STRESS MANIFESTATIONS DEPENDING TO THE TYPES OF LEADERSHIP

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Abstract: *The ever-changing environment determines man to adapt heavier to the demands it generates. In these conditions, the stress has become a problem with which we are confronted permanently, in both the extra-professional and the professional environment. Due to stress consequences generated by work situations, in recent years, most of the research were mostly oriented towards this. Initially, occupational stress has been studied at the managers level ("staff stress with executive power ") subsequently, has been expanded depending to types of leadership existing. The purpose of this paper is to present stress factors associated with types of leadership and to identify effective leaders behavior for the purpose of diminishing level of stress in the organization.*
Key words: leadership behavior, leadership, types of leadership, stress.
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1. Introduction

The leader can be described as a possessor of the "tools" needed to create and change the structure and culture within an organization. These prerequisites will influence managers 'leadership style, managers' health and also facilitate communication, feedback, and reward systems. According to Schein (1992, apud Nyberg, Bernin, Theorell, 2005), middle managers and low managers have an increased influence on their subordinates, stress and health. They execute and determine limits for subordinates.

Since the last century, research on leadership has focused on different aspects of personality traits of leaders, behaviors and styles. Finding a series of leadership theories that dominate the research scene: pregnancy-oriented leadership theory, relationship oriented leadership, and transformational and transactional leadership theory. These will be discussed in more detail below.

2. T ypes of leadership

A series of studies argue that the behaviors that make up the lead role are divided into two general categories: relationship-oriented behaviors and behavior-oriented behaviors.

Relationship-oriented behaviors refer to feelings, attitudes, group satisfaction and morale, increase cohesion, reduce interpersonal conflicts, show care for members of the group (Lord, 1977, apud Nyberg, Bernin, Theorell, 2005).

În contrast, comportamentele orientate spre sarcină se concentrează pe problemele care apar și mai puțin pe satisfacția personală a membrilor grupului. Liderii trebuie să conducă; ar trebui să orienteze grupul spre realizarea obiectivelor propuse. Definirea problemelor grupului, crearea rețelelor de comunicare, furnizarea de feedback, planificarea, acțiunile motivante, coordonarea acțiunilor membrilor și facilitarea obiectivelor prin propunerea de soluții și eliminarea obstacolelor sunt aspecte-cheie ale conducerii orientate spre sarcini (Nyberg, Bernin, Theorell, 2005).

The idea of transformational and transactional leadership was introduced for the first time by Burns (1978) and later developed by Bass (1985).

Bass defines transformational supervision in terms of the motivational effect of leaders on subordinates. They show loyalty, trust, admiration and respect to the transformational leader. Subordinates are motivated to serve and accomplish more than they expect from them initially. They are inspired to achieve the objectives that involve increased difficulty and become more aware of the organization's needs. Larsson (1999, apud Nyberg, Bernin, Theorell, 2005) explains the dynamics of transformational leadership as identifying subordinates with the leader, sharing his visions of the future, and the efforts made by subordinates outweigh their own interests. Bass (1990, apud Nyberg, Bernin, Theorell, 2005) mentions some personality traits that characterize transformational leaders: self-confidence, determination, understanding the needs of subordinates. There are four varied types of transformational leadership behaviors (Figure 1).

Figure 1. Types of transformational leadership behaviors

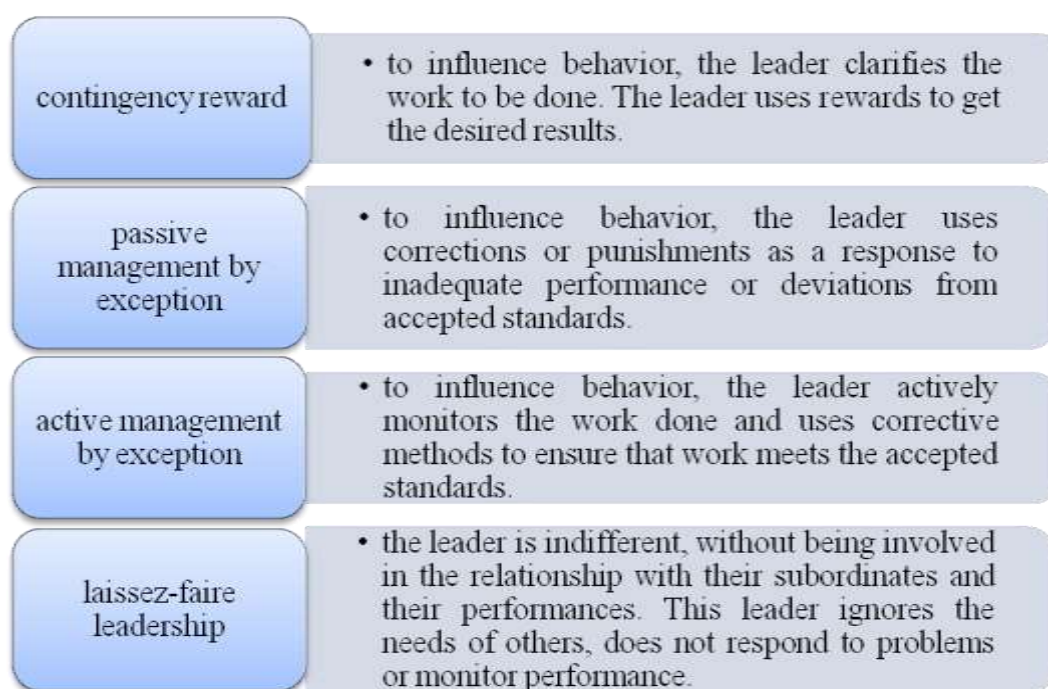| idealized leadership | • is the behavior that determines the subordinates to feel strong identification and emotion towards the leader. |
inspiring motivation	• leadership behavior that shapes high values and includes communicating an inspiring vision. Promotes strong symbols that lead to high efforts and a sense of belonging.
individualized consideration	• offers coaching, support and encouragement to subordinates.
intellectual stimulation	• influences subordinates to see problems from a new perspective and with increased awareness.

