

# 8 Leadership, Psychological Well-Being, and Organizational Outcomes

[Get access >](#)

Ivan T. Robertson, Jill Flint-Taylor

<https://doi.org/10.1093/oxfordhb/9780199211913.003.0008> Pages 159–179

Published: 02 September 2009

## Abstract

This article examines the research on the role of employee psychological well-being in organizational success, including a review of relevant leadership research and the impact that leaders have on the well-being of their workgroups. The concept and measurement of psychological well-being is explored and distinguished from related concepts such as job satisfaction, organizational commitment, and engagement. Traditionally, research on psychological well-being in organizations has focused on the negative consequences of pressure in creating stress and damaging psychological well-being. This article reviews research evidence linking psychological with organization-level outcomes. It also examines the potentially important role of leader personality. One of the clear implications of the research is the key role that management and leadership have in determining employee psychological well-being.

**Keywords:** [psychological well-being](#), [organizational success](#), [leadership research](#), [job satisfaction](#), [organization-level outcomes](#)

**Subject:** [Organizational Theory and Behaviour](#), [Human Resource Management](#), [Business and Management](#)

**Series:** [Oxford Handbooks](#)

**Collection:** [Oxford Handbooks Online](#)

You do not currently have access to this chapter.

## Sign in

[Get help with access](#)[Personal account](#)[Institutional access](#)

- Sign in with email/username & password
- Get email alerts
- Save searches
- Purchase content
- Activate your purchase/trial code
- Add your ORCID iD

[Sign in >](#)

[Register](#)



[Sign in through your institution](#)



[Sign in through your institution >](#)

[Sign in with a library card](#)

[Sign in with username/password](#)

[Recommend to your librarian](#)

### **Institutional account management**

[Sign in as administrator](#)

## Purchase

### **Institutions**

Flexible purchasing options

[Browse products >](#)

### **Individuals**

[Recommend to your librarian](#)

[Buy on Amazon >](#)