

Study of impact of principal leadership behavior on occupational stress among teachers

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Abstract

Present study has been conducted to find out the impact of leadership behavior on occupational stress among teachers. Researcher selected a sample of 100 teachers from aided schools of Allahabad city consisting 50 male and 50 female for data collection, two tools occupational stress scale and leadership style scale were used for data collection. The leadership style scale measured about three type of leadership styles named transactional, toxic and transformational, product moment correlation was used to find out the relationship between occupational stress and leadership style. The result were beyond the expectation, they were not as same as the researches which had been done in the field before, they showed not any impact of leadership style on occupational stress among teachers.

Keywords: behavior, occupational, teachers, leadership, relationship

Introduction

Stress a common feature in our lives, especially when the pace of development increases. A phrase ‘Stress collapses everything has a prominent place in the minds of millions: It is a silent killer in the modern age.

The word ‘stress’ is defined in Oxford dictionary as “a state of affairs involving demand – physical or mental energy”. In medical parlance ‘stress is defined as a perturbation of the body’s homeostasis. Extreme stress conditions are detrimental to human health. But in modern times stress is normal and in many cases, it proves useful stress is a big problem of the society. It is considered as an enemy that endangers our emotional health. Psychologists define it as a disruption in an individual’s psychological or physiological homeostasis that forces him/her to deviate from normal functioning.

Occupational stress can affect our health when the stress of the workplace exceed the employee’s ability to have some control over situations. Occupational stress is stress related to one’s job. Occupational stress often stems from unexpected responsibilities and pressures that do not align with a person’s knowledge, skills, or expectations, inhibiting one’s ability to cope. Occupational stress can increase when workers do not feel supported by supervisors or colleagues, or feel as if they have little control over work processes.

Problem: ITS Origin

In educational system the role of teacher is very important, he is responsible for national development and fulfill his/her obligations effectively towards the society.

Now a days many factors are affecting teacher’s mental health. Principal leadership behavior is one of the biggest causes of stress among secondary level teachers. Secondary level is a very important stage of student’s life. At that time he wants proper guidance and moral support from his teachers. For this a teacher should be physically and mentally healthy. But at the secondary level principal’s role is also very

important. Teachers have to respect him and follow all the instructions given by him. Sometimes in schools these principals become autocratic or toxic follows all the orders given by principals unwillingly. Teacher has to do such work in which he is not interested. He feels occupational stress, which can make him unable to perform his duties. Sharma and Sharma (1989) ^[4] in their study on, Organizational role stress and Anxiety: A comparative study of “Bureaucrats and Technocrats,” analyzed the nature and Magnitude of the relationship of role stress with general and job anxiety among bureaucrats and technocrats. The emphasis on the principal as a leader may have added a new dimension to traditional distinction between the dual roles of principals as educator and principal as administrator (Bower, 1983) ^[2]. Mathew (2003) studied the organizational commitment of teachers in relation to work values, self-actualization and leadership behavior of principals. The study reported a significant and positive relationship between teachers’ orgnixational commitment and principals’ leadership behavior.

All these factors encouraged the researcher to undertake a study to find out the effect of principals leadership behavior as perceived by teacher’s on their occupational stress.

Objectives

- To find out the relationship between transactional leadership style and teacher’s occupational stress.
- To find out the relationship between toxic leadership style and teacher’s occupational stress.
- To find out the relationship between transformational leadership style and teacher’s occupational stress.

Hypothesis

- There is no significant relationship between transactional leadership style and teacher’s occupational stress.
- There is no significant relationship between toxic leadership style and teacher’s occupational stress.

- There is no significant relationship between transformational leadership style and teacher’s occupational stress.

Method and Population of the Study

The Researcher first reviewed all the methods and found that it is descriptive method which is the most suitable in the case of the present study. The researcher has used survey and ex-post facto methods in the present study. Secondary school teachers from aided schools of Allahabad city constitute the population for this study. From this population a sample was drawn. The basic purpose of the researcher is to discover principles that have universal application, because of the impracticability of studying the whole population, the researcher drew a sample representing the population. In present study two different schools were randomly selected and from these selected schools a sample of 50 teachers was drawn total number of teachers was 100 which included 50 male and 50 female teachers. So stratified sample was used.

