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THE DARK SIDE OF AUTHORITY: HOW AUTHORITARIAN LEADERSHIP SHAPES EMPLOYEE PSYCHOLOGICAL WELL-BEING THROUGH PERSON–ORGANIZATION FIT

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Abstract

Drawing upon social exchange theory and person–environment fit theory, this study examines the effect of authoritarian leadership on employee psychological well-being with person–organization fit serving as a mediating mechanism. The study focuses on understanding how authoritarian leadership behaviors shape employee outcomes within the higher education sector of Pakistan. Employing a quantitative, cross-sectional research design, data were collected through a structured questionnaire administered to faculty members working in higher education institutions across Islamabad, Rawalpindi, and surrounding cities. A total of 356 valid responses were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the proposed direct and mediated relationships. The findings reveal that authoritarian leadership has a significant negative effect on employee psychological well-being. The results further demonstrate that authoritarian leadership negatively influences person–organization fit, which, in turn, positively affects employee psychological well-being. Mediation analysis confirms that person–organization fit partially mediates the relationship between authoritarian leadership and employee outcomes, indicating that misalignment between individual and organizational values is a key mechanism through which authoritarian leadership undermines employee psychological well-being. This study contributes to the leadership and organizational behavior literature by isolating the role of authoritarian leadership within the broader paternalistic leadership framework and examining its consequences in the higher education context of Pakistan. By positioning person–organization fit as a central explanatory mechanism, the study offers theoretical insight into how leadership-induced value misfit translates into adverse employee outcomes. Consistent with social exchange theory (Blau, 1964; Alvarez & Barney, 2023), the findings suggest that authoritarian leadership behaviors disrupt reciprocal social exchanges, leading to diminished psychological well-being. Practically, the study underscores the importance for academic leaders and policymakers to minimize authoritarian practices and foster value alignment to enhance employee well-being.

INTRODUCTION

Background of the Study

Psychological health of employees has been of increased focus as organizations have realized the need of healthy and conducive workplace environment. Employees with positive psychological well-being are more motivated, better performers, and more loyal to the work done(Chang, 2024). Nevertheless, working environments, especially leadership behaviors, are significant determinants of the mental and emotional well-being of employees. Authoritarian leadership is a leadership style that has strict control, authority, and low involvement of employees in decision-making (Darmasari et al., 2024). Although this strategy can be used to ensure discipline, it tends to cause stress, fear, and pressure among the employees. This may adversely impact the psychological well-being of employees, causing fatigue in them and diminished job satisfaction.

Meanwhile, person-organization fit is the extent to which employees believe that their personal values, beliefs, and goals are consistent with those of their organization. The employees have a good feeling of the organization when they have high person-organization fit, as they feel comfortable, more appreciated, and more secure at work. This positive orientation makes the employees psychologically well and helps to reduce stress at the workplace(Hanaysha, 2023). Authoritarian leadership, however, can undermine the person-organization fit by restricting free communication and involvement with the organization. In case employees become detached from the organizational values, they may experience psychological discomfort. Although these factors are important, the interplay and interactions of authoritarian leadership, person-organization fit, and employee psychological well-being have been scarcely studied.

Research Gap

Leadership styles have been widely discussed in the past, and their effects on employees, but little representation has been made on authoritarian leadership and its effect on the psychological health of employees(Hanaysha, 2023). Although other studies recognize that rigid leadership styles can be a source of stressful working conditions, there remains limited empirical information on the explanation of why there is a profound correlation between the two. In addition, the majority of the available research concentrates on the broad leadership styles instead of authoritarian leadership as an independent variable. The other evident gap is in the role of person-organization fit. Even though person-organization fit has been investigated as a factor of high relevance in determining job satisfaction and employee attitudes, little has been done on its role in determining employee psychological well-being within authoritarian leadership. Studies that have been conducted in the past have not focused much on how authoritarian leadership affects the perceptions of workers towards their fit in the organization(Chen et al., 2024).

