The Role of Teamwork and Leadership Style in Predicting Job Stress in District 6 Employees on Municipality Esfahan

Majid Mahvi-Shirazi, Ebrahim Ahmadi, Leila Gangi, Afsaneh Alizadeh

Department of Psychology, Buinzahra Branch, Islamic Azad University, Buinzahra, Iran

ABSTRACT

The following research is intended to take into consideration the leadership style and teamwork to predict job stress. The research includes 200 people of the personnel employed in district 6 city hall chosen through a random sampling method. The means of research consisted of Leadership style scale with an alpha quotient of 0.83, team working scale with an alpha quotient of 0.86-0.01, and job stress with an alpha quotient of 0.86. It was shown that team working was effective in reducing industry workers’ job stress. The changing leadership style plays a meaningful role in reducing industry workers’ stress, and exchanging leadership style causes the job stress to increase. To analyze the given data, the step by step regression and person correlation style has been used.

INTRODUCTION

Today most organs need quick change for protecting their competitive position quick changes that require that organs have adaptable personnel and leaders that can work effectively improve systems continually and pay attention to customers. Some jobs have situations that personnel call them stressor ones. Being reprimanded by the supervisor, insufficient time for ending a job or an important task or saying to an official that he (she) maybe sent out are all situations that are stressor for all persons [1, 2, 3]. Generally each stimulus that causes tension and arouses a response in a person is known as a stressor facto. This factor can be an event a situation or every thing else that is called here after an event [4, 5]. The tension and it response make a process that is called stress. Now job stress studied with every model needs some indicators for knowing it. These symptoms are psychological symptoms physical symptoms and behavioral symptoms [6, 7, 8].

Aims of the present research are:
- Studying the role of leadership style and group working in predicting job stress on the basis of group work of industrial personnel.
- Predicting job stress on the basis of transactional leadership style of industrial personnel.
- Predicting job stress on the basis of conversional leadership style of industrial personnel.

Research method:

Statistical universe of this research are all personnel of municipality in Isfahan (6th area) with degrees of diploma to high specialty (Masters), that have worked there in spring and summer 1391. According to the statistics man power of this organ are 400 persons.

Device used for gathering data in this research are:

A) Boss’s leadership style questionnaire:
This questionnaire (MLQ) that has been prepared by Boss, has been normalized by Saatchi, according to Iranian culture. According to Avoulive et al studies, MQL has high validity and legitimacy. Also on the basis of set of studies that have been done by Avoulive et al it has been found that there is high correlation between leadership factors by themselves.

Leadership style questionnaire has 45 questions and each has 5 choice of (most of the times has 3 scores), choice of (sometimes has 2 scores), choice of (every now and them has 2 scores) and choice of ( not at all, has zero scores).

Corresponding Author: Majid Mahvi-Shirazi, Department of Psychology, Buinzahra Branch, Islamic Azad University, Buinzahra, Iran
E-mail: msh7537@gmail.com
B) **Group working questionnaire:**

This questionnaire has been prepared by Kamali and it has been used in Takestan Co for group working. Its reliability coefficient at alpha level has been 86%-10%.

It is a research-made questionnaire and measures personnel’s union. This questionnaire has 8 questions and each has 5 choices including (very high, high, medium, low, very low). Lowest choice has got 1 and highest one has got 5.

C) **Job stress questionnaire:**

This questionnaire has been prepared by Davis et al and has been normalized by Setoudeh. Validity of the test has been evaluated in the form of simultaneous validity coefficient (standard validity). Its validity has been 0.70 and its reliability has been 0.86. Job stress questionnaire has 20 questions and each of them has 5 choices.

Very high choice has (4 scores), high (3 scores), medium (2 scores) low (1 score) and very low (zero).

In order to do this research after getting statistics of municipality personnel and their demography trait, verbal call on has been done and after explaining about the goal of research, questionnaires have been completed by the personnel. While completing questionnaire on the basis of demography traits, cases such as age, sex, marriage situation, education and record have been uniformed individually, and then, on the basis of simple random sampling method, sampling has been done, so that suitable sample is gotten from the studied statistical universe.

For more confidence of the research it was done on 231 persons and 31 ones were isolated from the research because their questionnaires were imperfect and our final samples were 200 ones.

For analyzing research data descriptive statistics method and inferential statistics method were used. At descriptive level information of research variables were studied using diagram, table, frequency distribution and indexes such as mean standard deviation and also data were classified and summarized.

At inferential statistics level in order to study leadership style and group working for predicting job stress of industrial personnel, Pierson’s correlation coefficient and step by step regression have been used. In this direction, spss20 software has been used for analyzing data.

**Results:**

In Table 1 mean and standard deviation of job stress group working and leadership style variables are presented.

<table>
<thead>
<tr>
<th>Variable</th>
<th>average</th>
<th>Standard deviation</th>
<th>frequency</th>
<th>percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stress</td>
<td>19.68</td>
<td>7.14</td>
<td>4</td>
<td>55</td>
</tr>
<tr>
<td>Team work</td>
<td>30.29</td>
<td>5.05</td>
<td>14</td>
<td>40</td>
</tr>
<tr>
<td>Exchange style</td>
<td>72.11</td>
<td>7.20</td>
<td>57</td>
<td>89</td>
</tr>
<tr>
<td>Change style</td>
<td>78.75</td>
<td>8.47</td>
<td>60</td>
<td>96</td>
</tr>
</tbody>
</table>

For testing research hypothesis at first using Pierson’s correlation coefficient relation among group working, conversional leadership style and transactional leadership style with job stress were studied and then - using regression analyze role of each variables in predicting job stress was studied.

