RELATION BETWEEN STRESS LEVEL AND TRANSACTIONAL LEADERSHIP STYLE OF A LEADER

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Abstract : The study identifies the relation of stress level incorporated with the transactional leadership style of the leader. This is an exploratory study to examine the stress level of leader using transactional leadership style. A survey was conducted on 30 head of departments from educational sector of Gurugram Region. Leadership Questionnaire developed by Donald Clark and Stress Questionnaire by A. Pines and E. Aronson has been used. Researcher has used Regression analysis as a tool to find the relationship between level of stress and leadership style. A limited sample size might be the limiting factor in analyzing the relation between stress and leadership style. In its wider scope the sample of leaders from other organizations could also be included. The study has revealed that there is a very marginal negative correlation between the leadership style and the stress level of the leader which is non-significant. The Graph plotted shows the scattered data and the trend line is very less curved in opposite direction. The value of R also shows that there is no significant relation between both the variables.

Keywords- Stress, Charismatic, Multidisciplinary, Transactional

I. INTRODUCTION

Leadership is a task through which one person motivates others to fulfil the mission and provide the path to the company that creates an environment of unity.

Transactional leadership style is more concerned with maintaining the normal flow of operations. It concentrate more on short term profits and targets. Transactional leadership can be defined as "to help the boat to swim in the water." The term "transactional" refers to the fact that this type of leader essentially motivates subordinates by exchanging rewards for performance. A transactional leader do not take a company to the leadership position by strategic actions but these are concerned with smooth work of the company.

Majority of leadership models and practices were based on transactional processes that focused on exchanges between the leader and followers, such as promotions for performing excellent work or punishment for being late. Transformational leaders changes the basic system and culture to create something new. **(Tichy, Ulrich, 1984).** It is completely different from transactional leaders who just walk according to the company's mission, structure and resources. Few researchers have examined the ways in which the field of leadership is evolving and the consequences of its evolutionary path for the models, methods and other qualitative researches, cross cultural patterns in leadership etc. Stress is one of the important factor that is directly related to the leadership style the leader chooses. Many researches have been conducted to explain the leadership qualities, effectiveness, characters, traits but it is essential to understand the other aspects of leadership also. Here researcher will try to identify the relation between stress levels associated with transactional leaders.

II. LITERATURE REVIEW

Jago, 1982 states that "Good leaders are not born but made. By willpower and desire anyone can be a leader. They are made by a continuous work of self-analysis, education, coaching and quality experience.

U.S. Army, 1983 studied leadership in depth. One of their definitions is "A process by which a person influences others to accomplish a mission."

Northouse, 2007 described leadership as a process where an individual influences a group of individuals to achieve a common goal.

Shelley E. Taylor, University of California, Los Angeles, CA, August 24, 2012 added that as leaders ascend to more powerful positions in their groups, they face ever-increasing demands. As a result, there is a common perception that leaders have higher stress levels than non-leaders. However, if leaders also experience a heightened sense of control— a psychological factor known to have powerful stress-buffering effects—leadership should be related with reduced stress levels. Using unique samples of real leaders, including military officers and government officials, we found that, compared with non-leaders, leaders had lower levels of the stress hormone cortisol and lower reports of anxiety. Leaders holding more powerful positions exhibited lower cortisol levels and less anxiety than leaders holding less powerful positions, a relationship explained significantly by their greater sense of

control. Altogether, these findings reveal a clear relationship between leadership and stress, with leadership level being inversely related to stress.

Zeitchik, 2012 stated that Leadership is inspiring others to pursue your vision within the parameters you set, to the extent that it becomes a shared effort, a shared vision, and a shared success.

Kruse, 2013 writes that Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal.

TRANSFORMATIONAL LEADERSHIP

A transformational leader beyond managing daily operations creates different strategies for employee, department and company's growth. A Transformational leader motivates employees, collaborate with them and makes the change process worth accomplishing.

Transformational leadership was introduced by **Downton (1973),** but it was clearly defined by **James Burn (1978).** Burn observed that mainly the leadership process followed was transactional which concentrates on reward system between leader and follower like, promotions, salary hike for the completion of task and punishment for low performance. In contrast to it transformational leader creates relations with their subordinates, motivates them and raise the morality level in them.