In addition, a small amount of research has focused on person-organization fit as an intermediate between authoritarian leadership and employee psychological well-being. The majority of the literature looks at direct correlations but does not show the mechanism behind the influence of leadership on well-being. This brings a hypothetical gap in the comprehension of how the practice of leadership affects the mental health of the employees by establishing organizational alignment. Thus, the study fills these gaps by evaluating the direct and indirect connections between authoritarian leadership, person-organization fit, and employee psychological well-being and give a more comprehensive view of these variables(Chen et al., 2024).

Problem Statement

The organizations are now witnessing an increasing number of concerns related to the decrease in employee psychological wellbeing which impacts productivity, commitment, and performance. Leadership style is one of the key contributors to this problem. Even today, authoritarian leadership, which is strongly controlled and involves little employee participation, is practised in most workplaces(Alturaysi, 2024). Despite the fact that this leadership style might enhance discipline, it can cause stress, fear, and emotional pressure to the employees. Meanwhile, the sense of belonging and fit of employees in their organization, referred to as person-organization fit, is important to their mental

well-being. The psychological well-being of employees is enhanced when they feel that their values and goals are similar to those of their organization. This fit can, however, be undermined by the authoritarian leadership style, which limits free communication and involvement of employees.

Although these relations are vital, very little has been studied on how authoritarian leadership influences the psychological wellbeing of employees based on person-organization fit. Empirical research is deficient regarding the potential to mitigate or elevate negative impacts of authoritarian leadership on the mental health of employees based on person-organization fit(Zheng et al., 2025). This loophole leaves organizations in a dilemma to enhance leadership procedures and safeguard the psychological wellbeing of the employees. Thus, the question that needs to be explored is how authoritarian leadership determines person-organization fit and how such affects the psychological wellbeing of the employees.

Research Questions

1. What is the relationship between authoritarian leadership and employee psychological wellbeing?
2. How does person–organization fit influence employee psychological wellbeing?
3. What is the relationship between authoritarian leadership and person–organization fit?
4. Does person–organization fit mediate the relationship between authoritarian leadership and employee psychological wellbeing?

Research Objectives

1. To examine the impact of authoritarian leadership on employee psychological wellbeing.
2. To analyze the effect of person–organization fit on employee psychological wellbeing.
3. To investigate the relationship between authoritarian leadership and person–organization fit.
4. To determine whether person–organization fit mediates the relationship between authoritarian leadership and employee psychological wellbeing.

Significance of the Study

The paper has importance in theory and practice. Theoretically, it adds to the current body of knowledge because it pays some specific attention to the authoritarian leadership and its implications on the psychological wellbeing of the employees. This study contributes to the current knowledge in the area of leadership practices and mental health of employees by introducing person-organization fit as a mediating variable, enhancing the knowledge of the role of leadership practices in organizational alignment(Elsaied, 2024).

In practice, the results of the research assist companies in comprehending the adverse effects of authoritarian leadership on the psychological health of the workers. With the establishment of the role of person organization fit, organizations have been able to establish strategies of enhancing employee fit to organizational values even in formal leadership settings. To managers and leaders, this research presents the knowledge on the impact of leadership behaviors to the mental health of employees(Khan et al., 2024). Based on these findings, leaders can make more supportive styles that enhance person organization fit and contribute to improved employee psychological wellbeing. Also, the study helps the human resource practitioners to develop the training programs that are centered on the leadership and wellbeing of the employees. By understanding the importance of person–organization fit, HR practitioners can improve recruitment and selection processes to ensure better alignment between employees and organizational values(Zheng et al., 2025).

Literature Review

Theoretical Foundation of the Study

The theoretical basis of conducting this study is the knowledge that authoritarian leadership affects the psychological wellbeing of employees by modifying the person organization fit. This study is founded on the premise that the work experiences, attitudes, and mental health of employees are highly influenced by the leadership behavior(Zheng et al., 2025). The direct impact of the control-focused leadership style on the employee behaviors and feelings is authoritarian leadership, whereby leaders focus on control, obedience, and strict supervision. This kind

of leadership can bring in pressure and creation of emotional strain that can decrease employee psychological wellbeing. Meanwhile, person-organization fit is another significant psychological process that provides the explanation of the way that the employees interpret leadership practices. Employees are likely to have positive feelings and improved mental health when they believe that their personal values coincide with those of the organization. Nonetheless, authoritarian leadership can undermine this sense of fit by reducing employee involvement and input(Alturaysi, 2024). This could cause the employees to feel a lack of connection to organizational values, hence lower psychological wellbeing. Thus, the study is premised on the assumption that authoritarian leadership has direct and indirect negative impacts on the psychological wellbeing of employees by virtue of person organization fit. This conceptual background assists in why employees with strict leadership can have lower well-being particularly where they feel poor organizational fit.

