THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON PSYCHOLOGICAL WELL BEING: THE MEDIATING ROLE OF MEANINGFUL WORK

Dr. Imran Saeed
Assistant Professor, IBMS, University of Agriculture, Peshawar

Dr. Muhammad Junaid
Assistant Professor, IMS, University of Peshawar

Ajmal Khan
IBMS, University of Agriculture, Peshawar

Abstract
The main aim of this study was to find the effect of transformational leadership on psychological well-being with mediating role of meaningfulness of work. This study was conducted in public sectors universities of Peshawar district. Disproportionate allocation method was used with convenient sampling technique. The sample size of this study was (n=250). The results of this study revealed that all variables have good reliability value. Transformational leadership has positive and significant effect on psychological well-being. Transformational leadership has also positive and significant effect on meaningful work. Meaningful work has also positive effect on psychological well-being. The main result of this study shows that meaningful work partially mediates the relationship between transformational leadership and psychological well-being. The findings of this study will significantly contribute in the area of human resource management.

Keywords: Transformational Leadership, Psychological Well-Being, Meaningful Work

INTRODUCTION

Background of the Study
According to Sivasubramaniam, (2003) both aspects include in transactional leadership negative and positive concept. In light of above paragraph the non-transactional leadership comprise non leadership with the lack of transaction. Despite the fact that the way of transformational leadership had been center research attention, nearly less is thought concerning the procedures via which transformational initiative applies its belongings (Sivanathan, and Barling, 2004). For instance, albeit late proof (Stride, 2004) has recommended that great initiative can possibly decidedly impact others' psychological prosperity; what is the situation, it’s not clear. Two research studies details here examine the association among transformational leadership and psychological prosperity and in addition with psychological organism with that effect which may happen.
Problem Statement
Many studies by the researchers found that the transformational leadership and the behavior of the leaders affect the well-being of employees. According to Benson (2004) stated that the behavior of management on employee well-being does effect with using of structure consideration. Hobfoll, (2016) worked on transformational leadership with different outcomes with a large no of sample size, his finding shows that transformational leadership has significant effect on different outcomes accordingly, his study suggested that transformational leadership can be tested with other outcomes with the inclusion of some moderating or mediating variable like meaningful work. Despite the fact that the theory has developed after some time, the present version of the theory “referred to as full range leadership theories”, (Bass, 1991) includes three typologies of leadership. To start with, transformational leadership has been characterized as unrivaled initiative execution that happens when leaders "widen and raise the interests of their workers, when they produce mindfulness and acknowledgment of the reasons and mission of the gathering, and when they blend their workers to look past their own particular self-enthusiasm for the benefit of the gathering." The transformational leadership and the psychological well-being are the two modern concepts and this concept has to be studied in the Pakistani context. The above mentioned studies suggested that the transformational leadership is critical in getting the employee performance and also the smooth running of the firm. The current study will analyze the effects of transformational leadership on the employee psychological well-being and this statement can also be verified in the presence of meaningful work task assign by the management.

Objectives of the Study:
This study aims at examining the relationship between transformational leadership and psychological well-being and the mediating role of meaningful work. Following are the specific objectives of this study.

- To examine the relationship between transformational leadership and psychological well-being.
- To investigate the mediating role of meaningful works in transformational leadership and psychological well-being.

Hypothesis of the study
$H_0$: There is no significant relationship between Transformational leadership and psychological well-being.
H₁: There is significant relationship between Transformational leadership and psychological well-being.

H₀: The meaningful work insignificantly mediates the relationship between Transformational leadership and psychological well-being.

H₂: The meaningful work significantly mediates the relationship between Transformational leadership and psychological well-being.

Significance of the study
The current study will be helpful in adding some part in the initial foundation work done by the researchers and proposed multiple frameworks who checked the effects of transformational leadership on the employees psychological well-being but also some of them also suggested new directions in the presence of meaningful work. The studies have been conducted in outside Pakistan market. The current study will play a base in the same study in the Pakistani context. The study will be helpful for the academicians who are interested and who will be working on this topic and wants to evaluate the literature in the Pakistani context. The study will be helpful for the policy makers to enhance the regulated rules and regulations to get standardize performance of employees and also trust building in the leadership. The study will put forward recommendations for the policy makers to revise the rules who cannot provide the positive psychological well-being of the individuals working in the firms.

