TRANSFORMATIONAL LEADERSHIP (TFL) AND JOB STRESS MANAGEMENT(JSM): EXPLORING THE CONNECTION

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ABSTRACT

The purpose of this study is to portray the current scenario of the industry in terms of job stress levels and to address the plight of the employees and devising the strategies of leadership to address the current existing problem in the job setting. An exploratory approach was embarked upon while reviewing the papers that addressed the different dimensions of the job stress. The positive & negative outcomes of the challenges of the employees /workforce in current situation have been elucidated. The transformational leadership helps in nurturing a holistic mindset among the workforce. Future recommendations are conspicuously defined regarding the roles & expectations from the workforce and the representatives of organization to help cope the transformation in the work setting. The present study adds a new insight into the extant literature by considering transformational Leadership in developing research capabilities & dealing with the practical research challenges & psychological problems related to stress faced by the workforce.

Keywords: *Transformational Leadership, Job Stress, Exploratory Approach, Workforce, Job Setting.*

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Introduction

Precisely two decades ago, Transformational Leadership was a buzzword amongst the industry experts and staff members; however, over the past two decades, transformational Leadership has achieved considerable significance & attraction in many fields. Transformational Leadership competencies are increasingly becoming important & also cannot be avoided just as team building, communication channel, increasing growth, interpersonal skills etc. Through the help of Transformational Leadership future managers will be able to improve the capabilities & competencies of the staff.

Many of the research show that any profession today requires best leader's attributes for superior results. Significant researches in Leadership studies determine Transformational Leadership as a construct for future successful performance in any industry. This study examines how Transformational Leadership can impact on resolving prevalent job stress levels in the organization. Particularly, the literature review attempts to delve deeply to understand the capacity of Transformational Leadership in order to reduce the stress levels as per different studies from different backgrounds. This study was led by two studies:

- Different dimensions of Job stress?
- How are the dimensions of job stress related to Transformational Leadership?

Methods of Literature Review

Literature about Transformational Leadership and Job stress in the field of management education has been considered for review. The search included Transformational Leadership and Job stress related papers using different databases. In researching the papers, the following search keywords were also used: Transformational Leadership, Job stress, Title and abstract analysis was judged for articles review suitability. Though the focus lied on the management education, but the papers of other disciplines also found significance. To define conceptual and organization concepts in management and psychology, the quest was extended to include journals from psychology & stress as the search words. The following keywords were also used such as leadership management, stress management, job stress and its management by leaders.

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Conceptual Framework
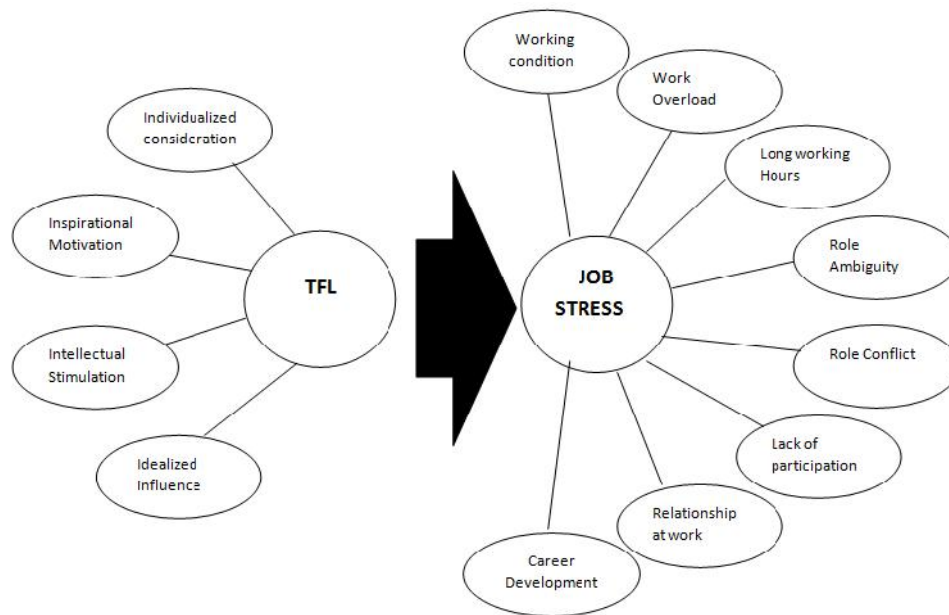
Factors of Transformational Leadership

Idealized influence can be understood as any behavior that infuses feeling of pride in follower's regarding association with the leader, whom they consider as their role model based on the admiration, respect & trust they hold for him and attempt to emulate them in their actions. The follower's demonstrate their best of ethical or moral behavior. As the studies indicate that nurse managers rated themselves highly than the staff nurses due to application of idealized influence and it was observed that it had positive results in terms of job satisfaction. The satisfaction from the job ensued from the job ensued from the leaders who depicted their moral behavior.