Source: Processed by: Nyberg, A., Bernin, P., Theorell, T., (2005), The impact of leadership on the health of subordinates. The National Institute for Working Life and The Swedish Trade Unions in Co-operation, 1.

The ultimate result of transformational leadership leads others to have more initiative in their work, inspires them to be more dedicated, and develops self-confidence.

In contrast, transactional leadership attempts to motivate subordinates by appealing to their own interest. The transactional behaviors are centered on achieving the task and good collegial relationships in return for desirable rewards. Transactional Leadership is based on four types of behaviors (Figure 2).

Figure 2. Types of transactional leadership behaviors

contingency reward	• to influence behavior, the leader clarifies the work to be done. The leader uses rewards to get the desired results.
passive management by exception	• to influence behavior, the leader uses corrections or punishments as a response to inadequate performance or deviations from accepted standards.
active management by exception	• to influence behavior, the leader actively monitors the work done and uses corrective methods to ensure that work meets the accepted standards.
laissez-faire leadership	• the leader is indifferent, without being involved in the relationship with their subordinates and their performances. This leader ignores the needs of others, does not respond to problems or monitor performance.

Source: Processed by: Nyberg, A., Bernin, P., Theorell, T.,   (2005), The impact of leadership on the health of subordinates. The National Institute for Working Life and The Swedish Trade Unions in Co-operation, 1.

The behavior of transactional leadership is used to a greater or lesser extent by most leaders.

Bass (1985) considers the two dimensions of leadership to be complementary rather than opposite; both serving to reach the goal. There are also some major differences between the two types of leadership. Transformational leaders not only react to circumstances, they are actively trying to remodel and influence the environment. Transactional leaders motivate their subordinates through punishments and rewards, while transformational leaders attempt to determine subordinates to orient themselves for a longer term and be intrinsically motivated. (Larsson, 1999, and Nyberg, Bernin, Theorell, 2005)

3. Leadership and Health of Employees (Subordinates)

In many studies, leadership has been considered to be one of the many sources of workplace stress but the magnitude of its impact varies from study to study.

Management is part of the organization, its culture and its structure. Both leaders and subordinates are influenced by culture and organizational structure, but leaders have a greater chance of shaping and changing them. Management or leadership style could interact with the organization to become a factor that impacts on subordinate health. Below we presented the effects of leadership types on organizational health.

➤ *Transactional Leadership.* The loss of autonomy stemming from the existence of a transactional leader along with low appreciation may be an important contributing factor to burnout (Seltzer et al., 1988, pp. Nyberg, Bernin, Theorell, 2005). The highest perceived stress levels as well as the highest number of retirees and retirees per case of disease were in organizations where no effort was made to resolve the existing problems. (laissez-faire

leadership). Active management by exception has been shown to create high levels of emotional exhaustion among subordinates.

➢ *Transformational Leadership*. In a study it was shown that if athletes perceive that their coaches provide good social support, positive feedback, democratic decisions and less autocratic style, there were more positive results (perceived competence, joy) and fewer results (Price & Weiss, 2000). The transformational leader causes low responses to physical, emotional and psychological stress among subordinates. Organizations characterized by a democratic way of solving problems have obtained the best scores related to the health of their subordinates (Price & Weiss, 2000).

➢ *Relationship-oriented Leadership*. Relationship oriented leadership style correlates with low workplace tension, burnout or low emotional exhaustion among subordinates (Nyberg, Bernin, Theorell, 2005). It has also been demonstrated that a leader who adopts a style oriented on both the task and the relationship creates very low levels of stress and burnout among the subordinates.

