

# Does leadership style impact perceived job stress among IT employees?

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## Abstract

The purpose of this paper is to examine whether leadership style of managers impacts perceived job stress among IT employees. Cross-sectional research on 44 software companies was conducted through a questionnaire. The sample set of the study consists of employees working in the organization for at least 3 years. Responses were analysed using regression analyses. Transformational leadership was measured through an eight-item scale adopted from the study of Zhenget al. (2016) while transactional leadership was measured by an eight-item scale adopted from the study of Felfe and Schyns (2002). An outcome variable perceived stress scale was measured through a 14-

item scale used by Cohen (1983). The result indicates a positive relation between transformational leadership and transactional leadership style with job stress.

Managers should address mental wellness at the workplace through a clearly articulated workplace policy on mental health as well as recommend training managers on mental health which could help them not only recognize a stressed employee, but also reduce chances of job stress.

**Keywords:** *Perceived job stress, transformational leadership, transactional leadership and IT employees.*

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## 1. Introduction

Innovation and technology advancement have become the impetus for a competitive edge. Rapid advancement in technology has posed challenges and opportunities for an organization. This accelerated change has a huge impact on work-life balance and it eventually leads to stress. Stress has become an inevitable part of a person's daily life and a major concern for both individuals and organizations (Yamaguchi, Kim, Oshio & Akutsu, 2017; Eddy, Wertheim, Kingsley & Wright, 2017). A study led by the business body ASSOCHAM (Associated Chambers of Commerce and Industry of India) of the year 2018 reported that "56% of corporate employees sleep less than 6 hours in a day due to high stress levels that arise out of tough targets set for themselves by employers and cause diseases like hypertension, diabetes etc." Plethora of studies have documented that work place stress is a silent killer which has deleterious effects on employees' mental and physical health, as well as on organizational outcomes such as job satisfaction, job performance and employee turnover (Ngo, Foley & Loi, 2005; Kahn & Brosier, 1992; Newton & Jimmieson, 2009; O'Driscoll & Beehr, 1994). According to Alan De Cranehe, the amount of stress that IT workers feel often depends on the managers in their department. According to Yamaguchietal (2017), the dominant role of leadership on workplace stress cannot be undermined. Taper (2000) asserts that managers, through their behaviour towards employees, can either induce or prevent stress. The result of previously conducted studies demonstrates that leadership has a direct effect on role stressors due to lack of warmth and support, and unclear work instruction by superiors (Loosemore & Waters, 2004).

Leaders are an indispensable element in the work place environment and exert influence on followers' behaviours, work lives, positively or negatively, since they have a large impact on work demands, control, and social support (Gilbreath & Benson, 2004; Harris &

Kacmar, 2006). The past studies on stress could not replicate consistent effects of leadership behaviors on followers' work stress (Malloy & Penprase, 2010; Stordeur, D'Hoore, & Vandenberghe, 2001). This entails conceptualization of a framework to examine the impact of different leadership styles on perceived job stress. This study has considerable value for HR managers as by effectively managing stress of employees, they can promote positive job-related attitudes and performance (Chabbhara, 2016) which eventually results in an increase in productivity and reduction in health costs for companies (Gillentine, 2006; Pearlin, Schieman, Fazio, & Meersman, 2005). Schultz and Edington (2007) reported that job stress is the second highest cost for employers after payroll. Employees' well-being is an emerging topic in the current state of research that strives to understand the influence of leaders on the prevalence of followers' work stress more precisely, which is, in turn, connected to key indices of organizational performance (Mathias Diebig, 2016).

This study cannot be generalized to other cultures as culture plays an important role in leadership behaviours (Jing & Avery, 2008). For instance, leaders or superiors in a high power distance culture, are autocratic in nature, have unlimited power and control over followers in contrast to the low power distance culture. The unquestioning and submissive attitude of employees does not lead to stress in the high power distance culture, but can be a source of continuous stress for the employees of low power distance culture (Chaabra, 2016).

