TRANSFORMATIONAL LEADERSHIP AND PSYCHOLOGICAL WELLBEING: 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 psychology and emotional situation levels and to address the plight of the employees and contributing to the strategies of leadership to address the current problems in the job setting in the current scenario. An exploratory approach was embarked upon while reviewing the papers that addressed the different dimensions of the psychological wellbeing. 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 mind-set among the workforce. Future recommendations are conspicuously defined regarding the roles & expectations from the job and the how the representatives of organization can help in coping 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, Psychological Wellbeing, Employee Wellbeing, Psychological Satisfaction, Emotional Situation.*

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Introduction

TFL is designed to help embracing the complexity and challenges out of the given opportunity which is associated with the work of the organization. It unlocks the full potential of the employees by effective communication, personalized attention and concern as the vision & mission of organization is not imposed but aligned with the needs & dreams of employees as an individual. The stress is laid upon ethical & moral values that leader unintentionally communicates through action & as his reputation builds up it helps in fostering high quality & effective connection. As the individuals are empowered the influence of authority is genuine which easily helps face any crisis or conflict.

- TFL helps in identifying, nourishing & leveraging the creative self.
- TFL also helps in building resilience and thriving in the changing world.

TFL helps in cultivating the required skill from learning by looking. The mind-set of employees is changed for the betterment of themselves as individual growth and for the organisation excellence which helps in building the commitment as well. The transformational leader possesses the active role listening and feeling of empathy which fosters lasting relationships.

TFL Leaders have the capability of taking control of the whole situation by communicating the clear vision of group goals, inculcating passion for it, which helps in energizing the workforce. This style has the capability of inspiring for the positive, as they have traits that reflect their energy, enthusiasm and passion. These leaders develop common ground for the goal.

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The components of TFL are as follows:

- **Intellectual Stimulation:** TFL have the competency of challenging the status quo as the creativity is encouraged for enforcing new opportunities by creating an environment of learning that fosters creative thoughts & innovative ideas for expanding the imagination & widening the perspective from different angles to enhance ability for better decision making. Its constructs from critical thoughts, problem solving, enhancing creativity & innovation. In the process of intellectual stimulation the assumptions are challenged, risks are taken & the ideas are invited from the follower's. It is also very pleasing experience for the team when they are challenged for igniting new ideas & when more interpersonal & group discussions are conducted.

- **Idealized Influence:** It can influence the follower's to take risk & assume certain set of values with strong beliefs. When the employees identify the leader as their role model due to the charming personality & charismatic aura that is capable of affecting the follower's mind-set by turning their actions productively where they do not fear from any risk as they develop trust, conviction & confidence out of good supervision and they actively face any challenge idealizing what their leader may have done in their place.

- **Individualized Consideration:** It describes the ability of the leader to mentor, prepare, facilitate & motivate two-way communication &feedback. That leader who considers & listens carefully will understand their needs and develop good interpersonal relationship for overall development professionally and for individual growth. The personal attention that one gets, helps in reaping the optimistic outcomes. The elements comprise of feeling of empathy towards employees by understanding their needs. The transformational leader is adaptable, motivating and possesses integrity & compassion. Their humble behaviour gives enough attention for psychological satisfaction that can be attained from the job.

- **Inspirational Motivation:** It is the attitude or behaviour a leader showcases and reflects in his actions following honesty & integrity that goes a long way impacting very strongly of one's character. The people who lead by example by extending their vision by display of strong character of principles and moral values which builds an emotional connection effortlessly. It is the most powerful tool that can help in attracting commitment from the employees as they learn being in your shoes.

    According to Ryff the Psychological Wellbeing consists of 6 dimensions:

    - Autonomy
    - Personal Growth
    - Purpose in Life
    - Environment mastery
    - Positive relationship with others
    - Self-acceptance

    When the higher score is assigned to each of the dimensions it will indicate higher wellbeing.

- **Autonomy:** It is the self-independency on liberty bestowed to any individual in order to have control and governance towards affairs.

- **Personal Growth:** It is an activity of continuous development that a person recognizes in order to have self-development & with each challenging work & learning derived from it.

- **Purpose in Life:** Every individual has some aim or objective which he considers his existential reason whether it concerns his career aim or objective towards his life which acts means to an end.

- **Environment Mastery:** Any activity that involves physical or mental efforts to control happenings in the surroundings. This ability gives us environment mastery.

- **Positive Relationship with Others:** In order to have a happy workplace, one needs to have a good relationship in the work environment where we can accept & celebrate differences and have good communication & understanding.

