

Impact of Leadership Styles on Job Stress and Job Performance with the Moderation of Gender

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Abstract

Success in every organization is largely dependent on how well its leadership performs. Effective leadership is crucial in today's society because of the rising attrition rates and/or job switching rates brought on by the more intensely competitive environment. Effective competent leadership ensures maximum productivity and effectiveness in attaining an organization's goals. This study's goal is to compile and evaluate administrative leadership practices and job performance in the healthcare industry. It includes several research conducted by numerous academics on administrative leadership philosophies, work stress, and their performance in hospitals. According to the results, transactional leadership is second most frequently used by hospital administrators in Pakistan, followed by transformational leadership, with laissez-faire leadership being the least common. Leadership styles (transformational, transactional, and laissez-faire) and job enactment are significantly correlated. The association among styles of leadership and their effects on workers' tension was investigated by the Multifactor Leadership Questionnaire and the perceived stress scale instrument. The effects of different leadership philosophies on workplace stress were initially examined using the Pearson Correlation method. The outcomes demonstrated the direct impact of leadership. To improve employee work performance, the participative, transformational, and transactional leadership styles have been seen as beneficial and essential. The authoritative and laissez-faire leadership styles, in contrast, have been seen as obstacles to the productivity of employees. The study findings may serve as a guide to human resource department of medical setups fill the leadership positions with leadership styles supported by the empirical findings of current work. This study provides information and makes contributions on the role of workplace stress in mediating the link between transformational leadership and job performance in Pakistan's health care industry.

Keywords: Transformational Leadership, Transactional Leadership, Laissez Faire Leadership, Job Performance, Job Stress

Introduction

Leadership has emerged as one of the most important and significant notions in the growth of administrative and management philosophy in recent years. There is a greater

understanding of the challenges of quality leaders and leadership techniques. Leaders are usually assumed to want to succeed and accomplish personal, professional, and organizational goals and objectives (Degenhardt et al., 2005; Goleman, Boyatzis, & McKee, 2002; Labelle & Rouleau, 2017). One of the key factors influencing an organization's performance is its leadership (Cahyono, Tuhuteru, Julina, Suherlan, & Ausat, 2023). Due to escalating global rivalry and quick changes in the business environment, successful leadership becomes more and more important to maintain a competitive organization. According to (Cortellazzo, Bruni, & Zampieri, 2019), there is a growing need for organizational leaders to proficiently manage their teams and organizations in the face of heightened complexity and dynamism inside the corporate realm. Consequently, the examination of leadership has become a primary area of interest in the subject of management literature.

Many organizational behavior scholars (Argyle & Furnham, 2013) (Bass, 1997) have urged other scholars delve deeper to investigate the interactions among numerous types of leadership and its effect on job stress senior managers may watch their leadership styles to evaluate if their style of leadership is either alleviators or facilitators (Argyle & Furnham, 2013). Over a century, analysis of comprehensive leadership study indicates that it has been essentially incorporated with looking at as an independent factor how leadership style influences the behavior and stress levels of employees.

While there are comprehensive study sources on leadership types, expansion in leadership model, job stress, stressors, and dimensions of personality, it appears to be scarcity of studies to holistically consider the collective impact on the job stress of employees of various leadership styles and paradigms. Hence, it appears that more research is concede about how leadership styles can influence job stress and work performance. Moreover, further emphasis should be put on the issue 'Different kinds of leadership are formed by the personality of a single boss, or is the type of individuality moderating between the interaction between the styles of headship and its impact on stressful jobs.' The explanation of persona was not ever standardized in its interpretation and it's not clear how and why common personality characteristics have an effect on job stress on the association between leadership types (Csikszentmihalyi & Wong, 2014).

Literature Review

This chapter discusses theoretical and scientific literature pertaining to research constructs. The research follows a similar approach to the study of leadership in the organization, given staff interactions with their supervisors play a major role in influencing their experiences, stress and performance. The relationship between leadership styles and job performance will be discussed.

Leadership Styles

Leadership performance and adaptability appears fundamental factors of job performance (Barrow, 1976; Everett, 1991). (Fowler & Walter, 2020) directed that Executives conduct related with job enactment and their managerial styles is the influential forecasters for organizational efficiency. (Howell & Avolio, 1993), showed that for business performance and organizational effectiveness, leadership styles are main indicators. (Bowman & Kogut, 1995) specifies that human resource performance is also influenced by organizational structure. (Galey et al., 1996), recognizes that maturity is one of important element of leadership

effectiveness. They have mentioned that the maturity is a capability of setting extraordinary and achievable objectives, competencies, readiness, knowledge and taking charge of specific and team together.

Leader is a person who is considered as a supervisor with an appropriate acquaints of attitude (DuBrin, 2001). However, a lot of significant studies conducted in the area of leadership but still leadership styles with logical basis is uncertain and scattered. Last decade, many scholars explored distinct styles of leadership and mostly the researchers indicated that management styles between other management styles are more evident and important (B. Avolio & Bass, 2004; Dvir, Eden, Avolio, & Shamir, 2002; Whetstone, 2002).

Transformational Leadership

Leaders inspire their followers to go beyond certain anticipation which come under transformational leadership also known as visionary leadership. A transformational leader generally directs by giving forethought to the teams. He is a kind of compelling supervisor and attempts to motivate employees by charisma and prescience. The principle of transformational leading was proposed by (Forester & Clegg, 1991). He acknowledges that transition managers empower workers to transmute their philosophies and methods. Leaders handle the forecast and encourage them to reach desired targets.