Den Hartog (1999) suggested that if a leader is a good communicator, their specific behavior might be different. I.e. according to him a good communicator is not always a transformational leader.

Bernard M Bass (1999) discussed transformational leadership as a leadership style in which the leader helps follower to move one step forward from self-interests with the help of idealized influence **(charisma),** inspiration, intellectual stimulation, or individual consideration. It increases the follower's maturity level and transfer them towards achievement, self-actualization, and the well-being of others, the organization, and society. When a leader shows a vision of success, formulate success plans, set example to follow the plan, provide high standards of performance and demonstrate determination and confidence, these are the characteristics of a Charismatic and inspirational leadership. Todays' employees are in need of this type of leader. When a leader helps followers to be more creative and and innovative, this is character called Intellectual stimulation of a transformational leader. When leaders concentrates towards followers' development, supports and coach them, it is called Individualized consideration. These leaders manifests the assignments as growth opportunities.

Kent (2001) and Kent (2004) tried to explain transformational leadership behavior. His studies concluded five types of behavior through Leadership Behavior Inventory or LBI, which describes transformational leadership. They are Visualizing Performance, empowering the employees, communicating for meaning, managing one's self, care and recognition. Some of these behaviors may correlate with the attributes of the GLOBE study. For example, Visualizing Performance from the LBI may be related to foresight and motivational attributes, Empowering the employees may be related to encouraging employees, Communicating for Meaning from the LBI may be related to communicative, Managing One's Self may be related to trustworthy, dynamic, and positive, and Care and Recognition from the LBI may be related to encouraging and confidence builder.

Transformational leadership not only works individually but in groups also. Members of transformational teams care about each other, intellectually stimulate each other, inspire each other, and works for the team goals together. It is observed that transformational teams are high-performing.

TRANSACTIONAL LEADERSHIP

A study on thermal power station of NLC:

The analysis of the self-reported leadership styles of executives reveals that 84 out of 162 top level executives claim that they are transformational leaders and nearly 47 per cent of the executives working in corporate office are transactional leaders. Around 53 per cent of the executive working in Mines also report that they follow transformational leadership styles. No executives have reported that they have both transactional and transformational behaviors.

The analysis of the personal, professional and family characteristics of the executives in terms of their leadership styles shows that the executives who have put in more number of years of service in Thermal Power Stations of NLC are transformational. The executives whose spouses are employed and who have more number of dependents in the family are transactional leaders. The executives whose parents are educated and who have put in more number of years of service in the Mines of NLC claim that they follow transformational leadership style. It is also inferred that the executives whose family income is relatively more are transactional leaders in the Mines of NLC. The executives who are relatively aged and educated with MBA degree report that they are transformational.

David Ingram investigated that transformational and transactional leadership are polar opposites when it comes to the underlying theories of management and motivation.

Eryn Travis, stated in his leadership articles and studies, the transactional style is usually juxtaposed with the transformational style, with the latter presented as more of the ideal. The transactional leadership style is more a management process rather than leadership, this is more used for small business at times. The best leader understand to use different leadership styles at different working conditions.

Burns (1978) found transactional and transformational leadership style completely different. Transactional leadership theory described by him posited the relationship between leaders and followers as a series of exchanges of gratification designed to maximize organizational and individual gains. Transactional leadership evolved for the marketplace of fast, simple transactions

among multiple leaders and followers, each moving from transaction to transaction in search of gratification. He argued that transactional leadership practices lead followers to short-term relationships of exchange with the leader.

Bass, 1985 expanded on the transformational and transactional models by noting they were more of a continuum, rather than two separate entities and the results of Laissez-faire was also the same.

Bass 1985; 1990; Transactional leadership focuses on the exchanges that occur between leaders and followers These exchanges allow leaders to accomplish their performance objectives, complete the given work, to maintain the present company situation, inspire subordinates by contractual agreement, reactions of subordinates after achieving targets, to motivate for external perks, to remove the risk and to concentrate on company's profits.

Bass, 1985; Hater & Bass, 1988 added that the market needs opposite relation, inconsistency, acceptance, cost- profit analysis. Actual proofs states that there is a relation between transactional leadership and efficiency.