Intellectual stimulation can be defined as an encouragement of being creative and innovative to think critically and solve the problems giving rise to better thoughts and imaginations in order to make better decisions. A leader challenges the followers to expand the skills and craft in the social setting. Those activities that engages our brain to the next level of challenge towards the assumptions, taking risks & soliciting follower's ideas. The leader is expected to try to switch to new idea of working involving manager's in games, reading, encouraging craft & making them perform mentally demanding activities.

Individualized consideration can be understood as the coaching, teaching &mentorship extended from the leader in the two-way communication & feedback network. When we discuss &empathize with the needs of the individual employees and make strong interpersonal connections with honest compassionate approach that amplifies ongoing professional and personal growth of employees. When the leader pays sincere regard to the state of mind, requirements and concerns by showing interest in the person, family & beyond the workplace by adding extra effort and time to build some personal connection with the team members without any regard towards their job positions. As, in the context of pandemic, employees face immense pressures on personal and professional front and difficult to balance work and life. As per the acronym VUCA(volatility, uncertainty, complexity & ambiguity) the leader's are looked upon as one of the resort who can adopt considerate & thoughtful approach to manage the priority. Those employees who have personal touch with employees can harness their intrinsic motivation & strengthen their relationship likewise.

Inspirational motivation can be understood as excellence of communication, integrity & honesty with self worth that inspires action improving levels of performance boosting innovation & creativity levels. A leader's simplistic behavior & confidence derived from the individual's capabilities that have the potential to contribute towards the career. The positivity of the leader is contagious as the optimistic approach makes the follower's believe the instincts of the leader. His concern and interest in follower's with extension of genuine appreciation by rewarding & recognizing them.

Job Stress

The job stress can be known as any response i.e., physically & emotionally against the job as a result of competence, ability, available resources to match the demands of the job.

According to CPH-NEW the examples of work organization & stressors. Physically stressors such as repetitive task, insufficient breaks & psychological sressors such as unrealistic deadlines, sustained or excessive workload, excess overtime, responsibility without authority, lack of recognition, poor communication, poor relations with co-workers, lack of respect, job insecurity.

According to Cooper & Marshall 6 sources of sources of stress have been identified:

- **Factors Intrinsic to the Job:** Job intrinsic factors pertain to working conditions, work overload &meeting deadlines.

- **Role in Organization:** As the organization creates role ambiguities, role conflict & unclear responsibilities. Sometimes the expectations of the peers are unrealistic at other times the conflicting demands of job are difficult to meet. The job also entails stress pertaining to responsibility. When an employee is responsible for equipment's, plans, materials & targets in absence of authority, managerial support.

- **Factors Intrinsic to the Job:** Job intrinsic factors pertain to working conditions, work overload & meeting deadlines.

- **Relationship at Work:** The trust, cooperation, support & cohesion comprises the quality of relationships.

- **Career Development:** The aspects such as promotion, job security, the planning & development that helps in determining the career development needs of the job.

- **Organization Structure & Climate:** The line & staff conflicts & lack of opportunities with high specialization & centralization acts as a roadblock. The sense of belongingness comes with decision making & participation along with a good cooperation& communication. The supply of information & feedback also forms part of the climate.

- Extra organizational sources of stress:

We can further explore the relationship between the dimensions of job stress with the Transformational Leadership.

Literature Reviews

Transformational Leadership and Working Conditions

In their research study **(Neilson Daniel, 2011)** identified the TFL relationships effect on the subjective wellbeing of its employees considering their perceptions about the working conditions in the given process. The study consisted of 425 follower's & 56 leader's that suggested that at group level it is required to consider feeling of 'We' than 'I' to ensure wellbeing. It was observed that TFL has a positive effect on wellbeing whereas negative effect on stress & burnout. Its potential of developing collective perception of the working conditions can also be proven in studies. It enhances development of shared values, vision, mission, goals & decision making at an agreement of all.

The social reciprocity theory is also highlighted that those who are supported by their leaders can also be seen as supporting other's as they imitate their leader's behavior.

The frog pond approach in the study also indicated as individuals are compared with other individuals & groups as their attitudes & behaviors are determined accordingly. The sample of leaders & employees of Danish companies were taken out of which 626 respondents reported aged 41.4 yrs.TFL measured on TFL scale (Carles, Wearing & Mann, 2000).In the MLQ 4 dimensions were taken including leader's consideration were trust, involvement & cooperation among group members.

