategies variables viz. Cognitive Reappraisal and Expressive Suppression in case of different leadership styles viz. Autocratic and Democratic

Reliability Coefficient

Reliability in statistics is the degree to which a measure is consistent. Exists any assurance that many measurements of the same thing will yield accurate results? A metric with a high degree of reliability will be more consistent than one with a low degree of reliability.

It is conceivable for a measurement to be reliable yet nonetheless invalid. It is possible to obtain consistent measurements, but it is also conceivable that you are not measuring what you think you are. You should seek for a measurement that is not just precise but also reliable.

Hayes Process Macro

A moderation analysis through Hayes Process Macro is used to see the interaction among variables for the proposed model 2 and model 3. In quantitative research, it is frequently necessary to do detailed studies of mediation, moderation, or both to resolve certain research challenges. Using basic statistical software such as SPSS to conduct and comprehend these complex investigations may be a time-consuming and hard endeavour. Thankfully, statisticians have developed tools that may be used in conjunction with standard statistical software to facilitate the execution and evaluation of difficult investigations. Andrew Hayes is the creator of the PROCESS macro, one of these valuable tools.

The PROCESS macro is only an unauthorised update to statistical programmes like SPSS that computes regression analyses utilising a wide variety of combinations of mediators, moderators, and covariates. Even though this alteration is perfectly safe to use, it is nevertheless regarded as an unapproved change. In this part, we will provide an overview of how to start using the PROCESS macro

CHAPTER IV

ANALYSIS AND INTERPRETATION

The results of the data analysis are presented and discussed in this chapter. Descriptive statistics, analysis of variance (ANOVA), correlation, and regression are some of the statistical procedures that are used to assess the data and project statistical outcomes. In order to evaluate the moderating influence of the Moderating Variables on the relationship that exists between the Independent Variables and the Dependent Variables, the Hayes Process Macro is utilised.

4.1. Descriptive Statistics

The following is a rundown of the participants (followers) in terms of their educational qualifications, years of work experience, and age groups: -

Table 4.1. Age Group.

Type of Organisation	Age Bracket							
	< 25 years		25-30 years		30-35 years		> 35 years	
	Nos	%	Nos	%	Nos	%	Nos	%
Para-military	25	10	75	30	100	40	50	20
Teachers	5	2.5	25	12.5	100	50	70	35
Central Govt	10	5	35	17.5	90	45	65	32.5

According to Table 4.1, the age of the respondents from the follower group ranged from less than 25 years to more than 35 years old. Of the respondents, 10% came from paramilitary forces, 2.5% were teachers, and 5% worked for the central government. On the other hand, those in the age range of 25 to 30 years old make up 30 percent of the paramilitary forces, 12 percent of teachers, and 17 percent of central government officials. On the higher end, the age range of 30-35 years and those older than 35 years comprises 40% and 20% of paramilitary officers, 50% and 35% of teachers, and 45% to 32.5% of central government officers.

Table 4.2. Work Experience.

Type of Organisation	Work Experience							
	< 2 year		3-5 years		5-8 years		> 8 years	
	Nos	%	Nos	%	Nos	%	Nos	%
Para-military	20	8	85	34	105	42	40	16
Teachers	5	2.5	20	10	60	30	15	7.5
Central Govt	12	6	30	15	50	25	8	4

According to Table 4.2, the respondents who fall into the follower group have anywhere from less than two years to more than eight years of professional experience. Whereas 8% of the respondents have less than two years of experience and 16% of them have more than eight years of experience, the remaining 76% of respondents fall somewhere in the middle for para-military forces. The majority of the followers that provided responses had less than eight years of professional experience. Having a low amount of job experience, on the other hand, is comparable to a near to the corresponding number. On the other hand, 12% of the followers from the instructors group have an experience level of less than 5 years, and 37.5% have an experience level of less than 8 years in the workforce. In a similar vein, 21% of officers working for the central government have less than 5 years of experience, and 29% of those officers have either less than or fewer than 8 years of work experience.

Table 4.3. Education Level.

Type of Organisation	Education Level							
	X		12 th		Graduate		Post Graduate	
	Nos	%	Nos	%	Nos	%	Nos	%
Para-military	50	20	125	50	75	30	0	0

Teachers	0	0	0	0	0	0	200	100
Central Govt	30	15	70	35	70	35	30	15

According to Table 4.3, just 30% of the respondents in the follower's group have completed their higher education, while 50% of them have only completed their 12th grade education, and 20% of them have only completed their tenth grade education. It shows that the education level of the majority of followers is below the level of a high school diploma, which may lead to a restricted ability to develop skills for emotional regulation and a larger tendency for emotional suppression as an approach to ER. In the case of teachers, all of the respondents have a postgraduate degree or higher, but in the case of employees of the central government, only 15% of the respondents have a postgraduate degree, while the remaining 85% of the respondents have a graduate degree or lower.

The following is a rundown of the participants (leaders) in terms of their educational qualifications, years of work experience, and age groups: -

Table 4.4. Age Group.

Type of Organisation	Age Bracket							
	< 25 years		25-30 years		30-35 years		> 35 years	
	Nos	%	Nos	%	Nos	%	Nos	%
Para-military	0	0	0	0	6	37.5	10	62.5
Teachers	0	0	0	0	0	0	8	100
Central Govt	0	0	0	0	1	12.5	7	87.5

According to Table 4.4, the ages of the respondents who were a part of the leaders group varied from more than 25 to less than 25 years old. Whereas 37.5% of the respondents coming from paramilitary forces are between the age range of 30-35 years, and 62.5% of them are over the

age of 35. It is clear that six of the leaders are relatively young and in the age category ranging from 30 to 35 years, while the majority of the leaders are from the age group of those older than 35 years. One hundred percent of the responses who come from the teaching group are over the age of 35, and 87.5% of the leaders who come from the central government are over the age of 35.

Table 4.5. Work Experience.