LITERATURE REVIEW

Transformational Leadership
The transformational leaders always try to influence the followers positively. The leaders must try to influence and motivate the employee or followers to get the better performance and to achieve the organizational goal. As per the conclusion of Yuki and Bass (1999) He concluded numerous sub measurements for transformational leadership, for example, Charisma that later was renamed as Idealized Influence which was portrayed as some convincing ability so as to incite inspiration and consolation from different people, Inspirational Motivation that begins from leader's way to deal with acquire importance or matter the work which was known to their followers, likewise Intellectual Stimulation which endeavors to energize minds with psychological assignments lastly Individualized
Consideration through which leaders can pay consideration on adherent’s needs in the most ideal way.

**Psychological Well-Being**

Psychological well-being is about lives going well. It is the combination of feeling good and functioning effectively. Sustainable well-being does not require individuals to feel good all the time; the experience of painful emotions (e.g. disappointment, failure, grief) is a normal part of life, and being able to manage these negative or painful emotions is essential for long-term well-being. Psychological well-being is, however, compromised when negative emotions are extreme or very long lasting and interfere with a person’s ability to function in his or her daily life.

**Relationship between Transformational Leadership and Psychological Being**

As indicated by kelloway et al, (2012), Leadership is a method for influencing worker well-being (Kelloway and Barling, 2010) and that transformational leadership, specifically, is connected to worker wellbeing (Kelley, 2011). Low-quality leadership (i.e., leadership portrayed by negative or unreasonable treatment of workers) to have affects workers is not new (Hamblin, 1964). Research directed on the connection amongst leadership and worker psychological prosperity, for instance, has constantly centered around the risky impacts of poor leadership, for example, expanded levels of worker stretch and trouble (e.g., Densten, 2005), and tension, gloom, and psychosomatic side effects (Rayner, and Cooper, 1999). Far beyond its consequences for psychiatric unsettling influence (Gilbreath and Benson, 2004), the impacts of poor leadership likewise stretch out to physical results, for example, increase blood pressure (Wager, Feldman, and Hussey, 2003), and in addition affliction absenteeism and presenteeism (Nyberg, and Theorell, 2008). Turner, Barling, and Zacharatos (2002) offered a theoretical contention for the constructive outcomes of transformational leadership on worker psychological prosperity, while Dutton, Frost, Kanov (2002) give convincing cases and research-based bits of knowledge into routes in which caring leaders can influence the psychological well-being of their workers.

We consider that the segments of transformational leadership as proposed by Bass and Avolio (1994) are particularly important to worker psychological prosperity. Past exploration demonstrates that leadership and prosperity (Stride, 2004) has conceptualized leadership practices in a way that all the while joined parts of both leadership (e.g., instructing, reasonableness) and management (input, correspondence), as opposed to the particular segments of transformational leadership talked about. All the more as of late, utilizing cross-
sectional information, Nielsen and associates (Randall, and Borg, 2008a; Nielsen, Yarker, Randall and Munir, 2009) have started to investigate the backhanded connections between transformational leadership and psychological prosperity, alongside to what extent these constructive outcomes of leadership may persevere (e.g., Munir, Nielsen, and Carneiro, 2010). Moreover, subjective psychological prosperity mirrors workers' recognitions and assessments of the nature of enthusiastic and social working both on and off the employment. The consequences of this exploration demonstrated the positive relationship between transformational leadership and worker psychological prosperity.

**Meaningful work**

Borrill, and Stride (2004) have proposed that high-quality leadership can possibly emphatically impact others' psychological prosperity, why this situation. Two research studies details here examine the affiliation among leadership and psychological prosperity and in addition a psychological instrument (encountering fill in as significant) by which these impacts may happen. As indicated by Arnold et al, (2007), despite the fact that the outward motivations behind work are imperative (Morse and Weiss, 1955), finding have demonstrated that this can’t be the mainly notable importance of work for some people. People's view of their jobs doesn’t depend totally on the target qualities of the employment (Piccolo and Colquitt, 2006).

According to Hackman (1980) work characteristics model explain the meaningful work is identified with employments with qualities, for example, task, character and significance, criticism, and independence. Current study has shown some sort of good association among transformational leadership and worker impression of importance as far as these job traits (Piccolo 2006). Transformational leaders try to move up supports stage of ethical quality to "more principled levels of judgment" (Burns, 1978) furthermore enact upper request requirements in devotees taking into account Maslow's chain of command (Bass, 1985). A few scientists have contended that this sort of leadership "offers seriousness to work by implanting work with good reason and commitment “(Shamir et al., 1993).