Results of correlation among research variables are presented in Table 2 about correlation matrix among research variables.

<table>
<thead>
<tr>
<th>Variable</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team work</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Exchange leadership style</td>
<td>0.40</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Change leadership style</td>
<td>0.21</td>
<td>-0.18</td>
<td>0.27</td>
<td>1</td>
</tr>
</tbody>
</table>

First hypothesis: group working decreases job stress among industrial personnel:

As it is seen in Table 2 there is negative and meaningful correlation between job stress and group working. (p<1% and r(200)=0.40). It means that more group working decreases job stress is meaningful. (B=-0.41 and p<0.0). It means that increasing one unit of standard deviation in group working, decreases standard deviation of job stress to 0.29. So the first hypothesis is confirmed.

Second hypothesis: conversional leadership style decreases job stress of industrial personnel:

As it is seen in Table 2, role of conversional leadership style in predicting job stress is meaningful. (B=-0.19 and p<1%). It means that higher conversional leadership style, decreases job stress in an organ so the second hypothesis is confirmed. Increasing one unit of standard deviation in conversional leadership style variable decreases standard deviation of job stress to 0.23. So the second research hypothesis is confirmed.
Third hypothesis: transactional leadership style increases job stress of industrial personnel:

As it is seen in table 2, correlation between transactional leadership style and job stress is positive and meaningful (r(200)= 0.30 and p<1%). It means that higher level of this style in creases job stress more and more. In other words a unit increase in standard deviation of transactional leadership style increases standard deviation of job stress to 0.31, so, the third research hypothesis is confirmed.

Results of repression analyze of research variables: in order to study role of variables in predicting job stress regression analyze has been used that its results are presented in table 3.

Table 3: results of regression analyze of job stress based on group working and leadership style.

<table>
<thead>
<tr>
<th>Predictive variable</th>
<th>B</th>
<th>β</th>
<th>R</th>
<th>R²</th>
<th>Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team work</td>
<td>-0.41</td>
<td>-0.29</td>
<td>0.51</td>
<td>0.26</td>
<td>6.20</td>
</tr>
<tr>
<td>Exchange leadership style</td>
<td>-0.19</td>
<td>-0.23</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>change leadership style</td>
<td>0.31</td>
<td>0.31</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The main question of present research was that if group working and leadership style had prediction role in job stress? as it is seen in table 3, results of correlation coefficient show that there is meaningful relation among hypothesis is confirmed.

Results of Pierson’s correlation coefficient show that there is meaningful relation among group working, leadership style and job stress. So this hypothesis is confirmed.

Results of Pierson’s correlation coefficient show that there is meaningful relation among job stress group working and leadership style. In order to study role of these variables in predicting job stress regression analyze has been used that its results are presented in table 3.

As it is seen in the table multivariable correlational and transactional leadership styles with job stress is 0.51 and three variables explain 26% of variance of job stress and from statistical point of view it is meaningful. (p<0.1).

There is negative meaningful correlation between group working and job stress. (r(200)= -0.40, p<0.1). It means that more group working can decrease job stress.

Also there is negative and meaningful correlation between conversional leadership style and job stress. [r(200)= -0.21, p<0.1]. Also, role of conversional leadership style in predicting job stress is meaningful. [B=-0.19, p<0.1]. It means that increasing one unit of standard deviation of job stress to 0.23. Paying attention to different researches that have been done about leadership style and job stress inside and outside the country most of these researches have found relation between these two variables. Whatever leadership style is closer to conversional method, it can decrease job stress because of variables that can decrease job stress such as: selecting right decision making power and positive relation with job environment.

Paying attention to this case that more researches protect from the results of current research and have found relation between job stress and transactional leadership style we can certainly say that there is relation between then. Because of lack of information about conversional and transactional leadership styles little researches have been done about them.

So we can certainly point to positive and meaningful relation between job stress and transactional leadership style.

Conclusion:

Because of different researches being done in different societies and getting the result that group working decreases job stress so we can say that there is relation between job stress and group working. Group working can decrease factors of job stress from Kouhi point of view is that there isn’t suitable protective factor beside a labor. Group working can decrease stress because it protects from labor.

Conversional leadership style can decrease job stress because it provides a kind of protective atmosphere and every one will have decision making power. In fact if a person is being protected in his (her) work place and can take part in decisions of the organ he (she) can control his (her) stress. Results of the research have been proved and we can certainly say that there is negative and meaningful relation between job stress and conversional leadership style.

Transactional leadership style can increase job stress because there isn’t any protective atmosphere and a person can’t have a role in decision making process. So increasing transactional leadership style at management level increases job stress and results are homolateral with the present research about positive and meaningful relation between job stress and transactional leadership style. So according to previous researches and results of present research we can certainly say that there is relation between job stress and conversional transactional leadership styles and so there is relation between job stress and group working.

REFERENCES