Type of Work Experience									
Organisation	< 2 year		3-5 years		5-8 years		> 8 years		
	Nos	%	Nos	%	Nos	%	Nos	%	
Para-military	0	0	0	0	0	0	16	100	
Teachers	0	0	0	0	0	0	8	100	
Central Govt	0	0	0	0	0	0	8	100	

According to what is shown in Table 4.5, the respondents who belong to the leaders group have anywhere from fewer than two years to more than eight years of professional experience. where each of the sixteen responders that come from the paramilitary group has experience that is greater than eight years. It is shown that each of the leaders has a minimum of eight years of work experience, which shows that these leaders have a suitable amount of experience to run the organisation. On the other hand, all of the responders in the group comprised of teachers and central government employees are over the age of 8.

Table 4.6. Education Level.

Type of Education Level				
Organisation	X	12 th	Graduate	Post Graduate

	Nos	%	Nos	%	Nos	%	Nos	%
Para-military	0	0	0	0	8	50	8	50
Teachers	0	0	0	0	0	0	8	100
Central Govt	0	0	0	0	1	12.5	7	87.5

According to Table 4.6, 87.5% of the respondents from the category of paramilitary leaders have completed postgraduate studies, whereas just 12.5% of them have completed undergraduate studies. It states that all of the leaders have at least a bachelor's degree, with the majority holding a master's degree or above. On the other hand, all of the respondents from the group of teachers and 87.5% of the respondents from the central government group had a postgraduate degree.

Table 4.7: Mean and Standard Deviation

Leadership Styles		Mean	Std. Deviation
Suppression	Uniform Pers in Authoritarian style	24.9	2.19
	Uniform Pers in Democratic style	20.6	3.80
	Total	21.7	4.20
Reappraisal	Uniform Pers in Authoritarian style	26.31	2.21
	Uniform Pers in Democratic style	25.7150	2.62646
	Total	25.6725	4.28518

Source: SPSS 23 output

According to Table 4.7, the mean and standard deviation of expressive suppression and cognitive reappraisal (emotion regulation) of uniform personnel under Democratic leadership are M=20.6 and S.D.=3.8 and M=26.31 & S.D.=2.21, while the same statistics for followers of

Authoritarian leadership are $M=24.9$ and $S.D.=2.19$ and $M=26.31$ & $S.D.= 2.21$. The mean and standard deviation of expressive vocabulary are also included in Table 7. It contends that there are significant differences between the means by which followers of authoritarian and democratic forms of leadership conceal their sentiments in reaction to the various styles of leadership that they are subjected to. Those who subscribe to authoritarian leadership styles are more prone to conceal their feelings and emotions, because these styles encourage followers to submit to authority. When it comes to resolving issues that have arisen with the way in which the members of the group think, both authoritarian and democratic styles of leadership make use of a tactic that is comparable to cognitive reappraisal.

Table 4.8: Correlation Analysis

		ES	CR
Autocratic LS	ES	1	0.507**
	CR	0.507**	1
Democratic LS	ES	1	0.133**
	CR	0.133**	1

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

Table 4.8 displays the Pearson correlation between autocratic leadership style and democratic leadership style, showing that emotional suppression has a value of $r(650) = .507$, and cognitive reappraisal has a value of $r(650) = 0.133$. The two groups are represented by the words autocratic leadership style and democratic leadership style, respectively. At the p.01 threshold of significance, both of these associations are significant. The r values are converted into z scores so that the level of statistical significance that can be attributed to the differences between the groups may be calculated. The Z scores for autocratic forms of governance were found to be .703, while democratic forms of government were found to have a score of .103.

After conducting more research, it was discovered that the Zobs score was 3.801, which is significantly higher than the range of -1.96 to +1.96 that was recommended. As a consequence of these findings, we arrived at the realisation that the methods that distinct groups adopted in order to exert control over their feelings were very unlike to one another.

4.2 ANOVA

Analysis of variance, sometimes known as ANOVA, is a commonly employed statistical approach for comparing the means of two or more groups. An analysis of variance, often known as an ANOVA, is a form of statistical test that may be used to identify the several factors that contribute to the observed levels of variation in a certain variable. ANOVA in SPSS is the method that one would use the vast majority of the time in order to demonstrate that there is a mean equality across a variety of distinct groups. The t-test is one of the most used statistical methods, and this approach is a variant on that test. In circumstances in which the component variable consists of more than one group, it is utilised as a tool to analyse the data.

4.2. Leadership Style on Emotional Regulation Strategy

Table 4.9: ANOVA Output

Type III							
Source	Dependent Variable	Sum of Squares	Df	Mean Square	F	Sig.	Partial Eta Squared
LS	Suppression	3051.0	3	1017.3	193.9	.000	.486
	Reappraisal	9382.0	3	3127.3	584.5	.000	.764

Source: SPSS 23 output

According to the data shown in Table 4.9, the manner in which a leader conducts their business has an effect on the degree to which they are able to keep their emotions under control. Both cognitive reappraisal ($F = 584.5$ $p = .000$) and expressive suppression ($F = 193.9$ $p = .000$) are