**The Mediating Role of Meaningful Work**

As signified that the meaningful work is, in this manner characterized as employment and other work place facilitate that encourage the achievement or upkeep of one or more measurements of significance (genuinely, 2010). In the context of Study2 of Arnold (vol, 12, 2007), the implying that a different example of administration specialists credited to their work completely interceded the relationship between transformational leadership and
psychological prosperity, in the wake of controlling for humanistic work convictions. Generally, these outcomes backing and add to the scope of positive psychological well-being impacts connected with transformational leadership and are suggestive of intercessions that associations can make to enhance well-being of worker.

**RESEARCH METHODOLOGY**

**Population of the study**
The employees working in the Public Sector Universities in Peshawar were taken as a population of the study for my convenience.

**Sample of the study**
In the present study, we selected three Public Sector Universities, Agriculture University of Peshawar, University of Peshawar and Islamia College University Peshawar. Participation in the study will be purely on volunteer basis. Employees were insured of secrecy and confidentiality of data was included in questionnaire. Randomly a total of 250 Employees from these above mentions department were selected for the data collection.

**Data collection**
Data was collected from subordinate only. The study was based on primary data from sample employees gathered through questionnaires. The questionnaires were distributed personally by hand, mail and e-mail. Randomly 250 employees were selected for the data collection.

**Variables of the study**

**Psychological well being**
How the workers get experience and then represent an essential influence on the happiness of worker in this sort of context the leaders play an attractive role. Beside this there are a lot of empirical evidences demonstrates that on the well-being and health of employees can have statistically significant effect by the leaders not only in creative context but also in negative outcomes. It was measured by 8 items and 5 likert scale.

**Transformational Leadership**
Burns (1978), the transformational leaders always try to influence the followers positively. The leaders must try to influence and motivate the employee or followers to get the better performance and to achieve the organizational goal. As per the conclusion of Yuki and Bass (1999) He concluded numerous sub measurements for transformational leadership, for example, Charisma that later was renamed as Idealized Influence which was portrayed as some convincing ability so as to incite inspiration and consolation from different people. It
was measured by 24 items multifactor leadership questionnaire adopted from Bass and Avolio (1995), subordinate reading.

**Meaningful work**

According to Hackman (1980) work characteristics model explain the meaningful work is identified with employments with qualities, for example, task, character and significance, criticism, and independence. It was measured by 8 items 5 likert scale questionnaire.

**Theoretical Framework**

![Diagram of theoretical framework]

**Reliability Test**

As the variables under study as qualitative in nature, therefore, the data of each variable will be considered for the reliability test. To test the reliability, Cronbach Alpha coefficient was measured. A variable having Cronbach alpha coefficient equal or greater than 0.70 was considered reliable (Cronbach, 1951).

**Regression analysis**

In order to investigate the effect of transformational leadership on psychological wellbeing a mediating role of meaningful work, multiple regression technique was applied. The following regression model was used:

\[
PW = \alpha + \beta_1 TL + + C \\
PW = \alpha + \beta_1 TL + \beta_2 MW + C
\]

Where:

PW represents Psychological wellbeing
TL is Transformational Leadership
MW represents Meaningful work
RESULTS AND DISCUSSION

Table 1

<table>
<thead>
<tr>
<th>S. No</th>
<th>Variable</th>
<th>Reliable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Transformational Leadership</td>
<td>0.749</td>
</tr>
<tr>
<td>2</td>
<td>Psychological Wellbeing</td>
<td>0.703</td>
</tr>
<tr>
<td>3</td>
<td>Meaningful work</td>
<td>0.710</td>
</tr>
</tbody>
</table>

The reliability statistics has been calculated to know the reliability of the variables included in the current study. The value of the variable should be higher than .70 in case of reliable. The variable can be considered as insignificant when this value is less than standard value. The value shows the values are higher than .70 which means that the variables included are reliable.

The method suggested by Baron and Kenny (1986) was followed to test the hypotheses. The regression results are presented in Tables for the four factors of transformational leadership.

Baron and Kenny (1986) Approach

Step.1: X and Y Significant relationship
Step2: X and M significant relationship
Step3: M and y significant relationship
Step: X to M to Y (X to Y relationship must be insignificant for mediation)

Table 2

<table>
<thead>
<tr>
<th>PW</th>
<th>R</th>
<th>R-square</th>
<th>F-value</th>
<th>Beta</th>
<th>t-value</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>-.497</td>
<td>-.2.739</td>
<td>.007</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transformational Leadership</td>
<td>.845</td>
<td>.714</td>
<td>620.304</td>
<td>.845</td>
<td>24.906</td>
<td>.000</td>
</tr>
</tbody>
</table>

If the three steps of Baron and Kenny procedures are satisfied then the partial mediation is observed in the data. The R value represents multiple correlations and the prediction of dependent variable. The R square value is the proportion of variance in the dependent variable that can be explained by the independent variable its mean that how much percent of the variability of our dependent variable

The F ratio shows the overall regression model is a good fit of the data, it is important to evaluate the regression beta coefficients: unstandardized and standardize. The beta can be positive or negative and having a t- value.