Conger, 1999; Conger & Hunt, 1999; Hunt, 1999; Shamir & Howell, 1999 noted the difference between three leadership theories involves the subject of charisma

Bass & Steidlmeier, 1999 discussed the relation of ethics and transactional leadership. They surveyed the relation of ethics and leadership style and its effect on subordinates and corporate social responsibility.

Beyer, 1999; Yukl, 1999 criticize transactional leadership theory because it utilizes a one-size-fits-all universal approach to leadership theory construction that disregards situational and contextual factors related organizational challenges

Bass & Riggio, 2006 criticized transactional leadership and believe that transactional relationships tend toward shallow, temporary exchanges of gratification and often create resentments between the participants.

Bass & Riggio, 2006 surveyed that Transactional leadership involves exchanges between leaders and followers designed to provide benefits to both. Managers motivate subordinates by instant perks and training.

Groves and LA Rocca, 2011 studied both transactional in the context of ethical behavior.

Liu et al, 2011 investigated the relation of transactional leadership and creativity. The researcher concentrated on the role of emotional labor and team efficacy. The researcher explained the inevitable importance of emotional labor and team efficacy. The introduction of emotional labor and team efficacy as important factors in the relation of transactional leadership and team innovations. The researcher identified a negative relation between transactional leadership and team innovations. The research explained teams, innovations, transactional leadership, emotional labor and team efficacy. The researcher explained that transactional leadership can harm the innovations and creativity of the team. The researcher also supposed that emotional labor was a moderating variable.

Liu et al, 2011 surveyed the data from quantitative, objective and confirmatory view. He discussed several implications of their findings. Emotional labor acts as a boundary condition on the relationship between transactional leadership and team innovativeness. This knowledge helps deepen the understanding of the context in which transactional leadership leads to organizational effectiveness. He recommended additional research on transactional leadership and other positive organizational outcomes, and additional research on other possible boundary conditions.

Liu, Liu, & Zeng, 2011; Gunderson et al., 2012; explained about Empirical support for transactional leadership which typically includes both transactional and transformational behaviors.

Sadeghi & Pihie, 2012 quoted that transactional leadership allows followers to fulfill their own self-interest, minimize workplace anxiety, and concentrate on clear organizational objectives such as increased quality, customer service, reduced costs, and increased production.

Leadership has relations with different variables and one of them is Stress. Everyone in today's supercharged workplaces experiences stress.

STRESS

Helpguide.org writes that stress is your body's way of responding to any kind of demand or threat. After identifying the danger, the body kicks rapidly, automatically known as "fight or flight" and also called stress response. But after a limit stress is dangerous for health, mood, work, relations and quality of life.

Stress results when demands exceed resources. Leadership is often viewed as highly stressful.

Classic Harvard Business Review article, psychologist Harry Levinson noted that "managing others... creates unending stress ... Today's managers face increasing time pressures with little respite". Now, researchers and authors have developed the stress managing tools which are widely used in companies.

Michael Campbell Jessica Innis Baltes André Martin Kyle Meddings - Eighty-eight percent of managers revealed their work as the main source of stress and they do not want to be promoted as the position increases the stress.(75 percent). 65 percent leaders says that before 5 years their stress level was lower.

Now the confusion is "Can leaders manage stress?" Well, based on their participants, about 85 percent believe they manage stress effectively. 28 percent leaders feel that their company helps them to decrease their stress level.

Many managers feel that they cope up with stress easily than also they need health and fitness training (84 percent) and also a coach to manage stress (79 percent). It means that many leaders show that they can cope with stress but are not able to handle it actually.

As the responsibilities increases so as the stress. Most stress increasing responsibilities are creating relationships, solving grievances, taking decisions and other work related issues. It also include development of followers and to work in limited resources. Many managers states that travelling, working hours and working environment are also stress creating factors.

Gary D. Shermana, Jooa J. Leea, 2012 despite longstanding interest in this issue, the nature of the leadership–stress link among humans remains unresolved. The author assumes that leaders possess low stress as they have all the resources to defeat the stress. The author assumes that leaders have less stress because they have proper channels to cope with stress. In particular, holding a leadership role boosts one's sense of control, a psychological resource known to have a stress-buffering effect. Leaders do not possess equally low stress levels. Leaders having more authority deals with stress easily and they have better controlling power which creates the balance of leadership style and stress. The survey done by these researchers also revealed that the leaders are stressed due to the thought of their responsibilities rather than the number of subordinates.