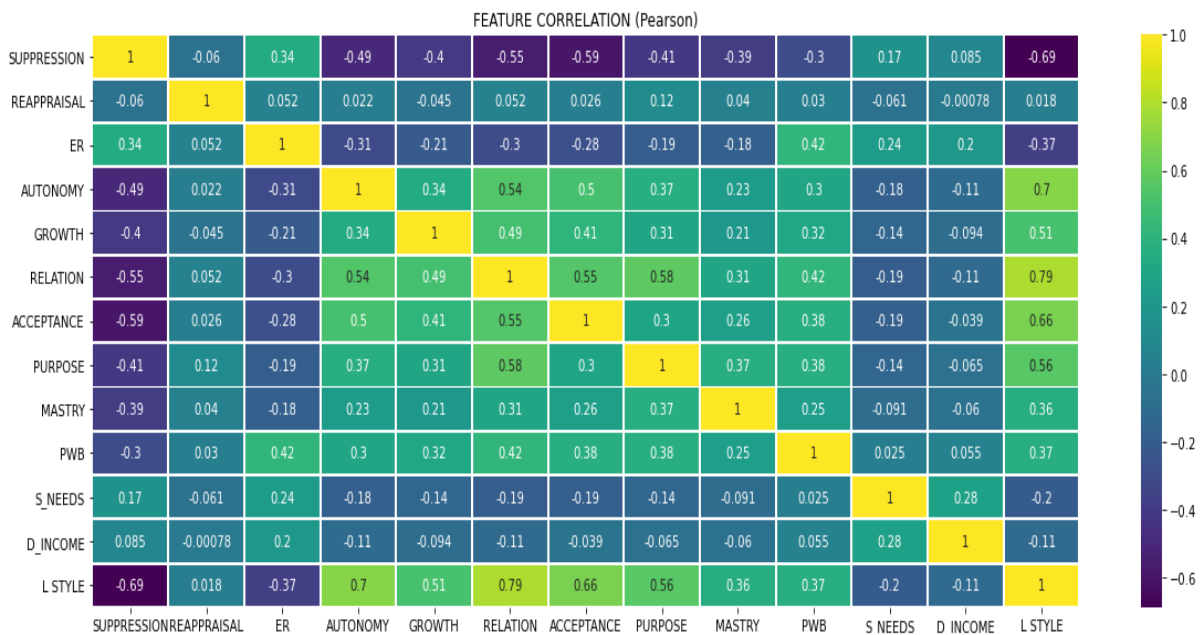
greatly influenced, to a large degree, by the leadership style of the person in control of the organisation. We are able to reach the conclusion that there are significant differences between the groups as a result of the fact that the p-value for expressive suppression and leadership style is lower than the 0.05 threshold for significance. This is due to the fact that 0.05 is chosen as the level of significance. As a consequence of this, the idea that there is a significant difference in the level of expressive repression experienced by followers who are subjected to two distinct types of leadership styles, namely authoritarian and democratic, has been regarded as a valid theory. Both of these approaches to leadership might be categorised as authoritarian or democratic. This finding is in line with the findings of previous research carried out by Chiang JT-J et al. 2021, which discovered that followers engage in a greater degree of emotional suppression when they are subjected to authoritarian leadership compared to democratic leadership. This finding is in line with the finding that followers engage in a greater degree of emotional suppression when they are subjected to democratic leadership. This discovery is consistent with the results of earlier study that was conducted by Chiang JT-J et al. 2021. On the other hand, due to the fact that the p-values for cognitive reappraisal and leadership style are both smaller than the 0.05 threshold for significance, we are able to draw the conclusion that there are no significant differences between the groups. This is due to the fact that the p-value is greater than the number that denotes statistical significance. This suggests that the evidence does not support the hypothesis H2, which asserts that there is a significant difference on Cognitive Reappraisal among followers who are subjected to two different leadership styles, namely Authoritarian and Democratic. Specifically, the hypothesis H2 states that there is a significant difference on Cognitive Reappraisal among followers who are subjected to Authoritarian leadership. Within the context of this theory, the phrases "significant difference" and "cognitive reappraisal" are utilised in a synonymous manner. This demonstrates that supporters of authoritarian leadership and followers of democratic leadership engage in a

cognitive reappraisal process that is quite similar to one another. There are two distinct types of leadership: authoritarian and democratic. Authoritarian leadership and democratic leadership are both forms of leadership. Cognitive reappraisal acts as a form of mediator between different democratic leadership styles and the people who follow those styles when it comes to the link between democratic leadership styles and the people who follow those styles (Wang, J., Zhang, Z., & Jia, M., 2017).

4.3 Uniform personnel's

A correlation matrix has been investigated in order to better understand the relationship between variables. A correlation matrix for the variables in the study is provided below.

Figure 4.1: Correlation matrix for uniform personnel's set.



H03 - There is no significant relationship between emotional suppression and the psychological well-being of uniform personnel

As can be seen from the Pearson's correlation coefficient, there is a moderate to high relationship between emotional suppression and psychological well-being (including all six factors that

significantly form the composite measure of PWB). This is in accordance with Hypothesis 03, which states that there is a relationship between the two (0.3 for PWB Composite; 0.49 for Autonomy; 0.4 for Growth; 0.55 for Relations with Others; 0.59 for Acceptance; 0.41 for Purpose in Life and 0.39 for Environmental Mastery).

H04 There is no significant relationship between Cognitive Reappraisal and psychological well-being of uniform personnel

As can be seen from the Pearson's correlation coefficient, the relationship between Cognitive Reappraisal and Psychological Well-Being (including all six factors that majorly form the composite measure of PWB) appears to be a weak one. This is evidenced by Hypothesis 04, which states that the relationship is weak (0.03 for PWB Composite; 0.045 for Autonomy; 0.045 for Growth; 0.052 for Relations with Others; 0.026 for Acceptance; 0.12 for Purpose in Life and 0.04 for Environmental Mastery).

H05 There is no significant relationship of emotional suppression and social needs on the psychological well-being of uniform personnel

In order to verify Hypothesis 05, first a linear regression model is trained using eighty percent of the available data variables, and then the model is validated using the remaining twenty percent of the data variables. The R2 score for the model is determined to have a value of 0.12, which indicates that there is no linear link between emotional repression and social demands in terms of psychological well-being. The value of the R2 score for the model was found to be quite low.

H06 There is no significant relationship of emotional suppression and disposal income on the psychological well-being of uniform personnel

In order to verify Hypothesis 06, first a linear regression model is trained using eighty percent of the available data variables, and then the model is validated using the remaining twenty percent of the data variables. The R2 score for the model is found to have a value of 0.12, which indicates that

there is no linear association between emotional repression and disposable income in terms of psychological well-being. The value of the R2 score for the model was found to be quite low.

H07 There is no significant relationship of cognitive reappraisal and social needs on the psychological well-being of uniform personnel

When it comes to hypothesis 07, the exact same approach was carried out; nevertheless, there was no evidence found to support the existence of a connection.