Tools

Two tools have been used for data collection in the study. They are leadership style scale and teacher stress scale.

Leadership style scale

The leadership style scale was constructed by K.S.Misra. The present ‘Leadership Style Scale’ has been designed to measure three types of leadership behavior of the principals of higher education institutions and the heads of departments of universities and colleges. The three types of leadership behavior are transformational, transactional and toxic.

Teacher’s Stress Scale

The questionnaire was developed by K.S.Misra and Mrs. Poonam to measure stress among primary and secondary teachers. 57 items belonging to five different areas as mentioned below:

Interpersonal factor, working condition factors, physical factors, teaching role factors, Material Handled factors.

Statistical Techniques Used

objectives of the present study find out the relationship between leadership behavior and occupational stress of aided schools for which product Moment Correlation has been used to analyze the collected data.

The following formula of product moment correlation has been used

$$r = \frac{N\sum xy - \sum X \sum y}{\sqrt{[N\sum X^2 - (\sum x^2)][N\sum y^2 - (\sum y)^2]}}$$

- $\sum x^2$ -Sum of the squared X scores
- $\sum y^2$ - Sum of the squared y scores
- $\sum x$ -Sum of the x scores
- $\sum y$ - Sum of the y scores
- N - Number of paired scores

Product moment correlation between occupational stress and

three leadership behaviors has been calculated. The results have been tabulated and interpreted below-

1. A study of Relationship between Teacher’s Occupational Stress and Principals Leadership Styles-

Table 1: Correlation between occupational stress among secondary level teachers and ‘Transactional leadership’ behavior of principals.

S. No	Leadership style	Value of correlation	Level of significance
1.	Transactional Leadership	-.102	Not significance at 0.05 level

It was hypothesized that there is no significant relationship between principal’s transactional leadership style and teachers’ occupational stress. Observation of table-1 shows that the value of correlation between occupational stress among teachers is -.102. It is less than .195, the value required for significance at .05 level. So, it is not significant. In this way the null hypothesis can be accepted and it can be inferred that teacher’s occupational stress is not related to principal’s transactional style as perceived by them.

2. Correlation between occupational stress among teachers and ‘Toxic leadership behavior of principals.

Table 2

S. No	Leadership style	Value of correlation	Level of significance
1.	Toxic Leadership	.032	Not significance at 0.05 level

It was hypothesized that there is no significant relationship between toxic leadership style and teachers occupational stress. Observation of table-2 show that the value of correlation between occupational stress among teachers and principal’s toxic leadership style is .032. It is less than .195, the value required for significance at 0.05 level. In this way the null hypothesis can be accepted. It can be inferred that occupational stress among teachers is not related to principal’s toxic leadership style as perceived by them.

3. Correlation between occupational stress among secondary level teachers and Transformational leadership behavior of principals.

Table 3

S. No.	Leadership style	Value of correlation	Level of significance
1.	Transformational leadership	.024	Not significant at 0.05 level

It was hypothesized that there is no significant relationship between principal’s transformational leadership style and teachers occupational stress. Observation of table-3 show that the value of correlation between occupational stress and leadership style is .024 which is less than 0.195 the value required for significance at .05 level. It means that it is not significant. This allows acceptance of the null hypothesis so, it can be inferred that occupational stress among teachers is

related to principal's transformational leadership style.

Finding of the study

The main findings of the study are

- There is no relationship between transactional, toxic and transformational leadership behavior

And teachers occupational stress.

The finding of the study is not as these were expected before. For instance, it looks surprising that this study found no significant relationship between leadership styles and occupational stress among teachers. Transformational leadership is known as the best leadership style, so it was expected that principals, who are transformational would not be a cause of stress among teachers but toxic and transactional leadership behavior should be positively correlated with stress, but the results were totally different. These circumstances show that teachers are well adjusted now a days, they have learned to adjust with every type of leadership behaviors.

But there is no guarantee that the conditions will remain as in future. We can see that our new generation does not have enough patience they used to lose their self control very soon. So, it is needed that they should be taught to cope up with circumstances. They should try to adjust them in every condition.

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