III.   RESEARCH GAP:

Several researches have been conducted on leadership style and stress level but very few studies have been conducted on relationship between stress level and transactional leadership style of a leader. The studies conducted to relate in general leadership with the stress level are contradictory to each other and all authors have different views. So, this study will help to clarify the relation between transactional leadership style and stress level of the leaders in educational institute of Gurgaon Region.

IV.   OBJECTIVES OF THE STUDY

•   To explore the relationship between Stress level of leaders and their transactional leadership style in Educational institutes of   Gurugram Region.

V.   RESEARCH METHODOLOGY

Type of study: Exploratory research.
Population and location of study: Principals, Coordinators and Head of Departments of Private Schools of Gurgaon Region.
Industries: As leaders are available in each and every field, researcher confines the study to Education Industry of Gurugram Region.
Source of Information and Data Collection Method: Primary data was collected through structured questionnaires. The Questionnaires consists of three parts:
Part I: It consists of general information about the respondents such as their age, name of organization, designations, educational qualifications, gender and experience of a person.
Part II: The second part of the questionnaire will measure the level of comfort of the leader with transactional leadership style with the help of questions developed by "Donald Clark" "A Big Dog, Little Dog and Knowledge Jump Production".
Part III: The third part of questionnaire will measure the level of stress of the leader "Am I Burned Out" developed by "A. Pines and E. Aronson", "Why Managers Burn Out," Sales & Marketing Management, February 1989, p. 38.

VI.   VARIABLES

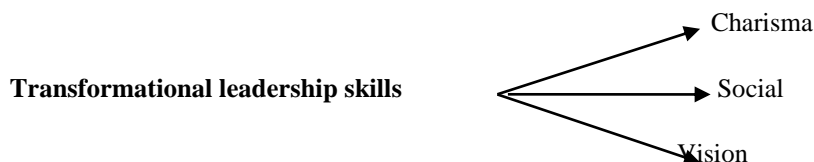**Dependent and independent variables of proposed study:**

Dependent Variable	Independent Variable
Stress Level	Transactional Leadership Style

Control Variables:
There are many other variables which may influence the Stress level of the leader like Position viz. Income, nature of work, superiors, Working Conditions and many other but in present study we are considering that they have no influence on stress level of the leader. So, all these variables are control variables.

VII.   DATA ANALYSIS
The Researcher has used the Questionnaire formulated by Donald Clark which uses questions related to three leadership styles i.e. transformational leadership style, transactional leadership style and laissez faire leadership style. Each leadership style has been divided into their related factors as follows:
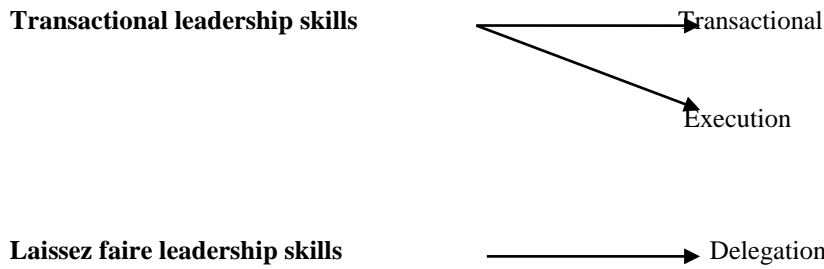
Transformational leadership skills
→ Charisma
→ Social
→ Vision

Transactional leadership skills   Transactional

                                              Execution

Laissez faire leadership skills   Delegation

TABLE 1: Table below shows different Leadership factors and Respondents (in Number and %) :