In line with this construct, current theoretical approaches argue that the psychological reaction of employees depends on the leadership behavior in addition to their perceived fit within the organization. In case of authoritarian leadership, employees will consider whether this form of leadership suits their values and expectations(Zhou et al., 2023). When the leadership style is incompatible with individual beliefs, the person organization fit is lower, and this has adverse impact on the psychological wellbeing of the employees. On the other hand, the negative impact of authoritarian leadership can be mitigated whereby person organization fit exists when employees believe there is a degree of congruence between them and organization. This implies that in severe job set-ups, the employees who are well fit in the organization can enjoy a better psychological health(Mateen et al., 2025). These supporting opinions reflect that as much as leadership alone does not influence employees, it does so indirectly through their perception on whether they fit within the organization. This reinforces the position that the person organization fit is a mediating variable between authoritarian leadership and psychological wellbeing of employees.

Authoritarian Leadership

Authoritarian leadership is a type of leadership where the leader is very strict, has centralized decision making, and the leader does not provide the employees a lot of participation. The leaders who use this style usually focus on obedience, hierarchy, and discipline to pursue the objectives of the organization. Although the authoritarian leadership can be effective in efficiency and may guarantee that employees comply with or follow rules, it can also have adverse effects on the psychological wellbeing of employees through the development of a stressful and strict working condition(Zhao et al., 2023). Research has indicated that fear, anxiety and job dissatisfaction among the staff are possible in the event of too much control and lack of autonomy of such leaders. Authoritarian leadership has been noted to exist in different cultural and organizational settings, especially in high-power distance societies where hierarchical organizations are evident. Nevertheless, its impact on the mental health of the staff is a developing issue, with workers beginning to appreciate participative and supportive leadership styles(Darmasari et al., 2024). The relationship between the authoritarian leadership and the psychological wellbeing of employees is a topic of interest since it has direct implications on the motivation, engagement, and performance of employees.

Person Organization Fit

The concept of person organization fit is added, and this is concerned with the factors of the alignment of personal values, goals and beliefs of the employees with values, culture and objectives of the organization(Rane, 2024). Feelings of belonging, emotional security and positive psychological wellbeing are attained by high person organization fit. When employees feel that they have a close fit within their company, likelihood of commitment, engagement and job satisfaction increases and this leads to a healthier working environment(Kristof-Brown et al., 2023). It has been noted that the concept of person- organization fit does not only have an influence on the outcome of the individual but also mediates the impact of leadership on the employees. The employees with low fit will not have the sense of organization and will become stressed,

dissatisfied, and experience lower psychological wellbeing. On the other hand, even problematic leadership styles can be less negative when the employees feel that they match the organization(Jaškevičiūtė et al., 2024).

Psychological Wellbeing of the employees.

Employee psychological wellbeing is defined as a psychological wellbeing of employees at workplace. It includes factors like the level of stress, emotional stability, job satisfaction, and general well-being of the mental state(Lee & Kim, 2023). Emotional and psychological wellbeing elevates motivation, engagement, productivity, and resilience of employees, and emotional and psychological ill health may result in burnout, absenteeism, and diminished performance. The psychological well-being of employees is affected by the organization in question in terms of leadership, work culture, and alignment(Hemanthakumara, 2024). According to the research, there is a positive association between leadership behaviors which bring about autonomy, fairness, and value alignment with a higher degree of psychological wellbeing with the control or strict practice of leadership(Nurhasanah et al., 2023).

