



Effect of **Leadership Styles** on **Psychosocial** Health

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Content

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 - Transformational Leadership
 - Paternalistic Leadership
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Leadership and Employee Wellbeing

PSYCHOSOCIAL HAZARDS

Job content	Lack of variety or short work cycles, fragmented or meaningless work, under use of skills, high uncertainty, continuous exposure to people through work
Workload & work pace	Work overload or under load, machine pacing, high levels of time pressure, continually subject to deadlines
Work schedule	Shift working, night shifts, inflexible work schedules, unpredictable hours, long or unsociable hours
Control	Low participation in decision making, lack of control over workload, pacing, shift working, etc.
Environment & equipment	Inadequate equipment availability, suitability or maintenance; poor environmental conditions such as lack of space, poor lighting, excessive noise
Organisational culture & function	Poor communication, low levels of support for problem solving and personal development, lack of definition of, or agreement on, organisational objectives
Interpersonal relationships at work	Social or physical isolation, poor relationships with superiors, interpersonal conflict, lack of social support
Role in organisation	Role ambiguity, role conflict, and responsibility for people
Career development	Career stagnation and uncertainty, under promotion or over promotion, poor pay, job insecurity, low social value to work
Home-work interface	Conflicting demands of work and home, low support at home, dual career problems

Almost all of the psychological hazards are related to management.

Effective leadership positively affects the attitudes and **safe behaviors of employees** regarding their health and safety (Zohar, 2002; Hansez and Chimiel, 2010).

Transformational Leaders

Considered to be highly effective agents in the workplace who are concerned about **the well-being** of their employees.

- Idealized influence
- Inspirational motivation
- Intellectual stimulation
- Individualized consideration



- **'An interest to individual employee, which is inherent in the nature of transformational leadership, was effective in creating a positive health and safety culture in the organizations** (Kelloway, 2006).
- Transformational leadership **predicted positive safety climate** in an industrial organization (Kılıç, Vatansever ve Işık, 2014).



Paternalistic Leadership

- Creating a family atmosphere in the workplace
- Establishing close and individualized relationships with subordinates
- Getting involved in the non-work domain
- Expecting loyalty
- Maintaining authority/status



- Investigating contingencies under which **PL yields positive organizational outcomes** is an **important agenda for future research** (Aycan, 2014).
- Commonly practiced in Asian, Middle-Eastern, Latin American and African organizations.
- Preferred as a managerial style in Turkey (Pellegrini ve Scandura, 2006).
- Paternalistic leadership prediction of positive safety climate is very low in an industrial organization (Kılıç, Vatansever ve Işık, 2014).



Objective

To explore **the relation between** the employees exposure to **psychosocial hazards and their wellbeing** and **the role of transformational and paternalistic leadership** styles in this relation.



Method

- Participants were reached by convenient sampling.
- 136 responses for web based questionnaire.
- 7 participants were excluded.

Değerli Katılımcı,

Bu soru formu, çalışırken karşılaştığınız psikososyal tehlike barındıran unsurları belirlemek ve bu olası tehlikelerin üzerinizde nasıl bir etkisi olduğunu araştırmak amacıyla hazırlanmıştır. Soru formunu doldurmanız tamamen gönüllük esasına dayanmaktadır. Kimliğinizi belirlemeye yönelik hiçbir amaç ve buna yönelik hiçbir soru bulunmamaktadır. Sizden istenen bazı bilgiler, çalışma bulgularının nasıl bir dağılım gösterdiğini daha iyi anlamak ve çözüm yollarını araştırmak içindir. Bulguların bilimsel bir şekilde değerlendirilebilmesi için yaş, cinsiyet ve göreviniz ; anlamlı bir şekilde değerlendirilip yorumlanabilmesi için ise vardiyalı çalışma, yönetim sorumluluğunuz vb olup olmadığı gibi kişisel bilgiler sorulmuştur. Veriler araştırmacılar tarafından hiç bir kişisel veri kullanılmadan analiz edilerek, sonrasında mesleki ve akademik amaçlarla yayınlanacaktır.

Araştırma ile ilgili soru, öneriniz olması ve araştırmayla bilgi almak isterseniz lütfen Tekirdağ Namık Kemal Üni. den Çiğdem Vatansever (cvatansever@nku.edu.tr) ile iletişime geçiniz.

Soru formunun tamamlanması yaklaşık olarak 10-15 dakika sürmektedir.

Soru *

Araştırmaya kendi isteğimle katılıyorum.



Measures

- **Multifunctional Leadership Style Inventory** (Bass & Avolio)-Individualized consideration – 4 items

“It is important for her to develop others and to teach them new things”

- **Paternalistic Leadership Inventory** (Aycan,2013)

(My current leader / manager ..) “...is prepared to act as a mediator whenever an employee has problems in his or her private life.”