The objective behind the selection of regression model was to know the variance explained in the psychological wellbeing due to transformational leadership but also to know the
The value of R in the table is .845 which shows the 84 percent relationship among the transformational leadership and psychological wellbeing. The percent of relationship among the variables shows that there is a strong relationship among the transformational leadership and psychological wellbeing in the public sector universities in Peshawar. The value of R-square in the table is .714 which shows that the psychological wellbeing has been effected 71 percent by the transformational leadership in the public sector universities in Peshawar. The p-value of the model is .000 which is significant due to the fact that this is lower than .05. It is important while using the regression model, to know the statistical significance of the model taking in the study. The statistical significance can be known by different tests but the study used the f-value of the regression model to know about the statistical significance of the current model. The threshold of the f-value in the table is 4 and the f-value in the current model is 620.304 which is more than the standard f-value i.e. 4. The finding of the f-value shows that the model selected is statistically significant.

Finding the regression parameters it the important segment in the regression model. The purpose of the coefficient table is to know the unit change in the psychological wellbeing due to the transformational leadership. The coefficient of transformational leadership in the table is .845 which shows that the psychological wellbeing will be change by .845 units when the transformational leadership has been changed by one unit. The change in the psychological wellbeing due to transformational leadership will be positive as the coefficient sign of the transformational leadership is positive. The t-value of transformational leadership is 24.90 which is more than 2. It is concluded that the transformational leadership has positive and significant effects on the psychological wellbeing.

Table 3
Regression Analysis between Transformational Leadership and Meaningful Work

<table>
<thead>
<tr>
<th>PW</th>
<th>R</th>
<th>R-square</th>
<th>F-value</th>
<th>Beta</th>
<th>t-value</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>.138</td>
<td>.875</td>
<td></td>
<td>.382</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transformational Leadership</td>
<td>.837</td>
<td>.701</td>
<td>580.74</td>
<td>.970</td>
<td>24.906</td>
<td>.000</td>
</tr>
</tbody>
</table>

The table shows the finding of regression model for the transformational leadership and the meaningful work taken in the current study. The objective for the selection of regression model to check the variance explained in the meaningful work due to the transformational leadership. The value of R in the table is .837 which shows the 83 percent relationship among the transformational leadership and meaningful work. The percent of relationship among the variables shows that there is a strong relationship among the transformational leadership and meaningful work. The value of R-square in the table is .701 which shows that the meaningful work has been effected 70 percent by the transformational leadership. The p-
value of the model is .000 which is significant due to the fact that this is lower than .05. It is important while using the regression model, to know the statistical significance of the model taking in the study. The statistical significance can be known by different tests but the study used the f-value of the regression model to know about the statistical significance of the current model. The threshold of the f-value in the table is 4 and the f-value in the current model is 580.74, which is more than the standard f-value i.e. 4. The finding of the f-value shows that the model selected is statistically significant.

The table shows the finding of regression model for the meaningful work and the psychological well-being taken in the current study. The objective for the selection of regression model to check the variance explained in the psychological well-being due to meaningful work. The value of R in the table is .903 which shows the 90 percent relationship among meaningful work and the psychological well-being. The percent of relationship among the variables shows that there is a strong relationship among the transformational leadership and meaningful work. The value of R-square in the table is .815 which shows that the psychological well-being has been effected 81 percent by meaningful work. The p-value of the model is .000 which is significant due to the fact that this is lower than .05. The threshold of the f-value in the table is 4 and the f-value in the current model is 103.351, which is more than the standard f-value i.e. 4. The finding of the f-value shows that the model selected is statistically significant.