Hypotheses Development

Authoritarian leadership tends to be strict, has less employee autonomy, and participation in decision-making. This kind of environment may cause stress, fear, and anxiety, which have negative impacts on the psychological wellbeing of employees (Zheng et al., 2025). Authoritarian leaders are viewed as not being supportive by employees and this reduces motivation and job satisfaction(Mohanty et al., 2023). The existing body of research has been categorical that employees working under authoritarian leaders are more stressed and emotionally less stable. Research indicates that authoritarian leadership may enhance short term obedience but compromises long term psychology. As such the hypothesis is as follows:

H_1: Authoritarian Leadership has a negative relationship with employee psychological wellbeing.

The Effect of Person-Organization Fit on the psychological Wellbeing of Employees.

With high person organization fit, employees feel that their personal values, goals and beliefs are in line with organizational values, goals and beliefs(Jaškevičiūtė et al., 2024). The result of this correspondence will create the feeling of belonging, decrease stress levels at the workplace, and improve the mental condition overall. Strong person-organization fit is proven to buffer the workplace challenges and enhance job satisfaction, engagement, and emotional stability. Highly fit employees can more effectively adjust to work stresses and pressures, positive attitudes as well as be resilient in challenging work conditions(Weng et al., 2025).

H_2: Person organization fit has a positive relationship with employee psychological wellbeing.

The Negative Impact of Authoritarian Leadership on Person Organization Fit.

Authoritarian leadership may undermine person organization fit by inhibiting employee involvement and developing a strict and top-down worker climate. In cases where employees perceive that organizational values are pushed in them, but not distributed, alignments of employees are lost(Suryosukmono & Dewi, 2024). The outcomes of low person organization fit are decreased trust, disengagement and dissatisfaction, which indirectly influence psychological wellbeing. Authoritarian leaders can achieve this unintentionally by paying too much attention to obedience and control, and that way, demonstrate a gap between the personal values of employees and organizational expectations(Hanaysha, 2023).

H_3: Authoritarian Leadership has a negative relationship with person–organization fit.

Person Organization Fit as a mediator between Authoritarian Leadership and Employee Psychological Wellbeing.

The connection between the authoritarian leadership and employee psychological wellbeing may be mediated by person organization fit(Ahmed et al., 2024). Although authoritarian leadership has adverse effects on psychological wellbeing, it may have less impact on those employees that have high perceptions of fit in the organization. Mediating mechanisms imply that workers who are closely oriented in organizational values are able to sustain a better level of psychological wellbeing even with a

stringent leadership. On the other hand, authoritarian leadership can be worsened by low person organization fit. This mediating effect underscores the need to ensure that there is value congruence and organizational fit in order to safeguard the mental health of employees(Bowman, 2023).

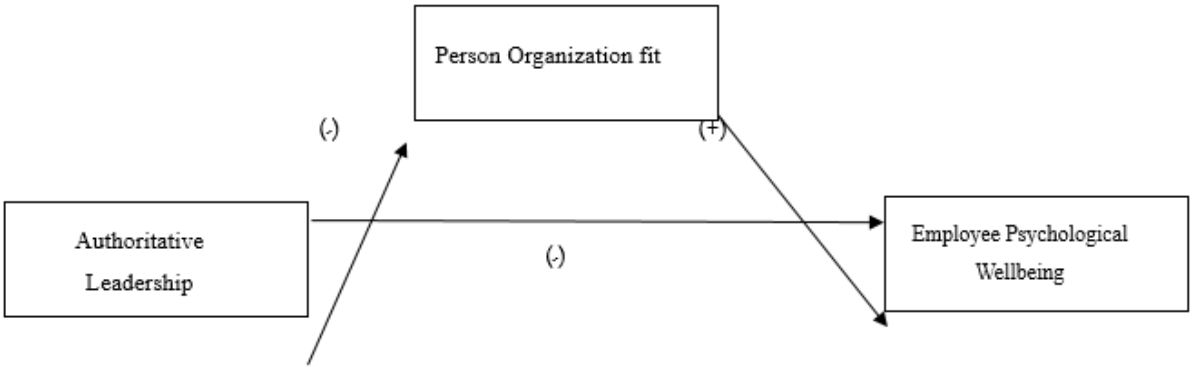
H4: Person-organization fit plays a mediating role in the relationship between authoritarian leadership and employee psychological wellbeing such that the relationship is weakened.