Leadership styles and behaviors have been shown to explain a small part of the results obtained with the health of their subordinates. It was also suggested that the relationship between leadership and employee health might be indirect. Leaders can have a great impact on tasks, control and social support, which are known to have a strong influence on employees' health. This indirect relationship of leadership to subordinate health can be highlighted through the model-demand model developed by Karasek (1979, apud Smith, Sulsky, Uggerslev). Work organization is crucial in the requirement-control model. Whether or not an organization allows employees to develop skills is an essential factor in the individual's ability to exercise control. High demands may induce increased arousal, which is considered to be harmful to health if the possibility of control is reduced. Managers and leders are also considered to be part of the active quadrant with high psychological requirements and increased decision-making. Johnson (1986, apud Nyberg, Bernin, Theorell, 2005) introduced social support in the control-demand model, arguing that this is a basic need in the workplace to protect against pressure. The increased risk for cardiovascular disease is associated with low levels of social support. Women with cardiovascular disease had a low level of control at work. Control and low social support have been associated with a high degree of mortality due to cardiovascular disease.

4. Leadership and emotions

Leaders have a great impact on subordinates as well as on the organization they lead. Therefore, a healthy leader is the cornerstone of a healthy organization and, implicitly, of healthy subordinates.

There is a vast literature on work-related factors and the well-being and stress of employees, an important aspect in this direction being the impact of leaders on the emotional experiences of employees. There are at least two reasons why employees may experience increased anxiety while interacting with leaders, firstly leaders directly assess performance and thus interactions with supervisors can increase performance anxiety. Second, there is evidence that individuals manifest the need for autonomy, which tends to be limited to the workplace by superiors. Interaction with leaders allows a closer observation of employee behavior, which can make them feel monitored and cracked, resulting in feelings of irritation. Moreover, it has been shown that leaders' expectations can cause employees to compress their emotional expression, which can lead to negative emotional reactions. Fitness (2000 by Bono, Foldes, Vinson, Muros, 2007) found that incorrect treatment by leaders, which remains unresolved, is a key source of employee anger.

The study by Bono et al. (2007) showed that employees show less optimism, happiness and enthusiasm when interacting with superiors than interacting with colleagues and clients. At the same time, employees who perceive the superior's behaviors as specific to the transformational leader manifest more optimism, happiness and enthusiasm throughout the day, including interactions with clients and colleagues. The behavior of the transformational leader has a strong and long-lasting effect on the employee as an individual as well as on the organization as a whole. Beyond the immediate effects on employee status, the positive emotions manifested by the transformational leader have the potential to influence the entire working climate as well as customer satisfaction. Emotion adjustment has been associated with low work satisfaction and increased stress levels, even for individuals who do not regulate their own emotions.

One of the variables that depends on the nature of the social context at work is the well-being of employees. Reducing well-being and increasing stress has the effect of low performance in work, absenteeism, workplace wastage, workplace accidents, apathy, alcohol consumption and low commitment (Shirom, 1989, apri Dierendonck, Borrill, Haynes , Stride, 2004).

It is believed that leaders can influence the perception of subordinates about their own person as well as about the workplace (House, 1981, apud Dierendonck, Borrill, Haynes, Stride, 2004). Poor relationships between leaders and subordinates, characterized by low leadership support, poor communication and lack of feedback reduce the well-being of the individual, causing stress. The leader-subordinate relationship is considered to be one of the main sources of stress in the organization, as well as a key psychological climate factor within an organization. In most studies, the relationship between leader and subordinate is operationalized in terms of experential support. In this context, well-being is conceptualized as referring to employee sentiments about one's own person and the place where they work and live.

5. Conclusions

Leaders' behavior towards subordinates plays an important role in how the supportive context is perceived. Behavior characterized by trust, recognition and feedback can stimulate the well-being of employees. Numerous studies attest that the perceived social support from the leader is related to the level of stress and burnout perceived. Leaders who show high control, a less supportive style, fail to clarify responsibilities and provide supportive feedback, have subordinates that exhibit a low level of well-being.

Subordinates who have a good opinion about their own person may be more socially active, which can stimulate and strengthen the positive leadership behavior. Thus, not only the behavior of leaders influences the well-being of employees, but also the way subordinates feel and behave influences the manner in which they are treated.

The attachment between leader and subordinate is identified as one of three dimensions to be developed to achieve reciprocity (the other two being contribution and loyalty).
So, the relationship between leaders and subordinates is not one-way, but bi-directional, a relationship in which behavior and positive feelings from one side positively influence behavior and feelings on the other. That is why the relationship between leaders and subordinates is considered to be a process of mutual influence.

The well-being of subordinates may influence the leadership affiliation behavior. People generally tend to avoid depressed people, preferring those who are well-off, and this is also true for leaders towards their employees.

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