According to (Roueche, Baker III, & Rose, 2014) and (Nguni, Slegers, & Denessen, 2006), transformational supervisors support their subordinates by working with them and through them to achieve managerial objectives and goals. Leaders inspire their subordinates by impelling their values, morals, approaches and activities.

Transformational leaders encourage their subordinates farther from recompenses and penalty. The theories provide confirmation that when a supervisor practice transformational leadership style, employees tend to have responsive/passionate connection with their leader. According to (Savović & Babić, 2021), increasing followers' engagement in terms of motivation and values, raising followers' awareness of current issues, and offering support, encouragement, and developmental opportunities are some of the most crucial responsibilities of transformational leadership. This means that in order to increase followers' commitment to effective task implementation, leaders must concentrate on helping followers build their capacity for coming up with new ideas to issues and on giving them a roadmap for the future that motivates and supports them as they navigate these obstacles of advancement (Saad Alessa, 2021).

The effectiveness of transformational supervisor can be measured through the influence created by the supervisor on employees. Followers improve confidence and admiration concerning the supervisor and employees are enthusiastic to display extraordinary performance to accomplish the supervisor's anticipation (Barbuto, 1997). (Bass, 1997) recognized subsequent scopes of transformational leadership:

Idealized influence: Supervisors who employs idealized influence, perform as paragon/mentor for their subordinates, it is recognized as charismatic leadership. They rigorously pursue firm virtuous and noble principles. It consists of two categories: recognized and developmental. In

this approach, the supervisor's attribute are dominant/foremost. In addition, measures taken by supervisor are considered in behavioral influence.

Inspirational Motivation: in inspirational motivation, supervisors are encouraging and have eminent benchmark for employees. They are ambitious and motivate their employees to execute eminent goals.

Intellectual stimulation: intellectual stimulation assures that followers must be observant/attentive of their challenges and issues in innovative way. Intellectual stimulation empowers followers to extrapolate, conceptualize and perceive their issues. Furthermore, it enables followers qualified for assessing and resolving their issues in extraordinary ways.

Individualized consideration: individualized consideration suggests that each follower acquires specific consideration based on their necessities and requirements. They pay attention to their followers, council them and instruct them individually. Transformational supervisor articulates the best in their followers through individual consideration.

Transactional Leadership

When the supervisor is specifically more with the achievement of goals, then the transactional leadership is useful. Therefore, a transactional supervisor uses reward and punishment method to accomplish those milestones (Bass, 1997). Transaction leaders establish what needs to be done and the prizes for satisfactorily completing tasks. This trade depends on the leader who discusses and defines the requisite duties and responsibilities as well as the conditions and rewards gained by the followers upon fulfillment of these duties and commitments (Alrowwad, Abualoush, & Masa'deh, 2020). Transactional administrators should not expect their followers to perform innovative activities (Den Hartog, Van Muijen, & Koopman, 1997). Transactional headship was used as a counteractive strategy according to smith and split into two areas:

Contingent reward: Managers use benefits and upgrades to acquire the expected outcomes from the employees.

Management by exception: In management by exceptions, supervisors take counteractive techniques, when unexpected things happen and are impossible to manage. It is further categorized into two types that active and passive. It submits that supervisor advises the expectancy manner. Leader attempts to resolve the issue before they are possible to happen. Supervisor do not anticipate the expected issue, but adopt measures when problems happen proposed by management by exception passive.

Laissez Faire Leadership

Supervisor with this type of headship style escape from decision making. Usually, they are hesitant to make schedules and evade from circumstances, in which challenges/ issues occur. Supervisor who implements laissez-faire leadership style, do not practice carrot and stick approach or other techniques to fulfill the prerequisites of their employees. They do not even provide feedback to their employees. Therefore, the subordinates become discouraged, unproductive, and incompetent.

Job Stress

In the last decade, developing globalization has extensive inferences on the nature of work, employment settings, and workers' well-being (Hu, Schaufeli, & Taris, 2013). New developments in the budget supplemented by different manufacturing equipment and new data have augmented and improved the concentration of corporate methods, which has inclined an increase in the instability related with operational situations and workers' well-being (Hu et al., 2013). The outlines splitting job and personal life devise convert unclear as employees meet growing force to encounter present-day workloads and endure the impact of worldwide rivalry (Stress, 2016).

Indication from past researches has sustained the statement that managerial efficiency depends on lower workplace strain (Rahman, 2013). The basic reaction of the physique to burdens made upon it (Selye, 1973). The word exhaustion has enlarged importance in the research field, particularly as a concept related to breakdown and job stress (Halbesleben & Buckley, 2004; Khanna & Maini, 2013).

Stress levels have increased in numerous segments of civilization observed as extraordinary strain areas such as (a) finance, (c) municipal well-being amenities, (d) trade, (e) construction, and (g) shipment (Khanna & Maini, 2013). All areas were influenced due to high-tech developments, necessity for variation to exchanging guidelines causing from Internationalization and constant modernization of many diligences, and the entitlement and economizing of industries due to aggressive market rivalry (Stress, 2016).

Managerial variables involved (a) observed job overload, (b) job sovereignty, (c) role uncertainty, (d) compensation equality, and (e) job-life encounter (Khanna & Maini, 2013). One of (Khanna & Maini, 2013) main objective was to examine the fatigue problem between workers, specified their significance in keeping first-rate facility supply to consumers.

Elements that impact on human are recognized as, stressors (George & Zakkariya, 2015). Strain is multi-faceted and is studied in two expansionary classes (a) as building strain mentioned as eustress and (b) as an adverse strain referred to as suffering. Eustress might influence on the enrichment and motivation of workers' enactments. Distress might reason contrary effects on workers' well-being; thus, consequential in dropped workers' and managerial enactments (George & Zakkariya, 2015).