The sources note that authoritarian leadership, person-organization fit, and employee psychological wellbeing are complex to interact. Authoritarian leadership has a direct negative effect on psychological wellbeing and diminishes person-organization fit whereas person-organization fit has a direct positive effect on psychological wellbeing and mediates leadership effects(Nurhasanah et al., 2023; Weng et al., 2025). Exploring such relations gives a greater insight into the effect of leadership practices and organizational alignment on employee mental health.

Through these three variables, this research provides valuable information about leadership techniques and organizational behavior that can support the wellbeing of the employees and manage the workplace organization and performance expectations(Bowman, 2023).

Research Methodology

Research Model



The Study employs a quantitative research design to test the hypothesized relationships between the study variables. The quantitative approach is suitable due to the fact that it enables the researcher to test hypotheses in a statistical manner and quantify relationships. The research is deductive in nature. In this method, theories and literature are created on hypothesis and tested using empirical data. The three variables of the research are used in constructing the research model and statistical testing to accept or reject the hypotheses(Wahyuningsih et al., 2026).The research is carried out in a non-contrived environment. The sample of the given research is comprised of faculty members in institutions of higher learning. These are the members of the faculty, who perform their job under the departmental heads and academic supervisors and who can be the appropriate respondents to be analyzed regarding the perceptions of the leadership behavior and psychological wellbeing(Wahyuningsih et al., 2026). Individual faculty members are taken as the unit of analysis since the data is gathered directly using them in terms of the experience they have with authoritarian leadership, the degree of person organization fit and the level of psychological wellbeing. The response of every faculty member is a unit of analysis. This enables this study to obtain individual perceptions and experience regarding leadership practices and wellbeing at the workplace within the university setting(Kranthi et al., 2024). Simple random sampling method is used to give all the employees an equal opportunity of participation. This is a less biased method of sampling and enhances the generalizability of findings. 500

Questionnaires were sent to employees and only 356 employees returned full responses, which were included in the analysis. In the present study, there are a number of control variables considered such as gender, age, qualification, tenure and employment status for both leaders and their followers (Wang and Howell, 2012; Barbuto et al., 2007; Turner et al., 2002; Khan et al., 2018). The authoritarian leadership is gauged on a 15-item scale borrowed from Cheng et al. (2004). This scale is used to capture the perceptions of employees regarding strict control, dominance and authoritative behavior by the supervisors. The statements get rated by employees depending on their experiences with their immediate supervisors. Person organization fit is evaluated with a 4-item scale created by Cable and Judge (1996). This scale evaluates the level of congruency between the personal values and the organizational values of the employees. A 33-item scale borrowed by Medzo-M'Engone and Ntsame (2021) is used to assess employee psychological wellbeing. This scale is able to measure various aspects that include confidence, job satisfaction, sense of purpose, competence, and emotional stability in the workplace. The test of hypotheses was conducted to a confidence level of 95 per cent to guarantee the statistical significance.

Analysis

Data screening was done before the main analysis in order to identify missing values and outliers. Questionnaires that were not filled in were not included in the final dataset to keep the data quality. (Kristof-Brown et al., 2023) All the responses were filtered and verified according to the necessary analysis parameters. The skewness and kurtosis measures were used to determine whether the data were skewed or not. The findings revealed that data were within reasonable limits and, therefore it was possible to use parametric tests(Kamath et al., 2025). Sampling used consisted of the faculty members of the institutions of higher learning in Rawalpindi, Islamabad, and the surrounding cities of Pakistan.

Table 4.1 Respondents' Profile (N = 356)

Demographic	Category	Frequency	%
Gender	Male	199	55.9
	Female	157	44.1
Age	20–30	95	26.7
	31–40	123	34.6
	41–50	78	21.9
	Above 50	60	16.9
Qualification	Bachelor	53	14.9
	Master	124	34.8
	MS / MPhil	106	29.8
	PhD	73	20.5
Tenure	Less than 1 year	56	15.7
	1–2 years	73	20.5
	3–5 years	75	21.1

	6–10 years	77	21.6
	Above 10 years	75	21.1
Employment Status	Permanent	197	55.3
	Contractual	107	30.1
	Visiting	52	14.6

