Effect of Transformational Leadership on Employee Stress and Fatigue in Payam Noor University

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Abstract: The study aimed to examines the relationship between transformational leadership style with stress and fatigue in PNU and the impact of organizational culture and organizational structure on it and finding appropriate solutions to reduce the consequences of it. For the purposes of this study, it was an applied research and the category in terms of research and data collection is descriptive study and specifically is correlational (analysis of covariance matrix). In this study, both methods of factor analysis and structural equation modeling were used. The research was conducted in two phases. Moreover, the four thematic areas of the research within the framework of transformational leadership structures, organizational culture, organizational structure and stress.

Key words: Stress, transformational leadership, organizational culture, organizational structure

INTRODUCTION

Leaders with influence on organizational performance, it affects the fate of the day. Various studies have been done using different methodologies, the result is that the change in leadership has been accompanied by a change in performance and the importance of leadership in the transformation process to change the fact that, by definition, create a new system and then institutionalize new approaches, it is emphasized (Cutter, 2008). The dramatic impact of leadership on organizational performance during the evaluation of the economists on more than 700 companies in America, Great Britain, Germany and France and four operating groups, purposes, monitoring and incentives was done was done. The study showed that half of the frequency of company performance and the industry in which they operate and the rest was related to the four performance categories. The use of the management to senior leaders but the quality of internal management was related to nothing more than senior managers. Strong leaders will boost the company's performance and weak leadership undermined the performance of the company as a result of the use of transformational leadership can improve organizational performance and provide increased productivity (Khaddami, 2008). Studies have shown that organizational success is based on effective leadership. This is true in all organizations, including academic centers. Universities and higher education institutions are facing growing challenges in the third millennium and resolve these challenges requires the attainment of leadership and efficient management and effective working culture of staff involved in working with developers usability features, team-oriented and empowering as well as appropriate organizational structure in order to reduce depression and increase their degree of satisfaction to employees.Research has shown that Iranian companies and organizations than companies and organizations of other countries have very low productivity and it can be found among the few organizations and institutions that have a good productivity. One important reason for this low labor motivation is stress in employee's organizations. Stress hinders decision was correct and personal consequences such as mental and physical diseases (cardiovascular, blood pressure, etc.) and organizational outcomes such as reduced morale and job satisfaction, reduced organizational commitment and turnover and ultimately reduce the performance and efficiency and thus reduce the efficiency of organizations will follow. On the other hand, the enormous cost pressures and treatment of diseases on individuals, organizations imposes on the state and national levels.

Results of the research in the field of organizational psychology, human resource management and organizational behavior show which stresses the key role in the performance of employees (members of organization). In the meantime, the important thing is

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that other universities as well as organizations today are living in turbulent environment, as tumultuous change and major changes in universities is vital. The development of numerous changes, including changes resulting from the technology. In particular, the evolution of technology and the increasing globalization of information and communication in the event of disregard for the problems, function of universities will face a serious threat. As a result, knowledge, analyze and tackle the problems of universities, especially the expansion of higher education in recent decades, effective and essential step for the development of the university system considered in the future. In this context, careful attention to three basic variables and effective leadership styles, organizational culture and organizational structure in universities due to their important role in satisfaction and an inner sense of independence at work and ultimately increase the efficiency and effectiveness of the organization, can be useful (Soros *et al.*, 2002). In research carried out in this context that the Causes of stress (individual, organizational, external environment) and its impact on the performance of the staff PNU's Central Tehran, expressed. The role of leaders and creative entrepreneurs in the creation of stress as well as the effects of stress on the part of the employee's performance is evaluated and analyzed.

Theoretical foundations
Transformational leadership: Leadership style of the original variables tested in this study has been done. In this study, classification of style transformational leadership style based on the personal relationships between managers and subordinates and transactional leadership style based on the amount between managers and subordinates exchanges, was selected and used. Danton in 1973 for the first time used the term transformational leadership but by Burns rose to fame (Oushagbmy, 2004). After that, a cease-and Olive (Bass and Avolio) concept and ideas about leadership developed bronze and created a new concept called transformational leadership. They believe that this kind of leadership takes place when the leader of interests has developed personnel, awareness and acceptance necessary to carry out their mission in creating and take them beyond their own interests and group interests over individual interests motivate priority (Stone *et al.*, 2003). According to Burns, transformational leaders are those who possess vision and challenge others to do exceptional things and efforts are loan. In his opinion "the only transformational leaders are new organizations are essential to be able to draw routes, because they are the source of change, the changes are fully dominant

aristocracy and the winds of change "Following the investigation bronze. Bernard Bas a model of leadership an organizational change in order for the position of stability and transactional leadership (transactional) and change (transformative) was included. Bas and Olive in 1996 it has developed and demonstrated various aspects of both types.