Scholars have delivered negatively on the detrimental impact on biological and psychosocial wellbeing and administrative employees (Finney, Stergiopoulos, Hensel, Bonato, & Dewa, 2013). The workload often known as workload burden differs from typical pressures and contains a single aspect of job-related and management characteristics (George & Zakkariya, 2015; Hauk & Chodkiewicz, 2013; Mosadeghrad, 2014; Yongkang, Weixi, Yalin, Yipeng, & Liu, 2014). Employees are impaired as services are lacking and their ability to deal with the workloads of the working situation is difficult.

Understanding the Stress Phenomenon

Industrial communities have serious worries about job stress and its detrimental consequences on workers' wellness. Job is big cause of stress for 69% of workers in their lives reported by the American Psychological Association (2009) (Gillispie, Britt, Burnette, &

McFadden, 2016). 25% of employees in Europe claim that for much or much of their working life they experience work related strain, and comparable proportions suggest that work adversely affected their well-being (Eurofound, 2014). Thus, job stress is a global concern by means of major consequences for workers, companies and societies.

In the United States, the cost of job stress has been calculated between \$200 and \$300 Billion from an economic point of view; and the cost consists of lack of efficiency, legislation related stress, and payments for health services from an organizational point of view (Newton & Teo, 2014). Moreover, in the United Kingdom expected 25.7 million job days were missed in 2016/17 due to workplace sickness reported by individuals (Money, Carder, & Agius). It generates a monetary liability of 9.3 billion euros for people companies and government (Money et al.). Job stress is considered to be the second most mentioned source of job absence by the confederation of British Industry (CBI) (Imad & bin Osman). Moreover, lack of staff, underperformance, high turnover, injuries are critical monetary problems triggered by job stress.

In firms between 26 and 40% of employees encounter intense job stress where “supervisors have lack of understanding about stress and stress control strategies and safety of company’s staff” Alebous et al. . Thus supervisors also require preparation and knowledge of the possible reasons of job stress like job environment that create intense distress, workload above employee obligation, an uncomfortable environment, lack of help, promotion chances, and services (Alebous et al.). An employee is vulnerable to psychological and physical problems of well-being caused by persistent stress under excessive adverse circumstances including, heat issues, asthma, ulcers, disturbance of immune systems, burnout, and dejection (Rothmann et al.). Most significantly, an elevated possibility of disease and death is reflected through unmanaged job stress and overall effects of job stress for workers may also be life threatening (Newton & Teo, 2014).

Over the last three decades, job stress and its close relation to workers’ physical and psychological wellbeing have been thoroughly researched (Akbari, Akbari, Shakerian, & Mahaki, 2017). It is important to advance this awareness and more develop our understanding of the job stress faced by employees in order to devise the feasible strategies needed to reduce the possible financial and social effects of stressful office environment.

Job Performance

Job success is essential to the associations’ results. The performance of the supervisor is therefore an essential element to encounter organizations’ performance, especially if it is debated under the terms of leadership (Wall et al., 2004). Generally, the performance can be observed by statistical facts through job aspects and estimated performances (Klimoski, Borman, & Ilgenllgen, 2003). Such concepts can be seen under the banner of human results in various organizations. Additionally, performance is consequent of two fundamental thoughts i.e. a) proficiency and b) efficacy; that are founded on contribution rates and on the objective accomplishment and outcome.

The responsibility of supervisor is to make the choices which directly supports the completions of aims and execution of established objectives and beside this leader recognizes the impact of his judgments on the entire division (Wolverton, 1990). Essentially, the

perception of execution and attainment and project accomplishment and implementation, all are invented from 'performance'. Therefore, the leaders' performance can be assessed through efficiency in his practical enactment and effectiveness in his objective attainment, job accomplishment, and also how he is allocating his resources. And how leaders and adherents reflect support and uprightness for each other; how many disagreements between staff occur and how they accomplish common goals; and while decision making process what is the level of argument among employees; and how the communication process occurs in the organization; what is friendliness level of managers in the organization (Seldin, 1988).