The demographic characteristics of the respondents and the variables of the study were summarized using descriptive statistics. Statistics like mean and standard deviation were estimated in order to get the general direction of the responses towards authoritarian leadership and person organization fit and employee psychological wellbeing(Jaškevičiūtė et al., 2024). The findings revealed that employees varied in their perceptions about authoritarian leadership which implies that the leadership behavior varies among organizations. On the same note, scores on person organization fit showed varying degrees of value congruency in employees and their organizations(Darmasari et al., 2024). Employee psychological wellbeing outcomes were moderate to high implying that employees report having positive and challenging psychological situations at work

Table 4.2 Means, standard deviations, skewness, and kurtosis

	Mean	Median	Standard deviation	Excess kurtosis	Skewness	Cramér-von Mises test statistic	Cramér-von Mises p value
AL	-0.000	-0.130	1.000	0.515	-0.076	0.536	0.000
EPW	-0.000	-0.087	1.000	-0.082	-0.063	0.183	0.009
POF	0.000	0.090	1.000	0.782	0.331	0.695	0.000

The alpha coefficient of Cronbach was used in analyzing reliability in order to determine the level of internal consistency of measurement scales. The reliability values of all three constructs were acceptable and over the recommended value, which is 0.70. This ascertains that the measurement tools of authoritarian leadership, person-organization fit, and employee psychological well-being were sound(Kristof-Brown et al., 2023).

Table 4.3. Structural Model

Hypotheses	Structural Path	Beta (β)	T-values	P-values	Decision Significance
H_1	Authoritarian Leadership → Employee Psychological Well-Being	−0.307	6.228	0.000	Supported

H_2	Person–Organization Fit → Employee Psychological Well-Being	0.238	4.442	0.000	Supported
H_3	Authoritarian Leadership → Person–Organization Fit	−0.374	9.704	0.000	Supported
H_4	AL → POF → EPW (Mediation)	–	–	0.000	Supported

The findings suggest that authoritarian leadership negatively and significantly impacts employee psychological well-being (β = -0.307, t = 6.228, p = 0.001) and person-organization fit (β = -0.374, t= 9.704, p= 0.001), meaning that the practices of authoritarian leadership have a negative and significant influence on the psychological well-being of employees and their alignment with company values. Person-organization fit, in its turn, has a positive effect on the psychological well-being of employees (β =0.238, t = 4.442, p < 0.001), meaning that the congruence of employees with organization values leads to a higher level of psychological well-being. Moreover, person-organization fit acts as an important mediator between authoritarian and employee psychological well-being (p < 0.001) and proves that the adverse effect of authoritarian leadership on psychological well-being is direct as well as indirect through decreased person-organization fit.

Discussion

Results obtained in this paper affirm that dictatorial leadership has adverse effects on the psychological well-being of employees. Workers who are supervised closely and have a low degree of autonomy have high levels of stress, demotivation, and emotional distress(Zheng et al., 2025). This is in line with the available literature that highlights the vicious consequences of inflexible styles of leadership. Also, the research mentions the beneficial impact of person-organization fit on the improvement of psychological wellbeing. When the employees are aligned with the organizational values, they have emotional stability, confidence and job satisfaction(Mohanty et al., 2023). Above all, this paper validates the mediating effect of the person-organization fit. Despite the harmful effects of authoritarian leadership on the wellbeing of employees, the effects on employees who are highly aligned to the organization are less detrimental. This indicates that the person organization fit is somewhat a buffer which cushions the mental health of the employees (Weng et al., 2025).

This chapter showed the statistical review and findings of the research. There was descriptive statistics, reliability analysis, correlation analysis, regression and mediation analysis. The conclusions were in favor of all the four hypotheses as authoritarian style of leadership has adverse impacts on the psychological wellbeing of the employees, person organization fit has a positive influence on psychological wellbeing and authoritarian leadership has a negative impact on person organization fit. Person organization fit mediates association between authoritarian leadership and psychological wellbeing (Bowman, 2023).

These findings have a high level of empirical evidence of the proposed research model and have valuable implications on organizations that intend to enhance leadership practices and employee wellbeing.