H08 There is no significant relationship of cognitive reappraisal and disposal income on the psychological well-being of uniform personnel

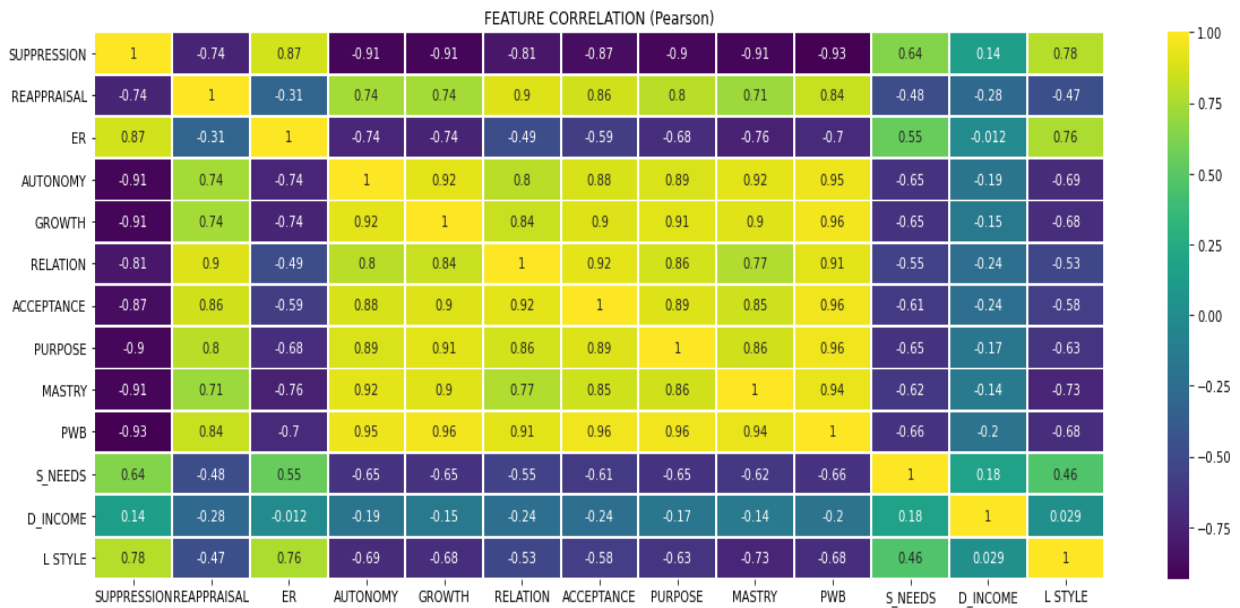
Regarding hypothesis number 08, the exact same process was carried out, however there was no evidence found to support the existence of a connection.

In a similar manner, theories are validated by conducting tests on a variety of persons.

4.4 Non-uniform personnel's

In order to have a better understanding of the link that exists between the variables, a correlation matrix has been investigated. The following is a correlation matrix for the factors that were investigated in this study.

Figure 4.2: correlation matrix for non-uniform personnel's set.



H09 - There is no significant relationship between emotional suppression and the psychological well-being of non-uniformed personnel

It is clear from the Pearson's correlation coefficient that there is a very strong relationship between emotional suppression and psychological well-being (including all six factors that significantly contribute to the formation of the composite measure of PWB). This is shown by Hypothesis 09, which states that there is a relationship between the two (0.93 for PWB Composite; 0.91 for Autonomy; 0.91 for Growth; 0.81 for Relations with Others; 0.87 for Acceptance; 0.9 for Purpose in Life and 0.91 for Environmental Mastery).

H10- There is no significant relationship between Cognitive Reappraisal and psychological well-being of non-uniformed personnel

It is clear from the Pearson's correlation coefficient that there is a very strong relationship between Cognitive Reappraisal and Psychological well-being (including all six factors that significantly contribute to the formation of the composite measure of PWB). This is supported by Hypothesis Number Ten (0.84 for PWB Composite; 0.74 for Autonomy; 0.74 for Growth; 0.9 for Relations with Others; 0.86 for Acceptance; 0.8 for Purpose in Life and 0.71 for Environmental Mastery).

H11- There is no significant relationship of emotional suppression and social needs on the psychological well-being of non-uniform personnel

The linear regression model is put through its paces by first being trained on eighty percent of the data variables, and then being put through its paces by testing it on twenty percent of the data variables that remain. The R² score for the model is found to be high, with a value of 0.92, which indicates that there is a very strong linear link between emotional repression and social demands in terms of psychological well-being. The R² score for the model was found to be high.

H12- There is no significant relationship of emotional suppression and disposal income on the psychological well-being of non-uniform personnel

The linear regression model is put through its paces by first being trained on eighty percent of the data variables, and then being put through its paces by testing it on twenty percent of the data variables that remain. The R² score for the model is found to be high, with a value of 0.92, showing that there is a strong linear link between emotional repression and disposable income in terms of psychological well-being. This is shown by the fact that the R² score is high.

H13- There is no significant relationship of cognitive reappraisal and social needs on the psychological well-being of non-uniform personnel

The linear regression model is put through its paces by first being trained on eighty percent of the data variables, and then being put through its paces by testing it on the remaining twenty percent of the data variables. The R² score for the model is found to be high, with a value of 0.75; this indicates that there is a strong linear link between cognitive reappraisal and social needs in terms of psychological well-being. The value of the R² score for the model is found to be high.

H14- There is no significant relationship of cognitive reappraisal and disposal income on the psychological well-being of non-uniform personnel

The linear regression model is put through its paces by first being trained using eighty percent of the available data variables, and then being put through its paces using the remaining twenty percent of the data variables. The R² score for the model was found to be moderate, with a value of 0.64; this indicates that there is a significant linear link between cognitive reappraisal and disposable income in terms of psychological well-being.

4.5. Moderating effect of Thwarted Social Needs (TSN) and Disposable Income

Following the recommendation made by Cohen, Cohen, West, and Aiken (2003), we began by mean-centering the variables in our moderated model in order to investigate all of the potential linkages. After that, we followed Hayes's instructions and utilized the PROCESS macro (2013).

