Title: Transformational leadership role in the relationship between work stress and job performance in public sector of Pakistan

by

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Abstract

Work Stress is a worldwide fact and almost every individual have to face stress. Organizations today are seriously working on the stress management, as work stress contribute to lower job performance of employee, and creating dissatisfaction & high turnover eventually affecting organizational goals and objectives. This paper investigates the role of Transformational leadership in the relationship between work stress and employee job Performance. Transformational leadership, work stress and job performance are measured by 114 middle line Managers of Public sector of Pakistan. Work stress was found to have a negative relationship with Performances. As predicted Transformational leadership have a moderating effect on the relationship between work stress and Performance such that the negative effect of work stress on job performance is reduced. As a research method we used questionnaire, applied to a number of 114 employees along with their superiors from public sector of Pakistan. The main conclusion is that, even if job itself is seen as a stressor, there are other important leadership traits that can moderate the stress and improve the job performances in organization.

Keywords: Work Stress, Transformational Leadership styles, Job Performance
**Introduction**

Research has proved that transformational leadership affects followers’ behavior and job performance. But, still there is need to measure the extent to which transformational leadership can subsidize the work stress in employees and can improves their job performance of employees. The study examines that how employee work stressor such as time pressure, excessive work demand, role conflicts, and ergonomic insufficiencies, problematic customer relationship can affect the job performances specifically with reference to public sector of Pakistan. Because of changing jobs demand, part requests, interpersonal stresses, organizational structure, autocratic leadership style, uncertainty in jobs, employees of Pakistani Organizations are confronting with the high work stress for the last decade. Subsequently, the organizations need to react swiftly towards the change and modify themselves according to the issues of the new era. Hence, an effective leadership to cater the needs of strategic purpose of the organization is essentially required (Higgs, 2002). This study is going to link the role of transformational leadership in reducing the negativity of the relationship between work stress and job performances.

**Statement of the Problem**

Works are diverse in nature some are pleasant and creative, whereas some are demanding and stressful, creative work always leads towards better performances and bring organizational success, but on the other hand stressful work and work environment can cause anguish in the employee and can create negative impact on job performances. Work stress is to be expected in many situations and different people deals with stress in different ways. Excessive work stress, sometimes effect health and well-being and ultimately the employee’s job performance and organizational success both start deteriorating.

**Objectives of the Study:**

Main objective of this study is to find out how transformational leadership can influence the employees to perform well even in the presence of work stress.
Conceptual Background and Hypotheses

Work Stress

Researcher has characterized stress in a differed ways. Primarily it was described as environmental pressure, then as anxiety inside the person and now stress has been defined as the interaction between the circumstances and the people. Work stress is disconcerting influence, or we can say change in one's state of mind or in health occurs because of physical or mental disorder (Kazmi, Amjad, & Khan, 2008). Moreover, any circumstance can become the cause of work stress; so behaviors of individuals in any organization should be modified in a way, which could handle both positive and negative changes with determination (W. Colligan & M. Higgins, 2010).

Stress can also be defined as unwanted reaction of individuals towards the job or any other sort of anxieties. Different research works has discovered that, the major causes of work stress are organizational settings, organizational support, and work burden and they can generate a negative influence on employee physical and psychological well-being (Ganster & Loghan, 2005).

Work stress could be characterized as a passionate, cognitive, behavioral and physiological reaction to the belligerent and destructive parts of work, work environment and organizational atmosphere. It is a condition described by emotions of vulnerability in comprehending undertakings. As such, work-related stress is individuals' response when they need to face a few requests or uncommon undertakings that are out of their capabilities or learning.