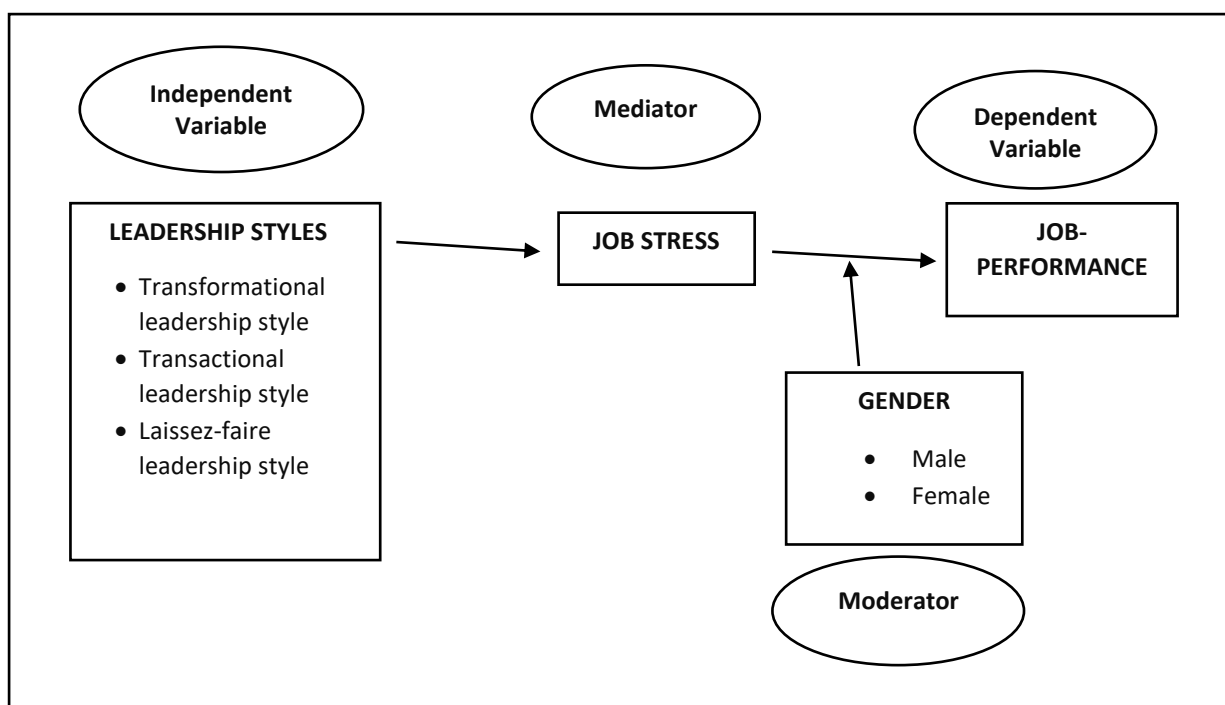
RQ₁: Is there a connection between a leader's style and the stress and productivity of their team members?

RQ₂: Do different leadership philosophies (transformational, transactional, and laissez faire) affect employee job stress and performance differently?

RQ₃: Does the relationship between leadership styles and job performance involve job stress as a mediator?

RQ₄: Does gender affect how employees' workplace stress and job performance are correlated?

After analyzing the literature review, I intend to investigate whether the gender regulates the impact between job stress and job performance that assists to extend or reduce gender preferences that occur within the society, by influencing the leadership styles and their insights about the efficiency of the headship competences of males and females. Therefore, based on literature reviewed, conceptual framework is proposed in following figure.



Following hypothesis are proposed after reviewing the literature:

Leadership styles and Job Stress

H1: Job stress is significantly influenced by transformational leadership.

H2: Job stress is significantly influenced by transactional leadership.

H3: Job stress is significantly influenced by laissez faire leadership.

Leadership styles and job Performance

H4: Job performance is significantly influenced by transformational leadership.

H5: Job performance is significantly influenced by transactional leadership.

H6: Job performance is significantly influenced by laissez faire leadership.

Mediation of job stress

H7: Job stress mediates the relationship between transformational leadership and job performance.

H8: Job stress mediates the relationship between transactional leadership and job performance.

H9: Job stress mediates the relationship between laissez faire leadership and job performance.

Gender moderation

H10: Gender moderates the relationship between job stress and job performance.

Research Methodology

The study model monitors the positivist methodology. This study develops an explanatory approach to test and explain causal relations among the key research constructs. In doing so, this study not only focuses on the quantification of data collected and analyzed but also, theory testing by confirming or rejecting hypothesized associations through standard statistical procedures. Further, studies following quantitative research design choose between experimental and non-experimental research approaches¹ (Harwell, 2011). According to Creswell (2002), experiments and surveys are two popular traditions of inquiry in the realm of quantitative research.

Depending upon the model presented in earlier chapter the suggested research philosophy shall be positivism since the model and tentative respondents shall tend to bring conclusion close to positivism approach.

Research Approach

The strategy is deductive since the study's pattern is positivism. Moreover, the deterministic model is suggested hence the very idea of current work is to generalize the finding arrived at on basis of sample to entire representing population. The rationale behind suggesting deductive approach is based upon the nature of model (deterministic) and also the objective of current study.

Research Strategy

The survey form was used to collect data for that a well-structured questionnaire is adapted. The strategic rationale behind adaption is to modify the questionnaire (instrument) in order to bring it close to operationalized definition of constructs. This will enable researcher to precisely measure the concept and carry rest of analysis. The survey approach focused on the sampling of target population has predictive impact on the perceptions, patterns and views of the respondents. The time prospect of survey methodology involves cross sectional and longitudinal data collection of respondents by questionnaire forms. The approach is

¹ Experimental approach is a group of techniques deployed by researchers to manipulate the treatment conditions and control for extraneous forces while the non-experimental is comprised of techniques that measure a variable as it occurs naturally without manipulation. Non-experimental approaches to quantitative research design include survey research, causal-comparative research, and observational research (Mertler, 2015).

ideally adapted to generalizing observations from a section to the whole population Babbie (1990).

Target Population

This study's objective is to look at leadership behavior in Pakistan's medical industry. The medical industry is represented by the paramedical, nursing, and pharmaceutical industries. A population frame based on PMDC data and major cities in Sindh, Pakistan, was taken into account. Urban cities are part of study in order to cover majority of population since majority of medical setups are in urban cities.

Sampling Frame & Unit of Analysis

The study includes specific hospital employees from Sindh, Pakistan. Hospital employees are the unit of analysis from which the primary data has been gathered to adequately address the study's objectives. Hospital staff members provide the most accurate and pertinent information about the hospital environment. Convenient sampling technique is used to collect responses.

Sampling Method and Sample Size

(Cochran, 1954) proposed a statistical approach for determining appropriate sample size in order to properly validate statistical findings.