The PROCESS technique is a complex regression-based method that focuses on conditional indirect effect testing employing bootstrapping as well as moderated mediation models. This method was developed by the Process Research Organization. With its assistance, one is able to evaluate hypotheses concerning the contingent nature of the mechanisms by which an independent variable has an influence on a dependent variable (Hayes, 2012).

Conditional process analysis combines mediation and moderation analysis into a single framework, with the goal of "focusing on the assessment and comprehension of the conditional character of the indirect and direct effects" (the moderation component of X on Y in a causal system). In other words, "evaluates and comprehends the conditional character of the indirect and direct consequences" is what this form of analysis does (Hayes, 2013, p. 10). We investigate how Emotional Regulation (ER) leads to Psychological Well-Being (PWB) in the Workplace by using the framework of our model. In addition to this, we investigate whether or not the Thwarted Social Needs (TSN) and Disposable Income (DI) has a role in the formation of this impact.

It is standard practice to use conditional indirect effects testing in conjunction with bootstrapping methods in order to conduct an in-depth examination of a moderated mediation model. This allows for the most accurate results possible (for instance, PROCESS). In place of the conventional multistep approach that Baron and Kenny have outlined, this is the approach that is taken instead (1986). This is as a result of the fact that Baron and Kenny's method requires researchers to estimate each route in a model in order to determine whether or not the model satisfies particular statistical requirements. The reason for this can be attributed to the fact that Baron and Kenny's method requires researchers to estimate each route in a model. This is the underlying cause of the predicament that was discussed before. In addition, the Sobel (1982) test is utilized rather frequently whenever indirect effects are being evaluated. Both the approach that was established by Baron and Kenny and the test that was developed by Sobel make the assumption that indirect effects adhere to a normal sample distribution. This is because both of these bodies of work were produced by Sobel. Having said that, there are times when this is not the case.

To put it another way, the distribution of product terms (ab) is typically skewed (Hayes, 2009), which violates the premise upon which the argument is founded. The PROCESS algorithm makes use of the bootstrapping approach in order to account for any asymmetry that may exist in the sample distributions. The assumption of a normal distribution as one of the algorithm's inputs is not necessary for its execution. The bootstrapped sample distribution is then applied to the data in order to provide confidence ranges for the effects of indirect causes. In turn, these confidence intervals are utilized for additional testing of hypotheses.

The purpose of this study was to evaluate the role that Thwarted Social Needs (TSN) and Disposable Income (DI) plays as a moderating factor in the connection between Emotional Regulation (ER) and Psychological Well Being (PWB). Specifically, the study looked at how these two factors interact with one another. Research was carried out with the use of a multiple

regression model to find out whether or not there is a positive connection between Emotional Regulations and Psychological Well-Being (PWB) and whether or not a third independent variable helps to reduce the strength of this connection.

Before testing the hypotheses, a confirmatory factor analysis using a maximum-likelihood estimate technique was performed in LISREL 8.8. This was done prior to the testing of the hypotheses. This was carried out prior to the hypotheses being put to the test (Joreskog & Sorbom, 2006). We looked into researching a model that includes the hidden aspects of Emotional Regulations, organizational atmosphere, and workplace hostility. According to the findings, the four-factor model offered an adequate representation of the data that was at hand ($\chi^2 = 1749.19$, $df = 763$, $p = .001$, $RMSEA = 0.065$, $CFI = 0.89$; $NNFI = 0.87$). (MacCallum, Browne, & Sugawara, 1996).

The reliability coefficients that are shown in Table 4.10 reveal that the internal consistency reliability of all three scales and subscales is adequate. This may be inferred from the data presented there. It was found that the overall reliability coefficient of the Emotional Regulation (ER) scale was highly high (0.87), as was the reliability coefficient for the Psychological Well Being (PWB) scale (0.79). The given reliability coefficients exhibited a good level of overall internal consistency when compared across all three scales.

Table 4.10. Internal consistency reliability

	Mean	SD	α	AVE
Emotional Regulation (ER)	3.2	0.46	0.87	0.62
Psychological Well-Being (PWB)	3.1	0.47	0.79	0.59
Thwarted Social Needs (TSN)	2.7	0.48	-	-
Disposable Income (DI)	3.3	0.51	-	-
Gender	1.7	0.57	-	-

Notes: Reliabilities (coefficient alpha) in parentheses on diagonal. $n = 650$ (employee)
Employee gender (1 = male, 2 = female).

Table 4.11: Discriminant Validity and correlations

	1	2	3	4
Emotional Regulation (ER)	0.79			
Psychological Well-Being (PWB)	0.47**	0.77		
Thwarted Social Needs (TSN)	-0.44*	-0.74**	-	
Disposable Income (DI)	-0.47*	-0.75**	-0.73	-
Gender	0.31	0.59*	-0.079	-

** $p < 0.01$; * $p < 0.05$ DV (Fronell and Lacker, 2001)

Table 4.12. Model Summary

Model Summary						
R	R-Sq	MSE	F	df1	df2	p
0.822	0.57	0.1652	5.5441	3	246	0.0008

R, R-value; R², p, significance, R-squared value; MSE, degrees of freedom 1; df 2, degrees of freedom 2; Mean Square Error; F, F-value; df1

Table 4.13. Regression results for the conditional moderating effect of Thwarted Social Needs (TSN) and Disposable Income on the relationship between Emotional Regulations (ER) and Psychological Well-being (PWB)

Predictor	β	SE	t	p	Boot LLCI	Boot ULCI
Moderating Variable Model						
Constant	2.242	0.0371	95.4234	0	3.1119	3.4113
Emotional Regulation (ER)	0.554	0.0564	0.1476	0.0007	-0.0876	0.2141
Psychological Well-Being (PWB)	-0.355	0.0492	4.3741	0.0008	0.1273	0.3943
Emotional Regulation * Thwarted						
Social Needs (ER*TSN)	-0.264	0.2268	4.1103	0.0012	0.1323	0.4581
Emotional Regulation *						
Disposable Income (ER * DI)	-0.277	0.2146	4.2102	0.0016	0.1443	0.4451

Notes: $n = 650$ pairs. LL = lower limit; CI = confidence interval; UL = upper limit.