- **Self-acceptance:** The state of recognition of one's analysis of abilities, shortcomings, strengths & weaknesses.

The study is led by two questions:

- Different dimensions of Psychological wellbeing
- How are the dimensions of psychological wellbeing 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.

Conceptual Framework
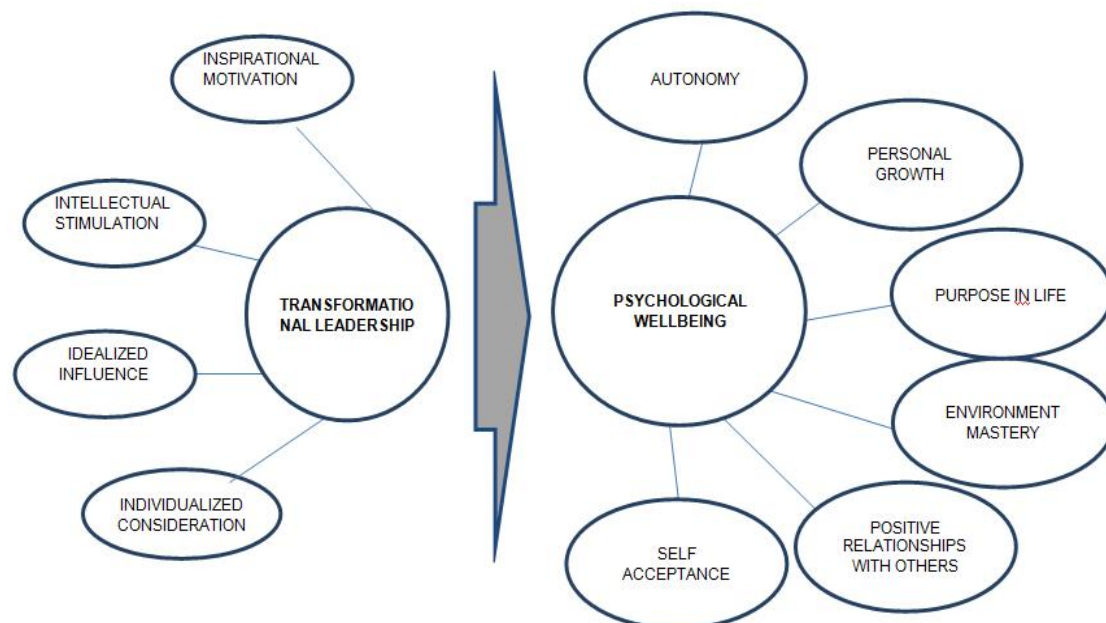
Transformational Leadership and Autonomy

P. Jainproposes to examine the mediating role of job autonomy between Transformational Leadership and Organisational commitment & moderating effect of emotional intelligence between job autonomy and organisational commitment. In the convenience sample from IT industry was obtained which proves the positive relationship between Transformational Leadership and organizational commitment directly or indirectly with mediating role of Job autonomy. The relationship between TFL s

According to **Deanne N . Den,2012**, the two studies addressing personal initiative in study 1 & prosocial proactive behaviour in study 2 have been addressed. It has been observed that high autonomy results in higher proactive behaviour where TFL results in higher self-efficacy& vice versa. This is a three way interaction that has been positively proven between Proactive behaviour, autonomy and self efficacy.

Transformational Leadership and Personal Growth

According to **HHM Tse, MLTO, WCK Chiu 2018**, the model was tested to find the link between TFL & employee creativity using sample of 240 middle level managers and front line supervisors in Chinese company. The moderator & mediator based study showed that TFL had that personal control & employee creative personality acts as a psychological mechanism influencing the relationship between TFL & employee creativity as well.

J. Atan, 2019 proposes that TFL style is very effective in enhancing the competence level positive relationship with personal control & also positive impact on their creativity. The observations indicated & productivity & performance level in the organisation. The sample of 232 supervisors at food manufacturing industry was taken in order to know the role of TFL style in improving the employee's competency. In today's age it is very appropriate to consider means to improve the performance. The supervisory level, departments & sections in the production line helped us analyse the effect the effect of TFL on becoming more competent. The statistical analysis & hypothesis testing & the support of packages such as SPSS, PLS-SEM, SMARTPLS version3.0 helped in confirming significant relation between employee competency and organisation performance.

Transformational Leadership and Purpose in Life

Phong Bale proposed the importance of innovation capability in current unpredictable environment and find the relation of TFL with innovation & psychological capital & its dimensions with innovation with cross sectional design using SEM on 379 participants in 89 manufacturing & service firms. The paper indicated significantly positive influence of TFL on radical & incremental innovation. The mediation of individual & psychological capital has been proven on innovative capabilities.