- WHO – General Health

(Over the last two weeks) “I have felt calm and relaxed”

- COPSQQ-3 Turkish - short form ✓

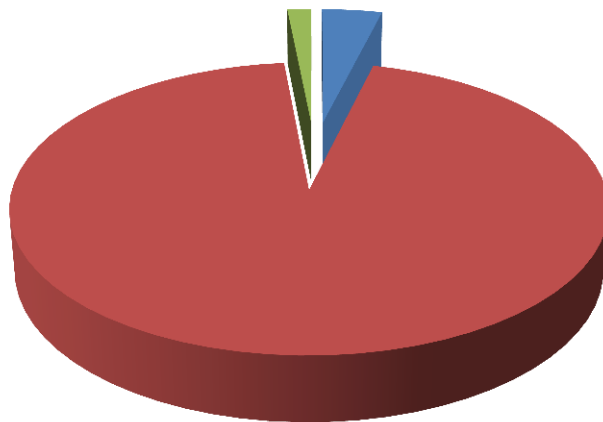
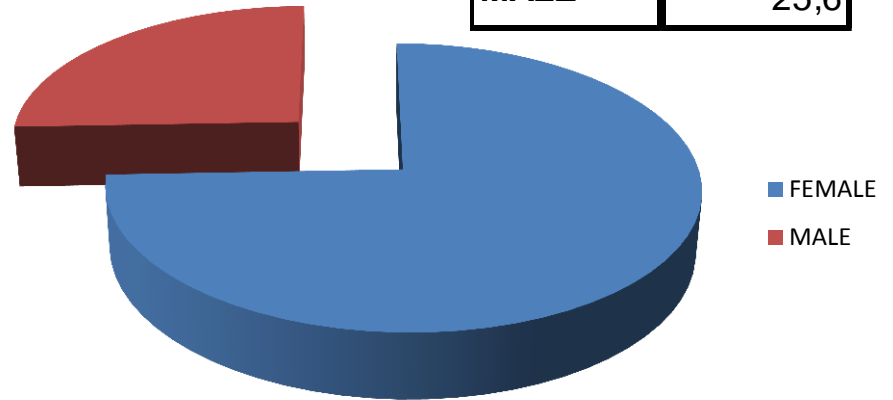
Results