Unstandardized regression coefficients are reported. Bootstrap sample size = 5000.

Table 4.14. Test(s) of highest order unconditional interaction(s)

Test(s) of highest order unconditional interaction(s)						
Interaction Term	R2-chng	F	df1	df2	p	
ER*TSN	0.52	11.44	2	255	0.0021	
ER*DI	0.54	12.41	2	231	0.0026	

R2, R-squared value; R, R-value; MSE, degrees of freedom 1; df 2, degrees of freedom 2; p, significance Mean Square Error; F, F-value; df1,.

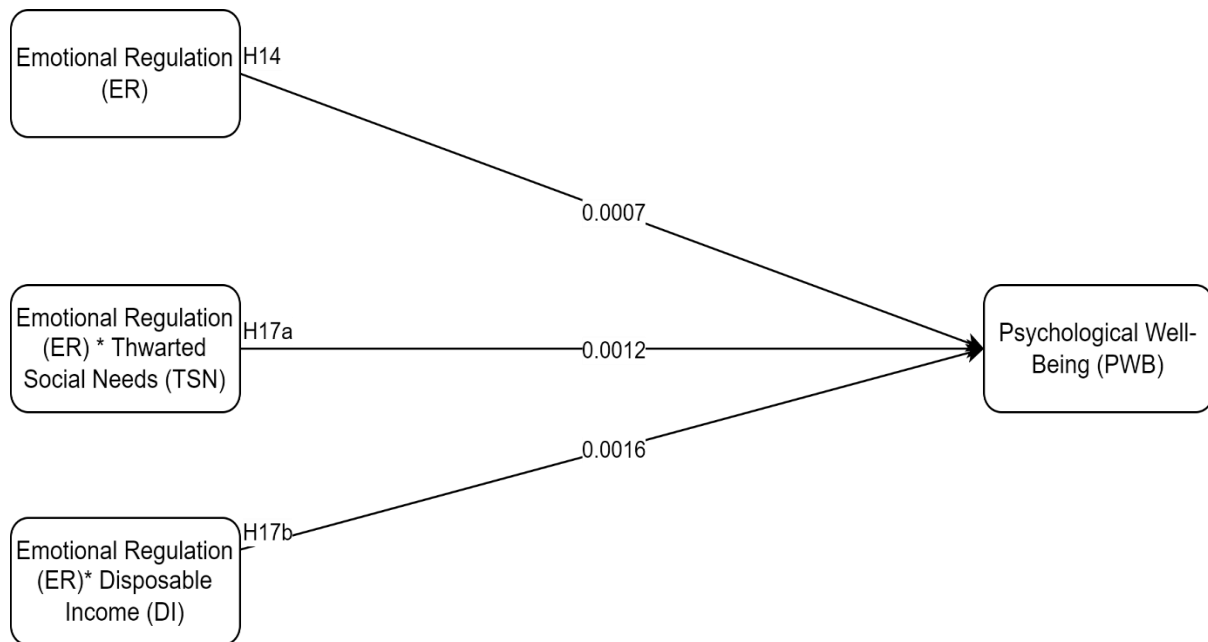
H15 Emotional Regulation (ER) is positively associated with Psychological Well-Being (PWB)

H16 Thwarted Social Needs (TSN) and Low Disposable is negatively related to Psychological Well-Being

H17 There is a negative moderating effect of Thwarted Social Needs (TSN) and Disposable Income (DI) on the positive relationship of Emotional Regulation (ER) and Psychological Well-being (PWB)

Results indicated in Table 4.11 that greater Emotional Regulations (ER) ($\beta = 0.554$, $SE = 0.0564$, $t = 0.1476$, $p = .0007$, $p < .005$) supporting H15 increases Psychological Well-Being (PWB) and both of them are positively associated. Whereas, Thwarted Social Needs (TSN) and Disposable Income (DI) is negatively associated with Psychological Well-Being (PWB) ($\beta = -0.264$, $SE = 0.2268$, $t = 4.1103$, $p = .0012$, $p < .005$) ($\beta = -0.277$, $SE = 0.2146$, $t = 4.2102$, $p = 0.0016$, $p < .005$) this signifies Psychological Well-Being (PWB) will decrease if the Thwarted Social Needs (TSN) is high and Disposable Income is low supporting H16 and H17. In contrast, the results suggested that Thwarted Social Needs (TSN) and Disposable Income (DI) had a negative and statistically significant moderating effect on the positive relationship between Emotional Regulations and Psychological Well-Being (PWB) ($\beta = -0.264$, $SE = 0.2268$, $t = 4.1103$, $p = .0012$, $p < .005$) ($\beta = -0.277$, $SE = 0.2146$, $t = 4.2102$, $p = 0.0016$, $p < .005$). The significance of the correlation between the two variables provided the basis for these conclusions. This adds validity to the notion that Thwarted Social Needs (TSN) and Disposable Income (DI) functions as a negative moderator of the positive relation between Emotional Regulations and Psychological Well-Being (PWB) (Figures 4.3), supporting Hypothesis 17. This effect weakens the positive relationship between Emotional Regulations and Psychological Well-Being (PWB). From the results, it can be inferred that a higher Thwarted Social Needs (TSN) and lower Disposable Income (DI) reduces the chances of Psychological Well-Being (PWB), especially in the case of Emotional Regulations (ER). The model summary (Table 2) explains the total variance is accounted for approximately 51% in Psychological Well-Being (PWB), ($R^2 = .51$, $F(3, 246) = 5.6561$, $p = 0.0007$, $p < .005$) ($R^2 = 0.54$, $F(2, 231)$

=12.41, $p=0.0026$). Whereas the higher-order unconditional interaction (Table 4) accounted for a variance of 57%.