Recommendations

According to the research results of this paper, a number of practical recommendations are offered. Companies must invest in leadership development schemes that are geared towards decreasing authoritarian tendencies to a minimum and encouraging the supportive persuasive forms of communication(Alturaysi, 2024). They require leaders to be trained to excel in authority and empathy and open communication to establish a healthier workplace. Besides, value-based recruitment methods should be emphasized in human resource departments in order to enhance the person-organization fit. Hiring people whose values are in line with organizational culture can greatly boost the psychological wellbeing and job satisfaction of the employees(Khan et al., 2024). Organizations should

also set up employee support facilities like counseling facilities and wellbeing programs so that employees can deal with stress due to authoritarian leadership practices. Additionally, the management should also implement appropriate feedback systems that can motivate the staff to be open about their apprehensions and encounters pertaining to the leadership conduct(Alturaysi, 2024). This open communication will help foster trust and decrease psychological pressure at work. Finally, organizations ought to emphasize on creating inclusive organizational cultures in which employees are respected, appreciated, and equally feel safe. The positive culture reinforces person-organization fit and is important in enhancing psychological well-being of employees(Darmasari et al., 2024).

Limitations

Although it made contributions, this study has a number of limitations. First, self-reported questionnaires were used to collect the data, and this could lead to response bias. The employees could have provided socially desirable responses. Second, the research was cross-sectional, which does not provide the opportunity to form a cause-and-effect relationship. The longitudinal studies would be more informative. Third, the research was conducted on three variables. Other aspects, including job stress, organizational support, and leadership communication styles, were not studied. Finally, this research was restricted to a particular organizational setting, which can influence the extrapolation of the research results to other industries.

Future Research Directions

Future researchers must take into account longitudinal research designs to track the variations in the psychological well-being of employees over time. Other variables that may be added by the researchers include organizational support or resilience of the employees, so as to have a clear picture of the dynamics in the workplace. Different leadership styles may be juxtaposed to study the best leadership style that helps employees to achieve their well-being. Further studies can also be conducted within various organizational fields in order to increase the generalization. The qualitative research, such as interviews, could be employed to learn more about the personal experience of the employees of the authoritarian leadership.

Conclusion

The results of this study are a good indication that authoritarian leadership affects the psychological well-being of employees negatively. When workers feel strained, emotionally drained, and lack motivation, this is likely to happen when the employees are over supervised, less involved, and controlled. This justifies this view that even though authoritarian leadership might bring about discipline, it will lead to a poor psychological atmosphere among employees. The findings also affirm that person organization fit positively contributes to the psychological well-being of the employees. The more aligned the employees are to organizational values, culture, and goals, the greater is their confidence, emotional stability, and job satisfaction. This demonstrates the fact that mental wellbeing of individuals increases when they feel that they are part of their organization.

Person organization fit can be mentioned as the mediator of the relationship in this research. Though authoritarian leadership has a negative relationship with well-being, the negative effect is less when employees have a high person-organization fit. It implies that personal and organizational value congruency can serve as a protective factor. When employees feel a sense of belonging to their organization, they can more easily adjust to the strict leadership practices, thus minimizing the psychological damage. The findings will add value to the body of leadership literature by clarifying the impact of authoritarian leadership on wellbeing, not only the existence of the impact. This study allows a more profound insight into the workplace relationships and the mental health of workers by revealing person-organization fit as a mediating factor.

The findings proved that authoritarian leadership is harmful to the psychological well-being of employees. Working under strict and authoritarian leaders, employees have a higher chance to be emotionally distressed. The research has also found that person-organization fit positively impacts employee psychological well-being. The employees feel more mentally healthy and satisfied with their job when

they feel that their values correspond with the organizational ones. Moreover, the mediating effect of person-organization fit was established. This indicates that authoritarian leadership has an indirect impact on well-being via person organization fit. The downside of authoritarian leadership is mitigated by having strong alignment between the employees and the organization. On the whole, the results underscore the significance of the leadership style and organizational fit in enhancing healthy working environments. The organizations are advised to work towards leadership growth and alignment of values in order to safeguard the psychological wellbeing of the employees.

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