They even have this model in the form of a questionnaire called Multi-factor Leadership Questionnaire (MLQ) as operational purposes. In this model of transformational leadership include: idealized influence, intellectual stimulation, inspirational motivation and personal considerations and aspects of transactional leadership include: Providing appropriate incentives, management by exception-active management by exception-passive.

According to Burns, transformational leadership ethics, motivation and spirituality of their congregations raise and emphasized that what you can do for your community, in contrast, leaders, businesspersons (transactional) personal interests and immediate attention followers and emphasize is that what your community can do for you. Williams' research (2006) showed that transformational leadership behaviors more citizens like the sacrifices and sacrifice, work ethic, sportsmanship, courtesy and forever, piety and dignity of citizens of the show and they watered their subordinates from these values and some other scholars in self-actualization and self-concept and positive subordinates have a major role (Shire *et al.*, 2003). Some research has shown that certain personality characteristics of transformational leadership of the day with high levels of pragmatism, Intellectual Development, women's attitudes and confidence as well as low critic and denunciation and impudence (Brachi and Walter, 2007). According to empirical research has been done desirability of the distinction between the two types is the undisputed leader and changes emerged in the market and the workplace during the past three decades, organizations need to transformational leadership has increased to traders.

Organizational structure: Stephen Robbins structure as one of the components of the organization which defines the three elements of complexity, formality and concentration, has been formed. Complexity is a relative term, which is about separation of duties and the organization of shows, namely due to specialization, the division of labor and organization as well as the number of levels in the hierarchy of organizational units spread geographically. Recognition of the rule of law refers to the extent to which an organization to direct the behavior of employees, the laws, regulations and procedures rely

where the focus is also concentrated in the hands of decision points. Transformational leadership concerns the modernization of their organizational structures as a result, in addition to make the necessary changes in organizational culture, essential changes in organizational structures, processes and measures and practical and these changes are broadly throughout the organization (Doe-pillai and Meindle, 1998).

Organizational culture: Organizational culture is an important factor in the effectiveness of the company. Edgar Schein (1985) argues organizational culture can develop knowledge through research in the development of leaders and managers who have a deep understanding of the fundamental features, have an important role. This leads to the development and management culture change and its effectiveness will be optimized\(Shraider, Tears and Jordan, 2005). Organization culture means that we deal with events and phenomena within and outside the organization has facilitated and how to interpret the events around us shapes. As a result, understanding organizational culture is an essential step in understanding the organization and the employees' behavior and performance to do any major action is necessary in the organization, why the big change is easily done with the levers of culture and new orientation in the organization, implementation and institution alization of the track.

Hypotheses: In this study, the structure of transformational leadership culture and organizational structure as independent variables and structures as mediator variables (intermediate) and stress is considered as the dependent variable and three hypothesis is stated as follows:

- H_1: Transformational leadership effect the stress in PNU
- H_2: Transformational Leadership through the organizational culture effect on stress in PNU

- H_2: Transformational Leadership through organizational structure effect on stress in PNU

MATERIALS AND METHODS

The research method: According to an applied research study, its goals and its ultimate goal, using the latest findings in science, especially in the field of leadership and organizational behavior in a scientific environment and the category in terms of research and data collection, research as descriptive (non-experimental) and specifically the correlation research (analysis of covariance matrix). In the current study both the way, the factor analysis of

verification purposes and structural equation modeling techniques were used. Research conducted in two phases and the second phase took a test mode. The central organization PNU-level research center in Tehran, in addition to the experiences, it was also Payam Noor University of Tehran. The structures of the four thematic areas of research within the framework of transformational leadership, organizational culture, the organizational structure and staff stress and the correlation between them and indicators were expressed in the form hypotheses, the theme and the main axis of the study. The target population included all employees of the Central Organization PNU and the center of Tehran with common trait of all levels including administrative staff working in an academic setting, training and research. This study has used stratified random sampling to sampling. In this study, to calculate the number of floors, the population of the sample (96) given that the number was not obtained and an integer, beat in multiples of 3 as a result, 10 men and 32 floors respectively due to population ratio, was selected at random people. In this study, library and field methods were used to collect information. The questionnaire consisted of a questionnaire with questions. In an enclosed letter referred to the aim of collecting information. In addition, the questionnaire into two categories: general questions about sex, age, work experience and education level and specific questions to measure independent variables (transformational leadership) and the dependent variables (stress and fatigue) were divided.