R Miao indicates the transformation in industry from mere focus on factor & investment to a shift of focus on innovation & talent. The strategic HRM (SHRM) & High Performance work system (HPWS) comes handy in enhancing core competencies. The paper explores the sample of 266 employees in 61 departments & its high performance work system on creativity of employees with mediation of work wellbeing. It has also been found that TFL moderates the indirect relationship of HPWS on employee creativity. The observations indicated that control & commitment based HPWS have positive relations with employee work wellbeing, and further Worker's wellbeing affects employee's creativity positively. This research promotes employee creativity in field of SHRM where moderation & mediation of factors proves its significance.

Transformational Leadership and Environment Mastery

According to **Erwin**, the analysis of the 290 employees from Maritime College have been observed for finding effect of TFL, Competence & compensation on work motivation & its effect on performance of Lecturers. The hypothesis through SEM proved the above relation directly with work motivation & Lecturer's performance.

Eun-Jee Kim explores the relationship between TFL with organisation climate, knowledge sharing behaviour and organisation learning on sample of 282 employees from many companies in South Korea. The descriptive statistics & correlation have been provided using SEM to test hypothesis & make model comparisons. The study proves positive direct effect of TFL on the above factors whereas organisation commitment affects knowledge sharing behaviour, organisation climate and organisation learning directly whereas Knowledge sharing behaviour also impacts the organisation learning positively. It has been advised to pay more attention on knowledge sharing behaviour & learning to maintain & strengthen the same as organisational efforts plays a significant positive role.

Transformational Leadership and Positive Relations with Others

According to **Sangeeta Sahu**, the findings of a study examines the relationship between transformational leadership and intention to leave through the mediating role of employee engagement, employer branding, and psychological attachment. The psychological attachment were assessed in an empirical study based on a sample of 405 full-time employees working in information technology (IT) organizations in India. The data which were obtained using Google doc and a printed questionnaire was analysed through structural and measurement model. The results indicate that transformational leadership style directly influences employee intention to leave and also mediated by employee engagement. The leadership is also related with psychological attachment in mediation of employer branding. The implications of the study are of utmost importance for Indian IT industries facing high voluntary turnover in recent times.

Transformational Leadership and Self Acceptance

According to **Bilal Afsar**, this study examines how nurse managers' transformational leadership relates to innovative work behaviour of subordinate nurses through creative self-efficacy, trust in supervisor, and uncertainty avoidance. On the basis of an interactional approach, this study hypothesized that (a) there is an interaction between transformational leadership, trust in supervisor, and uncertainty avoidance that affects innovative work behavior, such that transformational leadership has the strongest

positive relationship with innovative work behavior when nurses have high levels of trust and uncertainty avoidance; and (b) creative self-efficacy mediates the effect that this three-way interaction between transformational leadership, trust in supervisor, and uncertainty avoidance has on innovative work behavior. In Study 1, we used a time-lagged research design, collecting multisource data from 322 nurses and their respective head nurses(supervisors), working in public sector hospitals. The results of Study 1 supported our hypotheses. In Study 2, we used a more temporally rigorous research design in which data were collected in three stages, with a 3-month time interval separating Stages1 and 2, and Stages 2 and 3. On the basis of the time-lagged and multisource data from 371 nurses and their respective head nurses (supervisors), from private sector hospitals, we found that Study 2 produced the same results as Study 1.

Discussions and Conclusions

The transformational leadership has been discussed as the need of the hour in coping the stress of the job and maintaining psychological wellbeing. The anxiety & distress faced by the employees have given rise to immense burnout which needs urgent attention for employee as well as organisation outcome. In these evolving times when we witness digital transformation & work culture shift, a transformational leader acts as a rescue 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 outlook through different dimensions of this leadership style. This is more efficient than any kind of leadership as many studies prove its direct positive relationship with job performance, attitude & relationship with stress and its relationship also relates positively towards wellbeing of employees in context of positive effect on psychology. 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. The transformational leadership enhances growth mind set, 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 Psychological Wellbeing

According to the literature review on the present prevalent job stress and focus on psychological wellbeing of employees. The coping strategies are 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 through this leadership pattern. The leader's understand their needs very carefully and then based on social reciprocity theory, follower's emulate their behaviour encouraging their psychological wellbeing.

When the individuals are motivated holistically giving them better clarity it enhances the overall wellbeing. In context of this evolving 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 counselling 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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