Job Performance

The thought and meaning of job performance has gained significant academic examination consideration during the last 15 to 20 years. Scholars agreed that the performance must be recognized as a multidimensional idea. On the most fundamental level one can recognize a methodology angle (i.e., behavioral) and a result job performance. (Borman and Motowidlo, 1993; Camp bell, McCloy, Oppler, and Sager, 1993; Roe, 1999).
Effects of Stress in a Job

Through the years, a considerable measure have been suggested for work stress and it has been unequivocally demonstrated that extraordinary or delayed stress expedites a negative effect on one's mental and physical wellbeing and job performance (Health & Safety Executive, 2001; Cooper et al, 2001). However a reasonable level of stress may be felt in all occupations, some work places have been known to experience more stress contrasted with others. Work Pressure exists in each organization and ended up as reducing level of job performances (R. Anderson, 2003).

What is Transformational Leadership?

Transformational authority (Tl) is a standout amongst the most common leadership style in organizational leadership research. Transformational leaders encourage and motivate their followers in achievement of significant objectives and organizational targets; they empower their followers up to certain limit. These guides help followers to develop and improve; transformational leaders try to satisfy followers’ distinct needs by empowering them and leading them towards goals and objectives of the organization (Bass &Riggio, 2006).

Bass (1985) theorized the transformational leadership arises from genuinely held personal standards which can influence to the subordinates’ sense of moral obligation and values are part of transformational leadership style (Chan, 2005). The transformational leaders try to motivate the emergent or inactive needs of their followers (Chan, 2005). Four types of transformational leadership deeds can influence the followers, which include; charisma, inspirational motivation, personalized thought, and intelligent inspiration (Densten, 1999).

Transformational leaders inspire their followers and motivate them to work with creativity they arouse a team vision in their followers through affirmative motivation. The transformational leader believes their followers to be problem solving and community-oriented (Engel, 2003). Transformational leader’s shows genuine interest in the needs and issue of their subordinates’ and treat them with admiration and encouragement. They try to apply a supple approach towards subordinates (Schwarzwald, Kieslowski, Agassi, 2001).
**Justification and Likely Benefits**

Though from research it has been cleared that transformational leadership effects follower performance but still there is insufficient research to measure the extent to which leadership can moderate the negative relationship between stress and job performance of employees.

This research will be helpful for all organizations that are facing low productivity due to bad impact of work stress on their employee’s job performance. This study will not only highlight the negative impact of work stress on job performances but also explore the characteristic of transformational leadership through which a leader/Manager can motivate his team and can become helpful in reducing their work stress level and ultimately improving job performances.

**Significance of Study:**

Role of transformational on the relationship between work Stress and job performance is significant and has direct impact on success of organizations. The main focus of this study is to create link between two relationships, the first is the relationship between Work-stress and Job Performance and second is the active role of Transformational Leadership in moderating the negative relationship between work Stress and job performance. Poor job performance has long been considered as a result of different organizational Factors including work Stress. Previous literature did not specify the moderating effect of Transformational Leadership on relationship between work Stress and Job performance.

This study will contribute towards the literature on how work stress can be subsidized and job performance level can be improved by examining the transformational leadership as a moderator. If the degrees to which different factors are associated with job stress vary across organizations, then it follows that transformational leaders can help to subsidize employees’ work stress level by improving their self-confidence, control and their belief and appreciation regarding the long term benefits and developmental opportunities hidden in challenges. As a result their job performances will start improving.
Hypothesis of Study:

Hypothesis 1: Transformational Leadership moderates the negative relationship work stress and job performance in such a way that when leadership is highly effective, job performance is also high than when it is low

Hypothesis 2: there is a positive relationship between work stress and job performance

Work & Methodology:

Research Design: The survey research design method was used in this study. A purposive random sampling technique has been used where questionnaires were distributed, for the variables, quantitative method was chosen in order to make reference to situation as they exist in real life and it is relatively economical in terms of time and resources

Sample Description:
The sample of this study will included 100 employees along with their superiors from public sector of Pakistan.

Research Instrument: The 5-point likert scale method will be used for the collection of data. The content of the questionnaire for the dependent variables were adopted for this study developed by the University of the Fraser Valley (UFV) British Columbia, Canada, (2011)