Measure the distance variables Likert scale was used in this study. In describing data using frequency tables, descriptive statistics, demographic variables were analyzed and so it is normal or not data descriptive research and analysis components of the questionnaire. In the second part hypotheses about the relationship between transformational leadership and staff stress the central Payam Noor and Payam Noor University of Tehran province through path analysis will be tested by LISREL and the third part of variables rankings done by Friedman test and will be their priority.

RESULTS AND DISCUSSION

Descriptive analysis: According to data from the state statistical sample gender among staff and centeral PNU in Tehran province, 59 people (20.3%) males and the rest of the sample of 232 patients (79.7%) were women. Marital status data, statistical sample of 174 staff (59.8%) were married and the rest of the 117 patients (40.2%) are single. According to classified data related to age of the sample, 87 patients (29.9%) in the age category 25-35 year, 131 patients (45%) in the age category between 35 and

Table 1: Descriptive statistic demographic characteristics of respondents

Variables (condition)	Frequency	Frequency (%)
Gender		
Male	59	20.30
Female	232	79.70
Married		
Married	174	59.80
Single	117	40.20
Age		
<25 years	-	-
25-35 years	87	29.90
35-45 years	131	45.00
45-55 years	4343	14.00
55 years	30	10.00
Education		
Diploma	29	10.00
Bachelor	203	69.80
Master	59	20.30
Employment status		
Official	61	21.00
Treaty	46	15.80
Contractual	133	45.70
Corporative	51	17.50
Organizational position expert	233	80.10
MA	58	19.90
Work experience		
<5 years	43	14.80
5-10 year	58	19.90
5-10 years	73	25.10
15-20 years	73	25.10
>20 years	44	15.10

45 year, 43 patients (14%) in the age category between 45 and 55 year and 30 patients (10%) was classified as aged 25-45 year old.

According to classified data related to education statistical sample, 29 patients (10%) holds a diploma, 203 (69.7%) holds a BA and 59 patients (20.3%) have a master's degree or higher. The results of variable employment status was as follows: 61 subjects (21%) officially, 46 people (15.8%) in the form of a treaty, 133 (45.7%) in the form of a contract and the rest were employed in the company and classified data related to variable positions in statistical sample of 233 persons (80.1%) have expert posts and 58 patients (19.9%) have had a master's post. The latest demographic variables studied in this research work experience is variable in this study, 43 patients (14.8%) have <5 years of work experience, 58 patients (19.3%) have work experience between 5-10 years, 73 patients (25.1%) work experience between 10 and 15 year, 73 patients (25.1%) work experience between 15- 20 year and 44 patients (15.1%) has a history of over 20 year (Table 1).

Inferential analysis (analysis)
Binomial test (binomial) research components: In this study, investigate the suitability or unfavorable conditions in each of the components of research on the relationship between transformational leadership with the stress of employees with two variables mediating

organizational culture and organizational structure in central organization staff in Payam Noor University of Tehran is the binomial distribution or binomial test was used. According to the data and SPSS output and statistically significant smaller number of significant number (0.05) it was concluded that 95% of the questions in reviews, questions for evaluating the research components were among the staff.

Analysis of the relationship between the relationship between transformational leadership and employee stress (in the presence of a mediator variable of organizational culture and organizational structure) in the central Payam Noor University Tehran.

Investigating the relationship between transformational leadership with the stress of employees (in the presence of a mediator variable of organizational culture and organizational structure).In the central Payam Noor University Tehran, using the LISREL software and path analysis method was used (Table 2).

The results of tests: First hypothesis: Transformational Leadership in central organization PNU and PNU Tehran affect stress. According to the results of structural equation it seems the implementation of transformational leadership among employees, stress can lead to a reduction of 31% of the employees.