- 90% – Z Score = 1.645
- 95% – Z Score = 1.96
- 99% – Z Score = 2.326

$$\begin{aligned} \text{Procedure} = \\ n &= Z^2 \frac{pq}{e^2} \\ &= ((1.96)^2 \times .5(.5)) / (.05)^2 \\ &= (3.8416 \times .25) / .0025 \\ &= .9604 / .0025 = 384.16 \\ &= 385 \text{ respondents.} \end{aligned}$$

Thus, a sample of 385 is created for statistical analysis using the method presented by (Kotrlík & Higgins, 2001; VanVoorhis & Morgan, 2007). The formula-derived sample size likewise fits the conditions of the first technique. The sample size of current study is 400.

Results and Findings

Demographic Profiling

In this study, demographic profiling served the purpose of summarizing data on personal and work-related characteristics of the sample subjects. The respondents' profile is as under:

Table 1

Personal Profile of Respondents

| Personal Characteristics | Number of Respondents (n = 400) | Valid Percentage (%) |
|--|------------------------------------|-------------------------|
| What category you fall? | | |
| Medical Doctor | 311 | 77.9 |
| Para medical staff | 50 | 12.5 |
| Supporting staff | 25 | 6.3 |
| Other | 14 | 3.3 |
| What is the highest level of formal education you have? | | |
| Secondary school certificate | 9 | 2.3 |
| An undergraduate degree | 152 | 38.1 |
| Postgraduate diploma or certificate | 106 | 26.6 |
| Postgraduate degree | 132 | 33.1 |
| Which is your age group? | | |
| Under 30 years | 270 | 67.5 |
| 31-45 years | 94 | 23.5 |
| 46-55 years | 35 | 8.8 |
| More than 65 years | 1 | 0.3 |
| Gender | | |
| Male | 199 | 49.8 |
| Female | 201 | 50.3 |
| City of Residence | | |
| Karachi North | 159 | 39.8 |
| Karachi South | 120 | 30.0 |
| Hyderabad | 70 | 17.5 |
| Sukkur | 29 | 7.3 |
| Others | 22 | 5.5 |

This study was based on a sample of 400 male and female respondents, of which 49.8 were male respondents and 50.3 belonged to the female group. 67.5% of the sample belonged to the age group of under 30 years, 23.5% were between the ages of 31 years to 45 years, 8.8% were aged between 46 years and 55 years, and 0.3% were aged between 56 years to 65 years while 0% were more than 65 years old. The mainstream of the respondents were medical doctors (77.9%). A reminder of the participants was para medical staff (12.5%), supporting staff (6.3%), and other (3.3%). Educational background information depicted that all the participants were well-educated; thus, less likely to face issues in comprehending the survey questionnaire. 2.3% of the respondents had acquired 14 years of education (Secondary School certificate), 38.1% of had acquired 16 years of education (Under graduate degree), 26.6% had acquired 18 years of education (postgraduate diploma), 33.1 % had acquired over 18 years of education. More than 50% of those surveyed respondents were Karachi dwellers (69.8%). Others were residing in Hyderabad (17.5%), Sukkur (7.3%), and others (5.5%).

Table 2

Work-related Profile of Respondents

| Work-related Characteristics | Number of Respondents(n = 400) | Valid Percentage (%) |
|--|---------------------------------------|-----------------------------|
| How many employees does your organization have? | | |
| 21-50 | 92 | 23 |
| 51-100 | 63 | 15.8 |
| 101-200 | 51 | 12.8 |
| 201-250 | 194 | 48.5 |
| Establishment of organization | | |
| Less than 1 year ago | 6 | 1.5 |
| 1 to 2 years ago | 4 | 1.0 |
| 2 to 3 years ago | 9 | 2.3 |
| 3 to 5 years ago | 47 | 11.8 |
| 5 to 10 years ago | 64 | 16.0 |
| More than 10 years ago | 270 | 67.5 |
| Is there a Human Resource Management department in your company? | | |
| Yes | 317 | 79.8 |
| No | 80 | 20.0 |
| Is there an individual in this company whose primary duty is human resource management and whose title includes one of the following terms? | | |
| There is no designated human resources manager | 116 | 29 |
| Industrial relations | 8 | 2.0 |
| Employee relations | 33 | 8.3 |
| Human Resource management | 235 | 58.8 |
| Others | 8 | 2.0 |
| Do you have a human resource information system (HRIS) at your company? | | |
| Yes | 217 | 54.3 |
| No | 173 | 43.3 |

Organization profiling showed that 23% of hospitals had 20-50 employees, 15.8% had 51-100 employees, 12.8% had 100-200 employees, and 48.5 had 201-250 employees. The majority of hospitals were founded more than ten years ago (67.5%), 16% were founded 5-10 years ago, 11.8% were founded 3-5 years ago, 2.3% were founded 2-3 years ago, 1% were founded 1-2 years ago, and 1.5% were founded recently. Human resource departments are present in 79.8% of organizations, while others do not. 29% of hospitals did not have a specialist manager for the HR department, 2% had an industrial relations manager as their HR manager, 8.3% had an employee relations manager, 58.8% had a human resource manager, and the remaining 2% had other managers assigned to this role. 43.3% of hospitals didn't have an HRIS department, whereas 54.3% did.

Descriptive Analysis

The variables utilised in this study's descriptive statistics (analyzed with SPSS v23) have been presented in Table. On a 5-point likert scale, the mean score of the latent variable Transformational leadership is computed at 3.08, whereas a standard deviation of 1.43 has been recorded. The latent variable Transactional leadership had the mean value of 3.04 with an SD of 1.44. The latent variable Laissez-faire had the mean value is 2.93 (SD=1.36).