Table 4

<table>
<thead>
<tr>
<th>PW</th>
<th>R</th>
<th>R-square</th>
<th>F-value</th>
<th>Beta</th>
<th>t-value</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>.138</td>
<td>.875</td>
<td>.382</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transformational Leadership</td>
<td>.903</td>
<td>.815</td>
<td>103.351</td>
<td>.903</td>
<td>24.906</td>
<td>.000</td>
</tr>
</tbody>
</table>

Table 5

Mediating Regression (Transformational Leadership and Psychological Wellbeing with Meaningful Work)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B Std. Error</td>
<td>Beta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>-.166</td>
<td>.127</td>
<td>-1.314</td>
<td>.190</td>
</tr>
<tr>
<td>TL</td>
<td>1.064</td>
<td>.032</td>
<td>.845</td>
<td>.000</td>
</tr>
<tr>
<td>(Constant)</td>
<td>-.603</td>
<td>.135</td>
<td>-4.451</td>
<td>.000</td>
</tr>
<tr>
<td>2 MW</td>
<td>.769</td>
<td>.054</td>
<td>.883</td>
<td>14.24</td>
</tr>
<tr>
<td>TL</td>
<td>.408</td>
<td>.063</td>
<td>.299</td>
<td>6.47</td>
</tr>
</tbody>
</table>

R-square: .740, F-value: 93.531
Table above shows the results of mediation analysis of meaningful work between transformational leadership and psychological well-being. The results revealed that when meaningful work controlled and then regress transformational leadership on psychological well-being then it brings 74% variation in the value of psychological well-being. The beta value of transformational leadership shows that it reduced from β = .845 to β = .408, which shows that meaningful work partially mediate the relationship between transformational leadership and psychological well-being.

SUMMARY, CONCLUSION, RECOMMENDATIONS

Because transformational leadership covers a wide range of aspects within leadership, there are no specific steps for a manager to follow. Becoming an effective transformational leader is a process. This means that conscious effort must be made to adopt a transformational style. Understanding the basics of transformational leadership and the four I’s can help a manager apply this approach. According to Northouse (2001), a transformational leader has the following qualities:

- Empowers followers to do what is best for the organization;
- Is a strong role model with high values;
- Listens to all viewpoints to develop a spirit of cooperation;
- Creates a vision, using people in the organization;
- Acts as a change agent within the organization by setting an example of how to initiate and implement change;
- Helps the organization by helping others contribute to the organization.

The leaders either considered to be transactional or transformational, according to (Burns, 1978) many of the researchers’ view about leadership, that the leadership is having two ends one end is transactional and the other end is transformational. The Bass, 1990a and Daft, 2002) when the exchange of promises of some sort of compensation or some benefits to subordinates and for subordinates but in this context the transactional leader first acknowledge the needs of followers and then try to meet and defined the exchange process to get them. The leaders and the supporters get advantage from the transaction exchange. Transactional leadership depends on bureaucratic power, concentrates on errand consummation, and depends on rewards and disciplines (Hinkin, 1998). Transformational leadership varies significantly from transactional leadership. It is concerned more about advancement and improvement. Moreover, transformational leadership improves the impacts of transactional leadership on supporters (Bass, 1985b, 1990a).
Conclusion
The evidence in the form of literature by different researcher, the relationship of transformational leadership and personal outcomes has been tested and in addition the findings was considered to be important that it plays an essential role for increasing followers with subject to enhance wellbeing. As a proof by the (Krishnan, 2012) that the transformational leadership creates in the life of subordinates and to empower them has playing mediating role in the relationship. According to Sparks (2001) findings that transformational leadership was connected with finding a "higher reason" in the research work. As indicated by (Sarros, 2002), work distance was conceptualized as comprising of weakness, insaneness, and self-estrangement. The insignificance part was characterized as not having the capacity to "appreciate the relationship of one's commitments to a bigger reason" (Sarros et al., 2002). Findings showed that transformational leadership was contrarily related with estrangement.

Recommendations
This study extends our understanding of the positive effects of transformational leadership, and practical application of the current results suggests that leadership training in this area could be associated with an increase in the psychological well-being of followers (Barling, Weber, & Kelloway, 1996; Kelloway & Barling, 2000). Transformational leadership of supervisors exerted a positive influence on the psychological well-being of workers. Perceiving work as meaningful appears to play a role in explaining this positive relationship. Transformational leadership of supervisors exerted a positive influence on the psychological well-being of workers. Perceiving work as meaningful appears to play a role in explaining this positive relationship, and is therefore improving the understanding of employee-centered outcomes of transformational leadership (Bass & Riggio, 2006). This study go further by showing how such effects occur, specifically and how these different types of leadership behavior exert an effect on well-being. The results provide broad empirical evidence to support one of the central beliefs of transformational leadership theory that leaders can transform followers’ beliefs to enhance well-being.

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