**** $p < 0.01$; * $p < 0.05$**

Figure 4.3. Interaction Model of ER, TSN, DI and PWB

The findings of a simple slope analysis that was carried out to gain a deeper comprehension of the characteristics of the moderating effects. The slope of the line representing Thwarted Social Needs (TSN) and Disposable Income (DI) is steeper than that of the other variables, suggesting that Emotional Regulations's impact on Psychological Well-Being (PWB) is significantly more significant at low levels of Thwarted Social Needs (TSN) and Disposable Income (DI) than at high levels of Thwarted Social Needs (TSN) and Disposable Income (DI). It is also obvious that Thwarted Social Needs (TSN) and Disposable Income (DI) has a dampening effect on the positive association that exists between Emotional Regulations and aggression in the workplace. As seen in Figure 4.3, the connection between Emotional Regulations and Psychological Well-Being (PWB) decreased as Thwarted Social Needs (TSN) and Disposable Income (DI) reached higher levels.

CHAPTER V

FINDINGS, SUGGESSTIONS AND CONCLUSION

5.1. Discussion

The discussion in the prior chapters suggests that a person's choice of strategy to emotional regulation, whether it be emotion suppression or cognitive reappraisal, has an influence on that person's psychological health, and that this effect can either be positive or negative. Specifically, the discussion suggests that an individual's choice of strategy to emotional regulation can be either positive or negative. In the case of employees from uniform and non-uniform personnel, it is realistic to anticipate that the magnitude of this influence may differ; despite this, the impact will still be there in both of these instances.

Even if it is to a lesser extent, the impact may be observed among the members of the uniformed organizations. On the other hand, cognitive reappraisal has a modest influence on the psychological well-being of uniformed personnel of the armed services. The values of Pearson's coefficient indicate that there is a impact of suppressing one's emotions on one's psychological health, particularly in the case of non-uniformed personnel, is fairly obvious and significant. This is particularly true in the case of those who are required to do so as a condition of their employment. This is especially the case in circumstances in which the individual is expected to carry out their responsibilities in an anxious setting. The findings of a number of research reveal that cognitive reappraisal have been found to have a significant influence on the psychological well-being of employees. It was also discovered, throughout the process of investigating the moderating impact of thwarted social needs and disposable income. It was observed that there is a moderating effect of thwarted social needs and disposable income on the relationship of Emotional Regulation and Psychological Well Being.

It is feasible to think of Emotion Suppression (ES) and Cognitive Reappraisal (CR) as two broad categories that contain all of the strategy that may be used to manage one's emotions. These categories can be considered interchangeably. The acronyms ES and CR are used to

shorten both of these phrases. Due to the fact that they are diametrically opposed to one another and cannot in any way be compatible with one another, it is possible to view them as two opposing extremes of a spectrum that illustrates the process of emotion regulation. This is because of the fact that they are incompatible with one another in any way. The high values of ES and CR, respectively, show that this spectrum covers a rather large range for non-uniformed workers; nevertheless, this range is not uniform at all. The same may be said of troops in uniform, but on a far higher intellectual level. The results obtained from the ES-PWB and CR-PWB are noticeably lower than those that are observed in populations of non-uniform people. This implies that the ES-CR band for uniformed employees is substantially narrower and that it fits well within the much broader ES-CR range that applies to non-uniformed staff. Additionally, this suggests that the ES-CR band for non-uniformed personnel is significantly narrower. The measurements on the CR-PWB instrument become down in a similar fashion. Therefore, the moderate to high values of ES-PWB and the virtually insignificant values of CR-PWB in the case of uniformed employees demonstrate that there is less leeway for applying and "giving in" to emotions in the case of uniformed staff in comparison to non-uniformed personnel. This is demonstrated by the fact that the values for ES-PWB range from moderate to high, and the values for CR-PWB range from virtually insignificant to virtually nonexistent. This is shown by the fact that the values for ES-PWB vary from moderate to high, whilst the values for CR-PWB range from essentially small to almost nonexistent. This demonstrates that the former is the case.

The development of an individual's personality is influenced not only by their past experiences but also by the cultural and social environment in which they were brought up. In this way, his socioeconomic background as well as the satisfaction (or lack thereof) of his social goals or ambitions would determine the sub-conscious selection of events that evoke emotions, the direction in which the emotional reactions go, and the intensity of the feelings that are

elicited. In other words, his socioeconomic background and the satisfaction (or lack thereof) of his social goals or ambitions would determine the intensity of the feelings that are elicited. The intensity of the feelings that were stirred up will also play a role in determining the nature and course of the emotional reactions that are elicited. In addition, the "threshold of emotional tolerance," which is an individualised criterion, would be decided by the individual's completed or unfulfilled social commitments. This criterion would be an important factor in determining whether or not the individual would be able to continue their education. It is imperative that you keep this in mind as a factor. This comprehension is essential owing to the fact that a person will only produce a powerful and obvious reaction when a specified threshold has been attained or beyond. This threshold signifies the point in time at which a person will begin to respond in a significant way. It has been suggested that the connection between TSN and ES should be researched more thoroughly and in greater depth. The previous statement establishes a logical precedent for this one. It is highly possible that a person's degree of economic well-being will have an influence on both his inclination to adjust to the needs of his occupation as well as his level of motivation while he is working. A person whose current financial situation is fragile may even experience the inclination to "give in" and allow themselves to be exploited by an organisation because of the precariousness of their financial situation. On the other hand, a person who is in possession of a sizeable amount of financial resources will never be susceptible to even the most insignificant form of exploitation. The "inverse" of a person's discretionary income, often known as their desire for money, is the primary factor that determines whether or not they will continue to be employed (no matter what the expenses are - especially in terms of denying themselves and their emotions). The "inverse" of a person's discretionary income, often known as their desire for money, is the primary factor that determines whether or not they will continue to be employed (no matter what the expenses are - especially in terms of denying themselves and their emotions). The level to which a person

feels forced to continue working — or does not experience such a compulsion — is what defines the individual's emotional tolerance threshold. When a person is put in a stressful situation at work, they may feel compelled to either "fight" the situation or "flee" from it in order to protect themselves. If an individual has a greater quantity of money available for discretionary spending, they are likely to have a lower emotional tolerance level. Because of this, individuals are more likely to give in to the "fight or flight" response than they would be if they had a reduced quantity of cash available to spend, which would compel them to keep working at their job.