Sample

N= 129

AGE	Mean	36,5
	Range	24-53

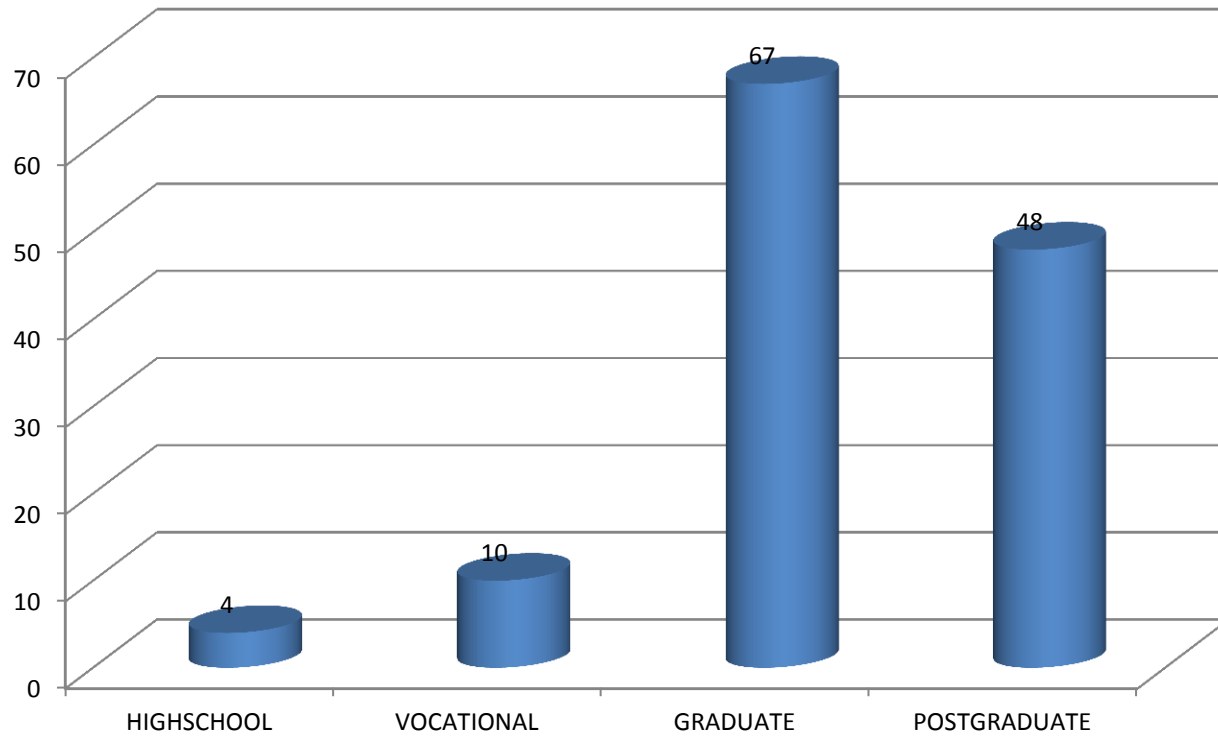
%	
FEMALE	74,4
MALE	25,6



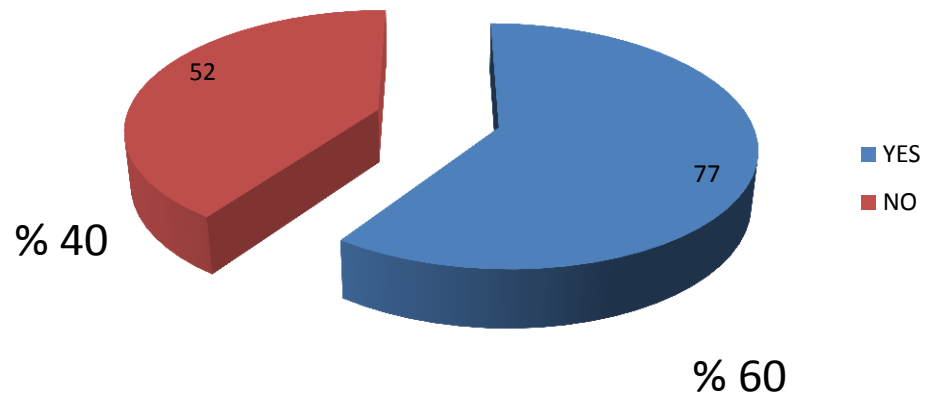
- GOV
- PRIVATE
- NGO

%	
GOV	3,9
PRIVATE	94,6
NGO	1,6

EDUCATIONAL LEVEL



MANAGERIAL ROLE



Exploratory Factor Analysis

- **Transformational L.** 1 factor ($\alpha=.91$)
- **Paternalistic L.** 2 factors
 - Benevolent ($\alpha=.89$)
 - Exploitative / Authoritarian ($\alpha=.84$)
- **WHO – 5** 1 factor ($\alpha=.87$)
- **COPSOQ – III** ($\alpha=.79$)

Correlations

	Work pace	Insecurity over working conditions	Emotional demands	Trust	Possibilities for development	Meaning of work	Job Satisfaction	Influence at Work	Work life conflict	Work life conflict-NEG	Insecurity over employment	Quality of Leadership	Quantitative Demands	Predictability	Role conflict	Role clarity	Recognition	Sense of Community	Social support
TRANSFORMATIONAL L.					,301**	,289**	,583**		-,271**	-,324**	-,205*	,649**		,490**			,537**	,297**	,261**
BENEVOLENT L.				,487**	,233**	,281**	,455**	,245**		-,261**		,515**		,431**			,407**	,275**	,308**
EXPLOITATIVE L.				,253**								,343**		,232**			,295**		
WELLBEING							,424**		-,354**	-,440**	-,256**			,296**		,341**	,423**		

TRANSFORMATIONAL L.	BENEVOLENT L.
Work life facilitation	Work life facilitation
Security over employment	Predictability
Predictability	Recognition
Recognition	

	WELLBEING
TRANSFORMATIONAL L.	,235**
BENEVOLENT L.	,151
EXPLOITATIVE L.	,113

Analysis of Variance

GENDER

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	,113	1	,113	,206	,651
Within Groups	69,715	127	,549		
Total	69,828	128			

MANAGERIAL ROLE

No significant difference between groups.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	,095	1	,095	,173	,679
Within Groups	69,733	127	,549		
Total	69,828	128			

Regression Analysis

- All the dimensions analyzed together, only **work life conflict** ($\beta = -.31, p < .05$) and **Job Satisfaction** ($\beta = .30, p < .05$) predicts **wellbeing** ($R^2 = .26, p < .01$).
- All leadership analyzed together, only **transformational** leadership style ($\beta = .29, p < .05$) predicts wellbeing ($R^2 = .03, p < .01$).
- Research model tests are not significant.

Discussion

- Preliminary study
- Difficulties to study on «Psychosocial» hazards and risks in Turkish organizations.
- The socio-cultural context determines whether or not the paternalistic relationship is perceived as appropriate (Aycan, 2014) .
- Turkey as a paternalistic-leaders-preferred country, this 'might' explain the negative results in health and safety.

Contribution and Future Studies

- Practical implication for leader-managers in terms of **focus psychosocial areas** and **behavioral descriptions in line with leadership styles**.
- Exploring role of Human Resources Management in psychosocial hazards risk assessment and improvements.