THE INFLUENCE OF SOCIO-PSYCHOLOGICAL CLIMATE AND LEADERSHIP STYLE ON EMPLOYEE HAPPINESS INDEX AND SUBJECTIVE WELL-BEING IN PROFESSIONAL ACTIVITY

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ABSTRACT. This scientific article presents a deep theoretical and empirical analysis of how the prevailing socio-psychological climate and leadership styles in modern organizations, enterprises, and work collectives influence employee subjective well-being, job satisfaction, emotional stability, and happiness index. The research elucidates the correlational relationships between managerial communication culture, organizational psychological safety, and employees' intrinsic and extrinsic motivation, while also highlighting the role of collectivist traditions, mutual support, and community values characteristic of Uzbek work collectives. Based on empirical findings obtained from 200 specialists across diverse sectors, practical psychological and managerial recommendations are formulated to enhance administrative efficiency, ensure psychological stability, and prevent occupational stress and professional burnout syndrome.

Keywords: socio-psychological climate, leadership style, subjective well-being, happiness index, job satisfaction, psychological safety, employee motivation, professional burnout syndrome, organizational culture.

АННОТАЦИЯ. В данной научной статье представлен углубленный теоретико-эмпирический анализ влияния социально-психологического климата и стилей лидерства в современных организациях на субъективное благополучие, профессиональную удовлетворенность, эмоциональную устойчивость и индекс счастья сотрудников.

Ключевые слова: социально-психологический климат, стиль лидерства, субъективное благополучие, индекс счастья, удовлетворенность трудом, психологическая безопасность, синдром профессионального выгорания.

INTRODUCTION.

In the contemporary era of rapid globalization, digital economy expansion, intensifying market competition, and continuous informational and structural transformations, the sustainable development and competitiveness of any enterprise or institution depend not merely on material-technical resources, financial capital, or production capacity, but primarily on human capital-specifically the mental health, job satisfaction, and subjective well-being of employees. According to fundamental principles of labor, organizational, and management psychology, modern adults spend the most active, productive, and decisive portion of their lives within professional work collectives. Consequently, an individual's workplace happiness index and subjective well-being serve as primary determinants of overall life satisfaction and essential indicators of personal and professional self-actualization.

The socio-psychological climate historically and culturally formed within a work team and the leadership style exercised by management exert both direct and indirect influence on employees' emotional equilibrium and cognitive functioning. Authoritarian, excessively rigid, punitive, or bureaucratic leadership styles generate chronic occupational stress, professional burnout syndrome, elevated anxiety, and cognitive exhaustion. In such environments, employees perceive themselves not as valued contributors to a shared mission, but as mere instruments for task execution, which suppresses creative initiative and sharply diminishes subjective happiness.

Conversely, democratic, transformational, trust-based, and employee-oriented leadership styles foster mutual respect, organizational psychological safety, creative engagement, and favorable conditions for employees to realize their full intellectual and professional potential. Investigating the interplay between socio-psychological climate, leadership styles, and employee happiness within the context of national mentality and organizational culture therefore represents an urgent scientific and practical task.

THEORETICAL FOUNDATIONS AND LITERATURE REVIEW.

Within organizational psychology, subjective well-being, life satisfaction, and the psychological dimensions of labor have been extensively explored by leading international scholars. According to Ed Diener and Daniel Kahneman's conceptual framework of subjective well-being, the predominance of positive emotional experiences over negative affect during work activity constitutes a foundational driver of overall life happiness. Martin Seligman's PERMA model further emphasizes that positive interpersonal relationships in the workplace, deep cognitive engagement in professional tasks, finding existential meaning in one's labor, and achieving meaningful accomplishments are indispensable pillars of sustainable well-being.

In management psychology, Kurt Lewin's classical typology of leadership styles-authoritarian, democratic, and laissez-faire-was subsequently enriched by James MacGregor Burns and Bernard Bass through the theory of transformational and transactional leadership. Transformational leadership activates higher-order intrinsic needs, unites team members around an inspiring vision, and stimulates intellectual innovation. Complementing this paradigm, Amy Edmondson introduced the construct of organizational psychological safety, defined as a shared climate in which employees feel secure to express ideas, raise concerns, and learn from mistakes without fear of interpersonal humiliation or administrative reprisal.