Therefore, despite the fact that the roles of these two significant factors, which were treated as co-variables, have not emerged significantly, it is believed that this aspect requires further consideration; first, to develop a deeper understanding, and secondly, and most importantly, to approach human resource management within organisations with adequate knowledge of this aspect, thereby refining HRM approaches in a manner that is appropriate to this aspect.

5.2. Limitation and Future Scope

Some of this study's limitations should serve as motivation for further research. In the current study, a cross-sectional technique was utilised; however, in future research, longitudinal designs with longer time frames might be used to assess the impacts over a longer period of time. This research investigates the relationship between leadership style, emotional regulation mechanisms, and the psychological health of an individual. however it is possible to do a second study that focuses just on emotional intelligence and uses moderation and mediation as its research methods. This would be beneficial in terms of expanding our knowledge base in the areas of leadership and emotions. This research focuses mostly on uniform organisations and non-uniform organisations as its primary areas of interest.

Individually, a different investigation can be carried out in order to see less of a comparative influence and more of an individuality one. Additionally, factors such as Thwarted Social Needs (TSN) and Disposable Income are included, while other variables that may have an influence on the emotional regulation tactics of the followers are also present. Examples include the organisational culture and environment, both of which have the potential to act as moderators of the connection. In order to study these characteristics further, further research is necessary. Expanding the scope of this study to take these variables into account will allow for further knowledge to be added to the existing body of information. Additionally, comparative study across other non-uniform sectors may be carried out in order to gain an understanding of the emotional regulation mechanisms that their followers employ. The followers will be better able to pick appropriate tactics for emotional regulation as a result, which will improve their overall mental health. Separate research can also be carried out to investigate the influence that emotional management skills and the ability to demonstrate emotional intelligence have on the psychological well-being of the followers.

5.3. Practical Implications

Leadership effectiveness may be enhanced by reducing authoritarian tendencies and identifying appropriate channels for people to express emotions in the workplace. This anomaly and the peculiar inclination of negative eruptions of suppressed emotions (Emotional Suppression) can be remedied and efficiently avoided by Leaders and Followers with sufficient information, training, and psychological preparation. It is essential that both the Leader and the Follower receive specialized training to increase their Emotion Quotient and the consequent psychological defenses. This research might be expanded to explore the impact of leadership style on emotional regulation strategies and psychological health (PWB). Psychological well-being is an important (but relatively untapped) issue that should be studied more in conjunction with and in the context of its link to emotional regulation tactics and leadership styles. In

addition, this research, which indicates the necessity for Leaders and followers to get training in the critical domain of Emotion management, may be expanded to examine the precise areas that need to be emphasized in such training programmes.

The modulation of emotions is a difficult process. The majority of responses to events that produce emotions may be grouped into two main categories: emotion suppression and cognitive reappraisal. The first is a negative/unhealthy method of coping with emotions, whilst the latter is a good or healthier one. The selected technique has both beneficial and bad effects on physical, mental, and psychological health. This study examines the relationship between emotion control methods (namely Emotion Suppression and Cognitive Reappraisal) and psychological well-being. It also tries to investigate the function of frustrated social demands and Disposable Income accessible to an organization's followers within the relational paradigm of ES-PWB and ES-PWB.

It highlights the fact that both ES and CR contribute (negatively and favourably, respectively) to PWB, which is an important discovery. This effect is far more evident for non-uniformed employees. Although this impact is equally observed among military troops, its severity is diminished. This lessened impact appears to be the result of lower job demands (by reduced stress due to reduced monotony/repetitiveness) on the one hand, and improved job resources on the other (by way of a supportive social environment, collective identity and an organisational culture that acknowledges and respects that collective identity).

In addition, efforts were undertaken to determine the impact of two significant psychological elements, namely unmet social demands and individual discretionary money. Despite the fact that the influence of these two factors on the ES/CR-PWB interaction was not evident, it is believed that they would logically have a significant consequence on determining an individual's emotional threshold. The study highlights the significance of this topic and the

necessity for a more in-depth and exclusive examination of the function of unmet social needs and disposable money in the interaction between emotion suppression and cognitive assessment.

5.4. Conclusion

Leadership is among the most investigated and studied subjects. However, the majority of research are based on the maximization of profits, which remains the primary objective of the majority of corporations. In focusing on this objective. Almost no consideration is given to the 'means to achieve that aim,' of which Followers are the most significant entity. Even studies that investigate Followers and their well-being include the leaders' secondary impact on the bottom line.

While dozens of leadership styles have been theorized and advocated, and numerous leadership tenets and approaches have been proposed, according to experience, at the functional level or at the level of Lower Middle to junior level Leadership, the most visible and behaviorally manifest styles are Autocratic and Democratic. The results of the study indicate that there is a significant difference in Expressive Suppression between followers exposed to Authoritarian and Democratic leadership styles, whereas there is no significant difference in Cognitive Reappraisal between followers exposed to Authoritarian and Democratic leadership styles.

The section of the Leader-Follower paradigm discussed above, as evidenced by the age and job experience profile of the leaders-followers sample, is more emotionally charged than any other level of the Leadership practise hierarchy. Reappraisal is an effective method for managing these feelings. When Expressive Suppression is used as the main approach, it gives birth to a number of variables. In addition to having potential negative consequences on physical and mental health, continuous use of ES may also result in the negative release of

pent-up emotions, which may emerge as suicidal, fratricide, fracas, antisocial, and anti-organizational behavior. Evidently, an Autocratic Leadership style results in a larger prevalence of Expressive Suppression as the major ER Strategy in the Armed Forces. With Democratic Style, the outcomes are far worse. The organization needs to conduct training programme to enhance the emotional regulation strategies of the followers. It is also required to create awareness and polices to improve the psychological well being in order to reduce the negative effect.

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