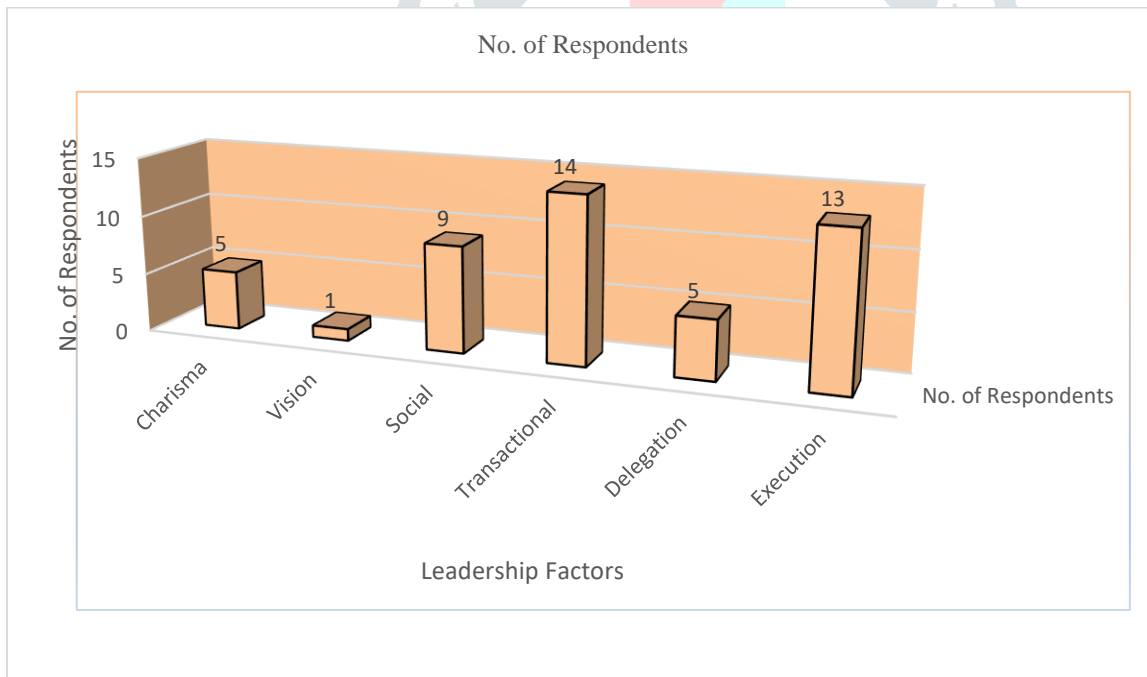| LEADERSHIP FACTORS	RESPONDENTS (In Number)	RESPONDENTS (In %)
CHARISMA	5	16.67
VISION	1	3.34
SOCIAL	9	30
TRANSACTIONAL	14	46.67
DELEGATION	5	16.67
EXECUTION	13	43.34

FIGURE 1: LEADERSHIP FACTORS V/S NO. OF RESPONDENTS

X AXIS: Leadership Factors   Y AXIS: No. of Respondents
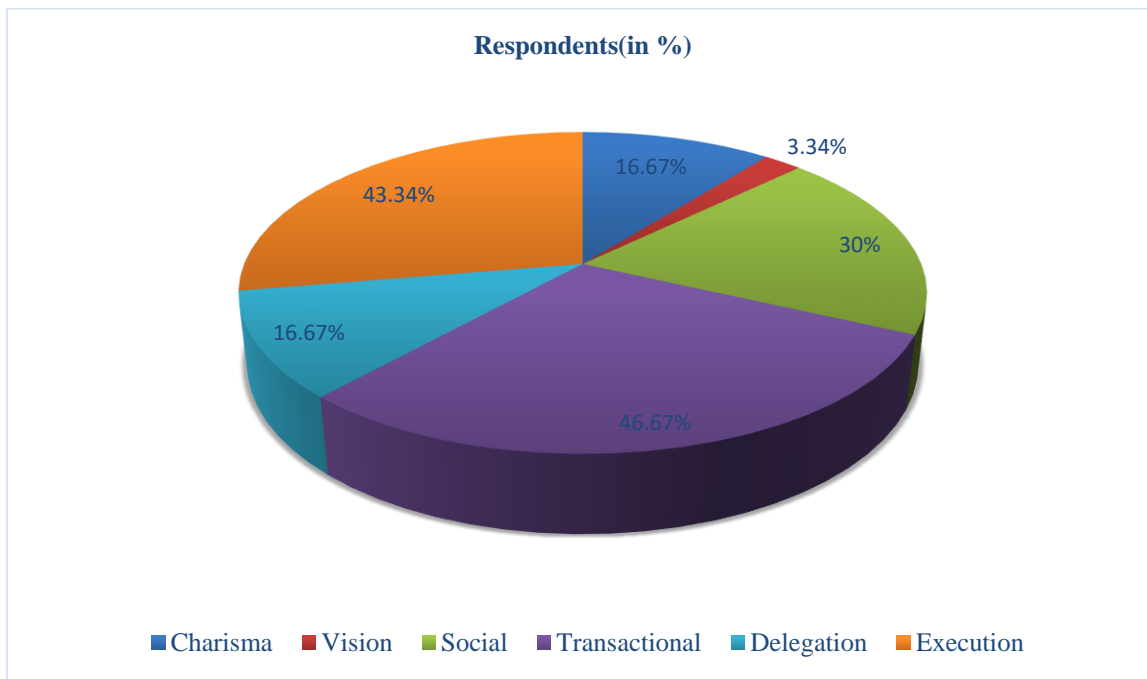
FIGURE 2: LEADERSHIP FACTORS V/S % OF RESPONDENTS