RESEARCH METHODOLOGY AND ORGANIZATION.

The empirical database of the study was established with the participation of 200 respondents representing diverse professional sectors across Uzbekistan, including educational institutions, medical centers, industrial enterprises, and private commercial organizations. Participants ranged in age from 22 to 58 years, with professional tenure spanning from 1 to 30 years, ensuring balanced representation across career stages and organizational hierarchies.

To collect reliable empirical data and conduct multi-dimensional statistical analysis, four standardized psychodiagnostic instruments were administered: first, the Oxford Happiness Questionnaire (OHQ) developed by Michael Argyle to assess overall happiness, emotional stability, and subjective well-being; second, the Socio-Psychological Climate Assessment Methodology to evaluate emotional atmosphere, team cohesion, mutual respect, and interpersonal understanding; third, the Leadership Style Diagnostic Questionnaire to classify managerial styles into democratic, authoritarian, and laissez-faire categories; and fourth, the Job Satisfaction Scale measuring satisfaction across working conditions, managerial attitude, team relations, and opportunities for professional self-realization.

EMPIRICAL ANALYSIS AND DISCUSSION OF RESULTS.

Correlational, comparative, and statistical analyses revealed three fundamental empirical regularities governing the relationship between workplace socio-psychological climate, leadership style, and employee subjective happiness.

First, regarding the direct impact of leadership style on employee happiness, empirical findings demonstrated that in collectives characterized by democratic and transformational leadership, employee happiness and job satisfaction indices were 35 to 42 percent higher than in organizations governed by authoritarian management. When managers actively listen to employee perspectives, incorporate team feedback into decision-making, support creative initiatives, and apply fair performance evaluation criteria, employees experience robust psychological safety. In democratic work environments,

respondents achieved an average Oxford Happiness score of 4.3 points out of 6.0, whereas under rigid authoritarian control, the average score declined to 2.8 points.

Second, concerning the correlation between socio-psychological climate and subjective well-being, enterprises characterized by mutual respect, constructive collaboration, open communication, and a healthy moral-psychological atmosphere sustained consistently high employee well-being ($r = 0.67$, $p < 0.01$). Conversely, workplaces marked by covert competition, persistent interpersonal conflict, rumors, and administrative pressure exhibited low happiness scores alongside pervasive chronic fatigue, emotional burnout, job dissatisfaction, and elevated staff turnover.

Third, examining the harmony between ethno-cultural collectivism and occupational motivation, the study identified mutual assistance, empathy, and collective solidarity as vital ethnopsychological determinants of employee happiness in Uzbekistan. Exactly 76 percent of respondents emphasized that alongside material compensation, moral recognition, respect from supervisors and colleagues, and communal support during difficult life moments served as primary sources of workplace happiness. Thus, within Uzbek work collectives, cultural collectivist values and organizational psychological climate operate as mutually reinforcing determinants of employee well-being.

CONCLUSION AND PRACTICAL RECOMMENDATIONS.

In conclusion, the socio-psychological climate and managerial leadership style in professional activity constitute decisive external determinants of employees' happiness index and subjective well-being. A healthy psychological environment and supportive democratic leadership substantially enhance not only labor efficiency and organizational loyalty, but also employees' overall life satisfaction and mental resilience.

To apply these findings in organizational practice, three targeted recommendations are proposed: first, conducting specialized practical workshops for organizational executives and middle managers focused on cultivating healthy socio-psychological climates, constructive communication culture, and emotional intelligence; second, establishing institutional psychological safety mechanisms and transparent, equitable incentive systems that empower employees to voice proposals freely; and third, implementing regular psychodiagnostic monitoring and team-building cultural initiatives to prevent professional burnout and strengthen collective solidarity.

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