In the study conducted by **V Wickramasinghe, 2010,** the convenience sample of 385, white collar employees in Private sector organization in Srilanka was conducted. Though no coping strategy moderated relationship between job stress & work related dimensions. It is observed that stress at the workplace affects the wellbeing, health & the motivation level of employee's further results in absenteeism & loss of productivity (Murphy, 1995). Stress is a result of outsourcing, restructuring, rapid technological shift, complex work systems, contractual job systems (Moncrief, Babakus, Cravens & Johnston, 1997; Noblet & Rodwell, 2008).

Job stress is a significant factor for consideration at individual as well as organizational level. It has been identified that it is important to investigate the moderators also beyond a mere intervention strategy. All constructs were being measured on 5 point likert scale from (strongly disagree). For all measurement scale, standardized Cronbach alpha was examined. None of the coping strategies moderated relationship between Job stress & work routinization, promotional opportunity & role clarity. As suggested by the paper very less studies have evaluated the role of coping strategies in relation to work related dimensions & related stress. To make informed decisions one needs such coping strategies.

Transformational Leadership and Career Development

According to **Marjolein C J Caniels2017**, the paper through job demands resources theory evaluates whether proactive personality is related to work engagement. The sample of 259 employees of High Technological Organization in Netherland was taken and observed that Proactive Personality has positive relationship with TFL & engagement.

TFL moderates relationship with Proactive personality & Work engagement only when there is growth mindset. To foster Work engagement of employees is concern area. Engaged employees are asset to organizational goals & values (Schaufeli & Bakker, 2004) & helps in contributing in performance (Demerouti & Cropanzano,2010). JDR model evaluates the interaction & role of job & personal resources (Xanthopoulou et al.,2007). Most studies believe that concept of TFL is merge of leadership & engagement which fosters performance & organization knowledge creation (Carasco-Saul et al.,2015) & Service climate (Kopperud et al, 2014). In team settings TFL doesn't work due to interdependence & knowledge sharing behavior. The Mindset theory is applied in learning & education. People having growth mindset supports TFL.TFL fosters employee's motivation (Vogelgesang et al, 2013; Schaufeli & Bakker, 2010). The education oriented studies indicate growth mindset has a positive relation with learning performance (Dweck,2006; Asbury et al 2015;Boyd,2014), as when individuals are ready to make effort to amend behaviors, they give their best.

When employee have a positive growth mindset it is easier to receive guidance & inspiration. Future researchers can be conducted where any leadership style can be considered that seems to impact the intrinsic motivation, under supervision of leadership style & people's mindset. As this study did not test for employee motivation. In this we also did not test the role of personal resources. The sample of employees in our study demands growth mindset & proactive personality. The work engagement construct may also be examined for lower burnout level. Leaders can make out/ analyse by noticing the growth mindset which is through self talk (Heslin & keating, 2016, 2017). Mindset can be attributed to a personal resource (Schaufeli & Bakker, 2004).

According to **Nanda Lodders & Frans Meijers, 2017,** the environment of Learning to develop a better self direction is difficult to inculcate. Career guidance programs can be successfully implemented via TFL & collective learning as these two together constitutes a healthy career learning environment. Students are prepared for the job market through motivation & guidance by teachers (Johnson,2009; K Kuijper & Meijers, 2015) & then they make better choices without help (Winters et al.,2015). When work related process are developed with collective & collaborative structure it leads to long term results in terms of better skills & knowledge, Individual support helps in attending to the needs of teachers in a better way (Geijsel, Sleegers, Stoel & Kruger, 2009, Oude Groote Beverborg, Sleegers & Van Veen, 2015).

The study acknowledges the importance of inquiry & dialogue. TFL fosters process of collective learning that encourages innovation. The process of evaluation & reflection is a part of learning process. As per Gejisel et al (2007) and Hallinger and Heck (2010) address that we can encourage innovation & commitment through dialogue for smooth adaptation & better team behavior & culture.

Transformational Leadership and Organization Structure

According to **A.C Isfahani, 2021,** the sample of employees of Public organization in Iran have been taken. Randomized sampling using Cochran formula was used. Multivariate regression & SEM using path analysis used for Hypothesis Testing. Mediation was organizational culture & organization structure for relationship between TFL & Knowledge management.

The group of employees benefit from the TFL as the style & nature of Leader develops a good culture, system & structure to support, disseminate & encourage knowledge (Scott,2003). Organization structure is the setup of organization with formal plan of work tastes &it's administrative in terms of control & integration of the job activities. All the 3 Hypothesis proved significant. SEM was applied for Hypothesis.

The leadership style bears direct effect on knowledge management.

According to **Hamad Bakar Hamad,** the military is a very humungous organization. It has diverse role, culture & people. The biggest challenge remains is that of control management.

When there is million of staff, then it becomes imperative to invest into skills of leadership. In order of chain of command, selection, training & promotion become extremely essential.

- In transactional style, commanders use rewards & punishments.
- The charismatic style, is one in which commanders motivate soldiers by communication mission.
- TFL is extremely high order of process to build faith, trust & belief.