From the above Table and Figures it is observed that a high no. of respondents uses **transactional leadership factor.** Next majorly used leadership factor is **Execution** which also is a factor of **Transactional Leadership style**. The least used leadership factor is **Vision**.

TABLE 2: Few other observations from the survey are as follows:

No. of Respondents opted for **only Charisma**	2
No. of Respondents opted for **only Vision**	0
No. of Respondents opted for **only Social**	0
No. of Respondents opted for **only Transactional**	7
No. of Respondents opted for **only Delegation**	2
No. of Respondents opted for **only Execution**	5
No. of Respondents opted for **Social and Execution Together**	4
No. of Respondents opted for **Social and Transactional Together**	3
No. of Respondents opted for **Transactional and Execution Together**	4
No. of Respondents opted for **Social and Delegation Together**	2
No. of Respondents opted for **Transactional and Delegation Together**	2
No. of Respondents opted for **Social and Charisma Together**	2
No. of Respondents opted for **Charisma and Execution Together**	1
No. of Respondents opted for **Delegation and Execution Together**	1

No. of Respondents opted for **Vision and Transactional Together**	1
No. of Respondents opted for **Vision and Delegation Together**	1

After observing every factor individually as well as collectively it has been found that respondents have opted majorly for Transactional Leadership Style.

VIII.   MAJOR HYPOTHESES:

H_0**:** There is no association between transactional leadership style and stress level of a leader.

IX.   ANALYTICAL TOOL FOR STUDY

The researcher used Regression analysis to analyze the relation between both the variables. The purpose of regression analysis is to determine the correlation between transactional leadership style and stress level of the leader. It will further help to identify whether the null hypothesis is rejected or not.

$$Y = a + bx$$

Y = Dependent Variable
X = Independent Variable
a = a constant which refers to the intercept of trend line

b = a constant which refers to the slope of trend line

$$R = \sum ((x-\bar{x}) \, (y-\bar{y})) / \sqrt{\sum (x - \bar{x})^2 \, \sum (y - \bar{y})^2}$$