The second hypothesis: Transformational Leadership in central organization PNU and PNU Tehran through corporate culture effect on stress of individual.

According to the results of structural equation, implementing transformational leadership through their influence on changing organizational culture, 63% improvement organizational culture as well as organizational culture to reduce the stress levels of 63% of the employees in the organization. It can be concluded that as much as 40% in central organization PNU and Tehran PNU can reduce the trans formational leadership through impact of stress on organizational culture. The third hypothesis: Trans formational leadership in central organization PNU and Tehran PNU through the organizational structure effect on stress of the individual.

According to the results of structural equation, the implementation of transformational leadership through their influence on organizational structure is variable, stress leads to reduced staff by 50% and the organizational structure stress increased staff by 51%. As a result of transformational leadership by improving the organizational structure, stress can be reduced by as much as 5.25% in central organization PNU and PNU Tehran (Table 3).

Table 2: Table values final path model

Direct relations between variables in the Model	Normalized value	t-values	Sig. level (p)	Significant
Transformational leadership				
Playing giving insight and inspiration	0.81	9.01	<0.01	Yes
Becoming an objective pattern	0.68	8.02	<0.01	Yes
Growing spirit of cooperation	0.65	7.89	<0.01	Yes
Realizing the expectations of high-level performance	0.51	6.13	<0.01	Yes
Personal advocacy	0.71	8.52	<0.01	Yes
Encouragement and mental stimulation followers	0.76	8.76	<0.01	Yes
Organizational culture				
Effective management of change	0.60	8.11	<0.01	Yes
Goals and perfectionism	0.77	8.55	<0.01	Yes
Coordinated teamwork	0.46	5.15	<0.01	Yes
Cultural competency in harmony	0.73	8.43	<0.01	Yes
Customer focus (according to the desires)	0.68	8.79	<0.01	Yes
Organizational structure				
Formality	0.55	7.20	<0.01	Yes
Complexity	0.47	5.01	<0.01	Yes
Focus	0.78	8.60	<0.01	Yes
Stress				
Feeling of powerlessness	0.56	7.32	<0.01	Yes
Feeling of emptiness and meaninglessness	0.64	8.34	<0.01	Yes
Feeling of alienation	0.72	8.38	<0.01	Yes
Transformational leadership				
Organizational culture	0.63	9.79	<0.01	Yes
Organizational structure	-0.50	-5.12	<0.01	Yes
Stress	-0.31	-3.45	<0.05	Yes
Stress				
Organizational culture	-0.63	-9.01	<0.01	Yes
Organizational structure	0.51	5.20	<0.01	Yes

Table 3: All the hypotheses

Hypothesis	Relationships direct	Normalized value	Sig. level	t-value	Result
First main hypotheses: There is a significant relationship between transformational leadership and stress	Direct and negative	-0.31	<0.05	-3.45	Confirmed
Second main hypotheses: military leadership through organizational culture affects employee stress	Indirect negative	-0.40	<0.01	-5.24	Confirmed
Third main hypothesis: Leadership effect stress of employees through the organizational structure implications	Indirect negative	-0.25	<0.05	-2.78	Confirmed

CONCLUSION

All staff at all levels of PNU and the center of Tehran, the study population is formed. Sampling method is stratified random method. Library and field methods as well as to collect information and questionnaires were used. Likert scale was used to measure the scale and analyze the data both descriptive and analytical demographic variables and demographic population whether or not normal at the beginning of the study data and the absence of normal research data, binomial test was used.

SUGGESTIONS

The increase in the duration of university leaders to stabilize management, peace and security and the need to express thought necessary support and the logic of managers in the organizational hierarchy is the necessary condition for change and transformative.

Motivating and foster a spirit of commitment to the goals and aspirations of the people and providing insight and seeking excellence in their vision. Superior value to internal forces in the transition towards external forces, at least at the level of central executive and conceptual skills do not require much.

Provide a friendly and cordial atmosphere of the area managers for employees to express opinions, feelings, feedback and take all appropriate measures to eliminate red lines etched in the minds of employees. Create a unique talent for future management and development of current managers. The extension component, values, fundamental principles and assumptions of transformational leadership is among managers of different levels of education through various workshops.

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