In contrast to charismatic leader, a TFL always keeps his agenda behind the organization needs such as Microsoft, Steve Jobs of Apple, Michael Dell of Dell Computers, Jeff Bezos from Amazon, Lou Gerstner of IBM, Jack Welch of GE are an epitome of TFL (Kreindy, 2000).

Three main attributes for producing great leaders – trainings, organization powers &self-sacrifice, ambition, drive, tenacity, self-confidence, psychological openness, realism &appetite for learning are 6 other personal qualities of a leader. The recruitment of a 4 star general is extremely costly than a training organized for staff in government.

Two powers are required for a TFL character in present times:

- Emotional happiness to overcome or follow any argument.
- Organization structure that bestows authority & power for leadership (Russel, 2004).

For a commander it is extremely demanded to build trust & develop god relations apart from getting the job done through reward & punishment tactic. As the military defends the nation at any cost therefore it becomes extremely essential to train & develop the traits through TFL.

H Waruwu, 2020 conducted the study on the sample of 645 respondents via mailed questionnaire. The study was designed to study the effects of TFL, Organisation Learning and Organisation structure on the innovative capacity of teachers. The test through SEM method & Smart PLS 3.0 software proved positive & significant effect on innovation which can be applied in industrial revolution 4.0 to face the challenges.

Transformational Leadership and Decision Making

R Wesselink, 2017 examines the extent of association of TFL with team learning and the role of participative decision making, team commitment, task interdependence & proactivity of teacher's in the relationship. The multilevel structural equation modeling was used in sample of 992 teacher's showing positive direct relationship with team learning and positive indirect relationship with help of mediation

According to **Daniel Earl Wilson,2020** different methods of integrating the democratic & TFL style have been explored. The structured interviews were effective in gaining information from academic Deans and Directors, then further thematic content analysis on responses were conducted for better findings. Five general leadership themes included decision making participation, relationship building, emphasis on frequency in honest communication and environment knowledge. It is observed that democratic communication model gives strong assistance to democratic leadership method in integration of transformational practices & goals.

Transformational Leadership and Working Environment

According to **M N Jabbar, 2020**the study conducted on faculties of Public Universities in Punjab, Pakistan with population of 443 selected on stratified random sampling technique. The mediating role of commitment have been observed to be significant on TFL & Job satisfaction. The study highlights the major challenges that affects in satisfaction level of teaching faculty & future scope in coping the competition in order to be more efficient, effective & productive to offer a better working environment.

Discussions and Conclusions

The transformational leadership has been discussed as the need of the hour in coping the stress of the job. The anxiety & distress faced by the employees have given rise to immense burnout. Therefore in these changing times of digital transformation & work culture shift. The leadership by a transformational leader is a savor in these times considering the usual pattern of laissez faire leadership style which accumulates lots of pressure upon the employees based on digital transformation, job insecurity & rising demands of industry. If a leader supports & communicates the vision &mission effectively giving personal attention and synchronizing the vision with that of employees it becomes

extremely helpful in developing positive mindset of the employees. This is more effective than any kind of leadership as many studies prove its direct positive relationship with job performance, attitude & relationship with stress. In digital era its suitability is evident as the communication of vision & mission by the leader enhances creativity & innovation. According to Neilson & Daniel, this leadership has positive association with the wellbeing which arouses feeling of unity. Social reciprocity theory propounds that those who are supported by leader's also support other's which further reduces intention to leave, burnout, lower job satisfaction, absenteeism& loss of productivity, anxiety, distress & role clarity. Fewer studies have established on coping strategies as per research articles in the reviewed papers. The transformational leadership enhances growth mindset, intrinsic motivation and learning environment for better self-direction and collective learning environment which can also be expanded further for studies.

How Transformational Leadership Helps in Coping job Stress

According to the literature review on the present prevalent job stress. The coping strategies is a less researched field as per Hamad, H. 2015. The transformational Leadership was found to have its direct positive relationship with job stress reduction as it gets resolved when people feel they are being recognized and identified at the personal level. The leader's understand their needs very carefully and then based on social reciprocity theory, follower's emulate their behavior.

When the individuals are motivated intrinsically giving them better clarity it enhances the overall wellbeing. In this difficult time people want to feel secured and concerned by the organization and when such support is extended by the leader they are empowered and feel satisfied and also do not feel unproductive and burned out due to work transformation, digital transformation and digital customizations giving a lifestyle shift. According to the researches in current scenario, the digital era is extremely demanding and needs people to turn from offline to online, the stress levels also require certain level of counseling where leader's provide a support system & personal consideration to foster the performance via creation of organization's knowledge and creative environment. When the employees are collectively put in a learning environment giving it individualized consideration & intellectual stimulation, it becomes much easier to cope the stress arising in the job in the current scenario.

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