The latent variable Job Stress mean score was 3.41 (SD= 0.55). The latent variable JP's mean score was 3.45 (SD=0.64). And finally, the latent variable PEB had a mean score of 5.15 with a SD of 1.32.

Table 3

Mean scores and SD

| Variables | M | SD |
|------------------|----------|-----------|
| Transformational | 3.0859 | 1.43473 |
| Transactional | 3.0449 | 1.44559 |
| Laissez-faire | 2.9387 | 1.36380 |
| Job Stress | 3.4130 | 0.55836 |
| Job Performance | 3.4549 | 0.64109 |

Construct Reliability

In the absence of systematic error, reliability is equal to the squared correlation between the true construct and the true value (Jorg Henseler, 2017). ADANCO provides three reliability factors for reflective constructions with numerous indicators. Furthermore, the composite reliability methods Jöreskog's rhoC, rhoA, and cronbach's alpha are computed. Cronbach's alpha, in particular, generally underestimates genuine reliability and should thus only be used as a lower constraint on reliability Sijtsma (2009).

Dijkstra-Henseler's rho

A reflective measurement model's construct reliability is estimated using the data in this research. Only reflective measurement models are used to determine the rhoA together with the quantitative technique. Currently, the reliability of construct scores produced from path modelling is determined using the rhoA as the only reliable estimate (Dijkstra & Henseler, 2015). In this study, the level of all variables is far over 0.07, which is regarded acceptable.

Jöreskog's rhoC

Composite dependability is also known as factor reliability, Dillon-rho, Goldstein's Joreskog's rho, and McDonald's rho. It is a determination of how reliable total scores for a reflective measurement model are. All variables in this study had threshold levels that are far above 0.07 and are thus regarded as acceptable.

Cronbach's alpha

For a reflecting measurement model, Cronbach's alpha is a precise threshold estimation of the consistency of the total scores. All of the study's variables' Cronbach's alpha values are more than 0.07, therefore they are regarded as acceptable.

Table 4

Construct Reliability

| Construct | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) |
|-----------|------------------|-------------------------------|-------------------------------|
| Beta | 0.974 | 0.977 | 0.977 |
| LF | 0.905 | 0.923 | 0.933 |
| TF | 0.984 | 0.986 | 0.985 |
| js | 0.708 | 0.711 | 0.836 |
| p | 0.808 | 0.812 | 0.862 |
| ts | 0.973 | 0.987 | 0.976 |

The table above illustrates the reliabilities of the constructs considered in this research. All of the Dijkstra-rhoA, Henseler's Jöreskog's rhoC, and Cronbach's Alpha values are more than 0.07, indicating that the instrument employed in this work is extremely dependable. The reliability for Transformational shows the values of (TF: rho_A=0.986, rho_c= 0.985, and α=0.984; TS: rho_A=0.987, rho_c=0.976, and α=0.973; LF: rho_A=0.923, rho_c= 0.933, and α=0.905), Job Stress reliability statistics turns out to be (rho_A=0.711, rho_c= 0.836, and α=0.708), Job Performance turns out to be (rho_A=0.812, rho_c= 0.862, and α=0.808) (Šerbetar & Sedlar, 2016). The variable scores are acceptable, as evidenced by the reliability test results in the table. According to (Sekaran & Bougie, 2016), the instrument can be used for research when the alpha value is 0.7 or above.

Validity

The validities of the constructs were also analyzed through convergent and discriminant validity. Average variance extracted (AVE) is the most popular convergent validity indicator. Moreover, two criteria for discriminant validity have been devised. i.e. (Fornell & Larcker, 1981) measure and Hetero-trait mono-trait criterion (HTMT) proposed by (Dijkstra & Henseler, 2015). The tests are shown in the subsequent sections.

Average Variance Extracted (AVE)

It represents the average indicator dependability and has a value between zero and one. The AVE is commonly described as an indicator of uni-dimensionality. If the AVE of a reflective construct reaches 0.5, it is thought to be adequately one-dimensional. Fornell and Larcker (1981). All variables have values that are substantially over the 0.5 benchmark. The convergent validity of all constructs employed in this investigation is represented in the table below.

Table 5

Convergent Validity

| Construct | Average variance extracted (AVE) |
|-----------|----------------------------------|
| Beta | 0.809 |
| LF | 0.777 |
| TF | 0.768 |
| js | 0.63 |
| p | 0.51 |
| ts | 0.771 |

The following table indicates that the convergent validity of each construct surpasses the standard value, 0.05, indicating that the constructs utilized in the study are reliable. The Average variance extracted (AVE) for Transformational Leadership (TF) is 0.768, that demonstrates the construct's validity. Additionally AVE for Transactional (TS) and Laissez-faire (LF) leadership are 0.771 and 0.777. The Validity for work Enactment and work strain are 0.51, and 0.63 respectively.

Heterotrait-Monotrait Ratio of Correlations (HTMT)

The heterotrait-monotrait ratio of correlations (HTMT) is a method for evaluating the discriminant validity of variables. Henseler et al. (2015) recommended it for usage since it frequently outperforms comparable techniques. The lesser a pair of constructs' HTMT, the more likely they are to be distinctive. HTMT levels must be lower than 0.9, preferably less than 0.85 (Henseler, Ringle, & Sarstedt, 2015). The HTMT values are shown in the table below.

