



# IMPACT OF TRANSFORMATIONAL LEADERSHIP ON MENTAL HEALTH OF EMPLOYEES/ SUBORDINATES

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## Author Note

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## ABSTRACT

Leadership is a process that a person can direct, guide and influence the behaviour and work of others towards accomplishment of specific goals in a given situation. The leader is the one who is a role model and who knows how to lead a group or team for successful accomplishment of a given task. Being a good leader provides many great opportunities. Leadership is for everyone because every person can influence others. With the emergence of leadership in modern society many theorists, scholars and psychologists have based their theories on the styles of leadership and have given laws of leadership. It is observed that the transformational leaders are the one who create and support and environment that caters to the employee wellbeing and mental health. Transformational leadership has a strong potential to affect the workers satisfaction and reduce burnout.

**KEYWORDS:** Leadership, Transformational, Intuition, Mentoring, Empowerment, Priority, Depression, Schizophrenia, Subordinates, Potential.

## INTRODUCTION

Leadership is a process that a person can direct, guide and influence the behaviour and work of others towards accomplishment of specific goals in a given situation. In the course of his survey of leadership theories and research-**Stodgily** came across innumerable definitions of leadership. According to him, it is *achievement of group objective*. **Keith Devis** said *"leadership is the process of encouraging and helping others to work enthusiastically towards objectives."* Leaders are required to develop a future vision and to motivate the team members to achieve the vision. The essence of leadership is followership. It is willingness of people to follow a person that makes that person a leader. Leading is a very demanding job both physically and psychologically. It requires zeal, energy and lot of patience to meet the mental requirement of leading. Where do most people go to learn leadership? The answer to this question is that they search many places. Some examine the world of politics, others seeks models in the entertainment industry. Many look to the world of business. Most people seem to look to successful CEO's, management consultants, and theoreticians with PhD's to learn about leadership. Being a good leader provides many great opportunities. Leadership is for everyone because every person can influence others. We live in an age of tolerance, where protecting feeling is more highly valued than proclaiming the truth; people look with suspicion upon anyone who desires to influence others. We live in an age of tolerance, where protecting feelings is more highly valued than proclaiming the truth people look with suspicion upon anyone who desires to influence others to embrace their belief. However, they still follow someone or the others.

Leadership is like a legacy, it is a success that is measured by succession. Gone are the days when the authoritarian or aristocratic type of leadership dominated the organizational set up. The leader used to rule with the iron fist. They believed in the concept of *"my way or the highway"*. Need of the hour is great. Today the world needs leaders in every field who are ready to accept change and help the subordinates to develop fully. Transformational leadership is what is more desirable. The ability to change the inner resources like- self-awareness, self-mastery and the capacity to focus on the things that truly merit the organization is the quality that every transformational leader requires. These leaders encourage others to think out of the box. Get creative, experiment with your work to discover a process that is beneficial to the organization. They keep the team motivated with creative inputs and are open to improve and innovate their strategy. With the emergence of leadership in modern society many theorists, scholars and psychologists have based their theories on the styles of leadership and have given laws of leadership (Maxwell) such as:

- **Laws of Intuition:** Leadership intuition often separates the greatest leaders from merely the good ones. It involves a combination of natural ability and learned skills. An intuitive leader can quickly scan the situation that needs their attention. Skills with people are perhaps the greatest abilities of an intuitive leader. They know what it takes to lead.
- **Law of Mentoring:** Leaders becomes a mentors for the followers. They assumes responsibility to model for others what they should do. They also evaluates teams performance and assess why they failed.



- Law of Influence: Leadership is influence- nothing more, nothing less. Influence is a two edged sword; it cuts both positively and negatively. Leaders use influence to motivate their employees/subordinates to do what would benefit everyone.
- Law of Explosive Growth: Leaders who develop leaders multiply their growth, because for every leader they develop, they also receive all of the leaders' followers. A leader who leads other leaders is the kind of leader who can take an organization to the highest level.
- Law of Empowerment: Leaders changes the employees from inside out. They transform the members to live on a higher level. They are the source of motivations for others.
- Law of Priority: Every leader must establish a list of priorities, and then learn to put the first things first. When a leader put first things, first he frequently gains the time for non-essentials.

**John C. Maxwell** a theorist and founder of the INJOY group, an organization dedicated to helping people maximize their personal and leadership potential says, "A leader knows the way, goes the way and shows the way." He is of the opinion that the most valuable gift a leader can give is being a good example. To change others you have to make change in yourself. The power of the mind, and of the way the mind work, is one of the leader's greatest assets. October 10 is the World Mental Health day and it is very important for a leader to make mental health a priority. A leader cannot give what a leader does not have. Mental Health is something that cannot be ignored. According to global mental health statistics 970 million people around the world struggle with some mental illness or drug abuse. One in every four people will be affected by a mental illness at some point in their lives. Mental disorders involve significant disturbances in thinking, emotional regulation or behavior. The most common mental disorders are anxiety and depression followed by bipolar disorder, PTSD and Schizophrenia (2019, WHO) Health systems and social support have not yet adequately responded to the needs of people with mental disorders.

People working in various service industries provide their customers intangible services. For instance, customer service employees in banking sector provide their customers services of savings and investments. Health workers provide health care services and respond quickly during emergency situations such kind of professional demands cause severe stress on the employees and it becomes an important role of a leader to safeguard workers' well-being. A transformational leader should seek to understand and fulfill the needs of their followers. It is worth noting that *transformational leader have been evidenced to be highly effective in helping their employees in achieving workplace demands and psychological well-being of the workers/sub-ordinates.*

During my stay in the professional world from the past fifteen years, it is observed that the transformational leaders are the one who create and support and environment that caters to the employee wellbeing and mental health. Research evidence

supports that teams/groups that are managed by transformational leaders tend to be both successful and loyal. The main qualities of a transformational leader that makes to a distinct persona are – authenticity, self – awareness humility, collaboration and inter dependence. Barack Obama, Nelson Mandela, Steve Jobs are recognizable figures who are a role model of transformational leadership. Becoming a transformational leader provides many benefits like increased commitments, loyalty, trust enhanced performance and productivity. Most of the research on transformational leadership and psychological well being is in line with the **JD – R model** that focuses on leadership style impacting employees' psychological well- being. The **Job – Demands – Resources Model (JD – R)** is an occupational stress model that suggests strain is a response to imbalance between demands on the individual and the resources he or she has to deal with. **Perko et al. (2016)** asserts that transformational leadership and psychological well-being can be seen as antecedent for 'favorable or unfavorable development.

Psychological well being is the subjective experience of being in a positive mental state. Transformational leadership has a strong potential to affect the workers satisfaction and reduce burnout. In addition, because it improves the well being (psychological) of the subordinates, it may help in better service output and employees stability.

## CONCLUSION

The truth is that few people are natural when it comes to leading others. However, everyone has potential. Sociologist says that introverted people will influence an average of 10,000 people in their lifetime. Titles or job descriptions provide the lowest level of leadership. As followers grow to like and trust a leader, they begin to follow because they want to. Influence grows and respect increases because of the role of leader and what he has done for the followers and mental health is one such issue. A highest calling of a transformational leader is to help others reach their potential in terms of efficiency and support for the vast mental health needs of the subordinates or followers. Leaders who spend their live developing individuals and organizations make an incredible impact.

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