R = Coefficient of correlation

Regression equation of y on x =

$$B = r \, (s_y/s_x)$$

B = regression coefficient of y on x

$$s_y = \sqrt{\sum \left(\frac{(y-\bar{y})^2}{n-1}\right)}$$

$$s_x = \sqrt{\sum \left(\frac{(x-\bar{x})^2}{n-1}\right)}$$

$$\sum x = 1674$$

$$\bar{x} = 55.8$$

$$\sum x - \bar{x} = 2.16$$

$$\sum (x - \bar{x})^2 = 1620.8$$

$$\sum y = 82.76$$

$$\bar{y} = 2.75$$

$$\sum y - \bar{y} = .27$$

$$\sum (y - \bar{y})^2 = 181.202$$

$$(x-\bar{x}) \, (y-\bar{y}) = -32.628$$

$$R = -\, 32.628/\sqrt{1620.8} * 181.202$$

$$R = .0602$$

$$R^2 = .00362$$

$$s_y = \sqrt{181.202}/29$$

$$s_y = 2.4996$$

$$s_x = \sqrt{1620.8}/29$$

$$s_x = 7.475$$

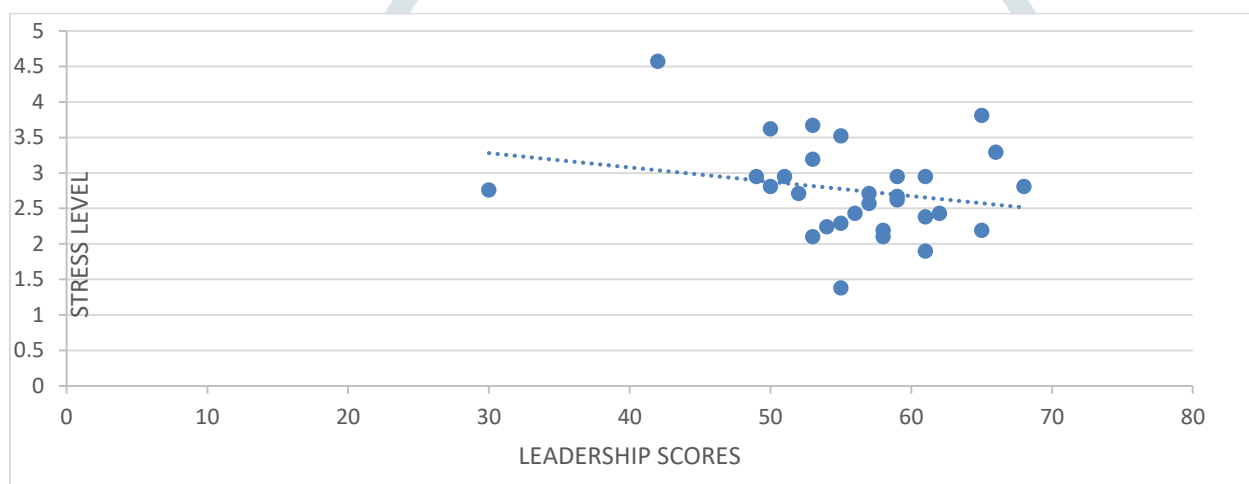$$B = .0602*(2.4996/7.474)$$

$$B = .02013$$

FIGURE 3: (RELATION BETWEEN TRANSACTIONAL LEADERSHIP STYLE AND STRESS LEVEL OF LEADERS)

X AXIS: **On X axis the Leadership Scores obtained by the leaders are plotted.**
Y AXIS: **On Y axis the stress level measured is plotted.**

X.   RESULT AND DISCUSSION

It is clear from Figure 3 (scattered chart and the trend line between transactional leadership style and the stress level of leaders) that there is a very marginal negative correlation between the leadership style and the stress level of the leader which is non-significant. It is also clear from the value of R = .0602 and the value of R^2 = .00362 that there is no significant relation between both the variables.

So, the hypothesis is accepted. Hence, there is no significant relationship between transactional leadership style and the stress level of a leader.

XI.   CONCLUSION

Data collected includes the respondents from different leadership styles but after analyzing the data it has been observed that majority of respondents opted for Transactional Leadership style. So, Firstly it has been concluded that in present scenario majorly in Educational Institutes Transactional Leadership style has been utilized. The present study secondly investigated the relation of stress level with transactional leadership style. As the value of R and R^2 is very low, so we can conclude that **there is no significant relation between transactional leadership style and the stress level of the leader.** It can be concluded that there are many factors which can affect the stress level of leaders like their family problems, relations with colleagues, career growth, salary, working conditions etc. which are taken as controlled variables in this study.

XII.   FUTURE AVENUES OF RESEARCH AND LIMITATIONS

If we take different sample size and another organization then the result may be different. If we consider few other factors like salary, career growth, family background etc. as dependent or independent variables, the result may be different. There are some

limitations to this study. The relative small sample size from leaders from limited sectors may not represent the general population. The result offers practical implications that as the leadership style of leader changes, his stress level also changes accordingly. The researcher used regression analysis for determining the relation between variables but other statistical tools can also be used for the same purpose.

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