

The Influence of Workload on Health: The Moderator Role of Transformational Leadership.

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Nowadays workload is the most common psychosocial risk in the great majority of companies (Altaf & Awan, 2011). Recent studies have found a relationship between workload and health disorders including depression (Ganster & Rosen, 2013), headaches, stomachaches, anxiety (Shultz et al., 2009) or diabetes (Toker et al. 2012). On the other hand, transformational leadership has been related reduced health disorders and increases in job satisfaction (Hetland et al. 2007; Green et al., 2011). Transformational leadership is characterized by changing the values, beliefs and needs of followers to motivate them to perform to higher expectations and it is a leadership style which can generate job satisfaction (Bass, 1985). Therefore, both workload and transformational leadership have been related to health disorders, but each one of them has a different effect on this variable. Moreover, recent studies have found a moderating role of transformational leadership on the relationship between some psychosocial risks and health disorders (Ayoko & Callan, 2010).

The purpose of this study was to analyze the moderator role of transformational leadership on the relationship between workload and psychosomatic disorders. The sample consisted of 408 Spanish employees working with people with intellectual disabilities. Workload was estimated by the UNIPSIICO subscale (6 items, $\alpha = .75$; e.g., I do not have enough time to get the job done). Psychosomatic disorders were measured by the UNIPSIICO subscale (9 items, $\alpha = .87$; e.g., Do you have a headache?). Moreover, a reduced version of the scale of Bass and Avolio (1995) -including the four dimensions: individualized consideration, intellectual stimulation, inspirational motivation, idealized influence- was used to evaluate transformational leadership (12 items, $\alpha = .96$). In order to testing our hypothesis, descriptive statistics, correlation and regression analysis were conducted in SPSS 21.0.

The results show that transformational leadership has a moderating role in the relationship between workload and psychosomatic disorders (interaction variable Workload x Transformational leadership, $\beta = -.29$, $p = .013$; Change $R^2 = .011$, $F = 6.25^*$). Therefore, in environments characterized by high job overload, if employees perceive that managers are developing a transformational leadership style, the levels of psychosomatic disorders will be lower relative to the absence of this leadership style.

This study provides support for the case to intervene in preventing psychosomatic disorders caused by job overload. The findings suggest management training in transformational leadership style may be a fruitful avenue to explore.