Table 6

Heterotrait-Monotrait Ratio of Correlations (HTMT)

| | Beta | Gender | LF | TF | js | p | ts | Gender x js |
|-------------|-------|--------|-------|-------|-------|-------|------|-------------|
| Beta | | | | | | | | |
| Gender | 0.021 | | | | | | | |
| LF | 0.09 | 0.07 | | | | | | |
| Neuro | 0.054 | 0.05 | 0.049 | | | | | |
| TF | 0.151 | 0.021 | 0.038 | | | | | |
| js | 0.041 | 0.029 | 0.213 | 0.302 | | | | |
| p | 0.197 | 0.059 | 0.07 | 0.446 | 0.517 | | | |
| ts | 0.034 | 0.053 | 0.043 | 0.043 | 0.15 | 0.28 | | |
| Gender x js | 0.04 | 0.011 | 0.075 | 0.187 | 0.834 | 0.289 | 0.08 | |

1. Transformational leadership and job stress are strongly correlated.

This hypothesis contends that there is a link between job stress and transformational leadership (TF). The outcome of structural equation modelling shows a positive and substantial structural relationship between TFL and occupational stress ($=0.246$ $t=5.586$, $p=0.000$). This finding suggests that there is a significant association between job stress and Transformational leadership.

2. Transactional leadership and job stress are strongly correlated.

Transactional leadership (TS) and work stress are significantly correlated. Leaders who direct followers and rectify errors before they happen are unable to build relationships with subordinates, according to the path coefficient ($= -0.125$, $t=2.802$, $p=0.005$). This supports the hypothesis.

3. Laissez faire leadership and job stress are strongly correlated.

Laissez-faire leadership and work stress are significantly correlated. The structural path between LF and job stress was significant, according to the path's outcome ($=0.159$, $t=3.663$, $p=0.000$). This supports the hypothesis.

Leadership and Job Performance

4. Transformational leadership and work performance have a significant relationship.

This theory suggests that there is a link between transformational leadership (TF) and enhanced work output. A positive and substantial structural association between TF and work performance was shown by structural equation modelling ($\beta=0.092$ $t=3.649$, $p=0.000$). This result points to a significant correlation between TF and job performance.

5. Transactional leadership and work performance have a significant relationship.

This hypothesis states that there is a favorable correlation between work success and transactional leadership (TS). A positive and substantial structural association between TS and job performance was shown by structural equation modelling ($\beta=0.046$ $t=2.432$, $p=0.015$). This finding reveals a high correlation between TS and Job Performance.

6. Laissez faire leadership and work performance have a significant relationship.

According to this hypothesis, successful work performance and laissez-faire leadership (LF) are mutually exclusive. According to the results of structural equation modelling, there was a structural link between job performance and labour force participation that was both negative and significant ($\beta=-0.059$, $t=3.1$, $p=0.002$). A low association between LF and job performance is indicated by a negative beta value.

Mediation of Job Stress

7. The link between transformative leadership and job performance is mediated by job stress.

The results demonstrate that transformative leadership significantly influences work performance in an indirect manner ($\beta=0.092$, $t=3.649$, $p=0.000$). This supports the idea that job stress serves as a mediator in the relationship between transformative leadership and job performance. This backs up the theory.

8. The association between transactional leadership and job performance is mediated by job stress.

The results demonstrate that transactional leadership significantly influences work performance in an indirect manner ($\beta=0.046$, $t=2.432$, $p=0.015$). This leads to the conclusion that job stress serves as a mediator in the relationship between transactional leadership and job performance. This backs up the theory.

9. The association between laissez-faire leadership and job performance is mediated by job stress

The results demonstrate that laissez-faire leadership negatively affects work performance in an indirect manner ($\beta=-0.059$, $t=3.1$, $p=0.002$). This indicates that job stress is not a mediating factor in the relationship between laissez-faire leadership and job performance. As a result, this assertion cannot be supported.

Gender Moderation

10. Does gender affect how job stress and job performance are related?

The negative beta value implies that gender has a negative association between job stress and job performance, even though this moderation is not statistically significant ($\beta=-0.005$, $t=0.065$, $p=0.948$). Thus, it implies that there is no difference between men and women in the relationship between job stress and performance.

| Constructs | Original sample (β) | Sample mean (M) | Standard deviation (STDEV) | T | P values | Remarks |
|--|-----------------------------|-----------------|----------------------------|-----------|----------|---------------|
| LF -> js | -0.159 | 0.165 | 0.043 | 3.66 3 | 0.000 | Not Supported |
| LF -> p | -0.059 | 0.061 | 0.019 | 3.1 | 0.002 | Not Supported |
| TF -> js | 0.246 | 0.25 | 0.044 | 5.58 6 | 0.000 | Supported |
| TF -> p | 0.092 | 0.094 | 0.025 | 3.64 9 | 0.000 | Supported |
| ts -> js | 0.125 | 0.132 | 0.044 | 2.80 2 | 0.005 | Supported |
| ts -> p | 0.046 | 0.049 | 0.019 | 2.43 2 | 0.015 | Supported |
| Gender x js -> p | -0.005 | -0.004 | 0.083 | 0.06 5 | 0.948 | Not supported |
| Keys: β =coefficient paths, T=T statistics | | | | | | |

| Construct | Original sample (β) | Sample mean (M) | Standard deviation (STDEV) | T | P values | Remarks |
|--|-----------------------------|-----------------|----------------------------|-----------|----------|---------------|
| LF -> p | -0.059 | 0.061 | 0.019 | 3.1 | 0.002 | Not Supported |
| TF -> p | 0.092 | 0.094 | 0.025 | 3.64 9 | 0.000 | Supported |
| ts -> p | 0.046 | 0.049 | 0.019 | 2.43 2 | 0.015 | Supported |
| Keys: β =coefficient paths, T=T statistics | | | | | | |

| Construct | Original sample (β) | Sample mean (M) | Standard deviation (STDEV) | T | P values | Remarks |
|--|-----------------------------|-----------------|----------------------------|-----------|----------|-----------|
| LF -> js -> p | -0.059 | 0.061 | 0.019 | 3.1 | 0.002 | Supported |
| TF -> js -> p | 0.092 | 0.094 | 0.025 | 3.64 9 | 0.000 | Supported |
| ts -> js -> p | 0.046 | 0.049 | 0.019 | 2.43 2 | 0.015 | Supported |
| Keys: β =coefficient paths, T=T statistics | | | | | | |

Discussion

(Yousef, 2000) asserts that numerous studies have shown a connection between leadership behavior and workforce performance. (Seibert, Wang, & Courtright, 2011) assert that managers have a significant influence on the productivity and motivation of their teams. Empirical studies show a positive relationship between transformational leadership and worker performance and attitudes (Avolio et al., 2004; Liao & Chuang, 2007). Several

researches demonstrate the correlation between transformational leaders' levels of satisfaction, performance, and organizational productivity (Bennett et al., 2009).

(Gong, Huang, & Farh, 2009) discovered that transformational leadership style is positively associated with employee performance through leader-member connections in their study of 570 elementary school teachers. (Biswas, 2009) conducted a study in India, gathering data from 357 participants from nine Indian organizations. He discovered that transformational leadership has a positive impact and is significantly related to employee performance ($r=0.44$).

(Obiwuru et al., 2011) directed review of Nigerian small businesses. According to their findings, transactional leadership has a significant positive relationship with worker enactment, whereas transformational leadership has a positive but negligible influence on worker enactment. In a study done in the United States of America, (García-Morales, Jiménez-Barrionuevo, & Gutiérrez-Gutiérrez, 2012) found a strong correlation between employee performance and both transactional and transformational leadership styles. In an Indian study, (Pradeep & Prabhu, 2011) discovered a positive relationship between transactional and transformational leadership styles and employee performance. Employee performance was investigated by (Paracha, Qamar, Mirza, Hassan, & Waqas, 2012). For this reason, they chose a number of Pakistani private institutions. They discovered that both transformational and transactional leadership styles influence employee performance positively. However, they discovered that transactional leadership style was more associated with employee performance than transformational leadership style. The purpose of the study was to look into the relationship among supervisors' leadership styles (as perceived by subordinates) and consequences. Transformational leadership has the greatest impact on job performance, according to the findings. It has been demonstrated that all leadership styles have a significant impact on work performance, thereby validating the Full Range Leadership theory in Pakistani contexts.

Conclusion

According to the survey results and analysis, it is evident that the Transactional leadership style ($P = 0.005$), the Transformational leadership style ($P = 0.000$), and the Laissez faire leadership style ($P = 0.000$) are all positively associated with work stress. As a result, we can draw the conclusion that management practices do affect how stressed out employees are. In essence, stress can be both positive and negative. Supervisors must demonstrate power and authority to their followers in some situations, while also acting as a facilitator to reduce stress levels in others. As a result, it is critical for a supervisor to use a specific leadership style when interacting to employees. This indicates that different leadership philosophies, such as transformational, transactional, and laissez faire, will have varying effects on distress. Laissez faire leadership is significantly associated with work-related stress, but with a negative beta value, indicating that Laissez faire is negatively related to stress, with a beta value of -0.159 . Transactional leadership has a significant association with job stress, with the highest average beta value of 0.125 . When it comes to overall stress, transformational leadership is the most important. It is also shown that ERI is positively significant $P = 0.000$ with a beta value of 0.159 with Job Stress.

According to the results of the above survey and analysis, transformational style and job performance have a positive correlation ($P=0.000$), Transactional leadership style has positive significance with job performance ($P=0.015$), and Laissez faire leadership is considerable with job performance ($P=0.002$). Thus, it follows that leadership practices do have an impact on how well employees perform at work. In some situations, leaders must demonstrate their authority and dominance over their followers, while in other situations, they must act as a facilitator to raise performance levels. Therefore, it is crucial for a leader to use a particular leader behavior when interacting to employees. It follows that different Transformational, Transactional, and Laissez Fair leadership styles can have a variety of effects on job performance. Laissez Fair leadership is negatively correlated with job performance and has a beta value of -0.059 . In contrast, transactional leadership style is positively significant with job performance and has a beta value of 0.046 . The most important leadership style when it comes to overall stress is transformational. It is also shown that ERI is positively significant $P= 0.001$ with a beta value of 0.059 with Job Performance. And also there was the mediation of job stress between leadership styles and job performance. There is no gender-based moderation between job stress and job performance, contrary to a different hypothesis that was put forth to test this relationship.

The findings of this study highlight several transformational and transactional leadership practices that are advantageous to workers' employee productivity and a crucial aspect of the leader's duty for enhancing job performance. The findings imply that in order to enhance faculty members' job performance, managers must take actions related to all facets of transformational leadership, transactional style, and participative approach, all of which are described in detail in the chapter on the literature review. However, as was discussed in the second chapter, leaders should get rid of inert and commanding behaviors as these have been shown to be barriers to hospital staff productivity. The outcomes demonstrate the significance of the leader's part and the influence of their actions on the hospital staff members' performance on the job. According to some arguments, hospital leaders face more challenges because of the quick changes occurring outside of hospitals, which implies that they need more sophisticated abilities and skills to handle these challenges Demand for leader training and growth programs has increased as a result of the growing need for new leadership competencies.

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