## 2. Literature Review

The literature review for the study contains three phases. The first phase covers review of transformational and transactional leadership style followed by job stress in the second phase. In the last phase, the author explains the relation between leadership style and job stress.

## 2.1 Transformational and Transactional Leadership

There is burgeoning literature on leadership style and their outcomes. Transactional and transformational leadership styles are the most explored styles applied in different fields. Transformational leadership motivates followers through inspirational motivation, collective sense of mission, heightened awareness of goals, and exciting vision and aspiration (Avolio, Bass, & Jung, 1999; Kark, Shamir, Avolio, & Yammarino, 2002). They are charismatic leaders who motivate personnel by inspiring them to innovate and drive for the future success of the company. Transformational leaders focus on higher order needs and development of their followers which is reciprocated by followers through their engagement and commitment towards work. They have the faith in their people and believe if “we build people, they apparently build an organization.” Past empirical studies claimed transformational leadership promotes well-being of followers (Skakon et al., 2010). Transformational leaders inspire and arouse the interest of followers to such a behaviour which begets many positive outcomes for an organization.

According to Qu, Janssen, & Shi (2015), transformational leadership inspires people to craft new ways of doing things, to initiate creative ideas and exploratory thinking, and to identify and commit to long-term goals. Transformational leaders bring about a positive work culture, foster innovativeness, facilitate risk taking behaviour and persuade people to change the existing process and system for long term benefits, and exploit opportunities effectively (Pearce et al., 2003). They inspire the followers to strive for more difficult and challenging goals by changing followers' propensity for creative perspectives (Whittington, Goodwin, & Murray, 2004). Transformational leaders stimulate followers to become creative and innovative, and sacrifice their personal interests for the betterment of the organization. A transformational leader's framework

emphasizes collective efforts, a clear vision, inner-strength and self-confidence to the followers so that they can argue successfully for the right course of action instead of popular or established procedures (Malloch, 2014) and followers feel pride to be associated with such a leader.

Transformational and transactional leadership style in previous literature was presented at opposite ends of the spectrum, but actually, these are the two ends of a single continuum (Bass, 1991). Transactional leaders or managerial leadership is the foundation of transformational leadership. As the name implies, this leadership framework works on transactions between leaders and followers. With transactional leadership, managers and followers meet to exchange valued outcomes by clarifying roles and expectations, and both are rewarded on the basis of desired contributions and performance (Epitropaki & Martin, 2013). Leaders emphasize on the process and efficiency, and unlike transformational leadership, they prefer to maintain the existing structure of an organization. Transactional leaders are concerned with operational effectiveness and improving efficiency of the processes within the boundaries of existing systems (Jung, 2001). Their way of leading is based on the principle of Theory X “rule out by fear and consequences”. Leaders monitor their followers to find their fault and deviations, and intervene only when something becomes serious or out of control. They let the followers know what is expected from them in terms of performance, reward them for positive outcomes and reprimand or punish them for negative outcomes. Hence, they increase compliance, reduce resistance, reward contributions and support mutual dependence (Deichmann & Stam, 2015). Leaders focus on lower level needs of followers and provide extrinsic motivators in exchange of their specific contribution in completion of a task. Under the transactional leadership, followers try to restrict themselves to negotiated level of performance instead of exploring

and exploiting opportunities (Boerner, Eisenbeiss, & Griesser, 2007; Moss & Ritossa, 2007; Ryan & Tipu, 2013). The relationship between leader and followers is 'transactional', more transitory than emotionally based, where the rewards and contingencies are in control of the leader (Deichmann & Stam, 2015).

## 2.2 Job Stress

Stress is an omnipresent and inevitable part of life. Selye (1936), one of the early prominent writers on stress, discovered and documented that stress is “non specific reaction of a body to a particular situation when put under threat.” Subsequently, a number of influential writers conceptualized stress in terms of situations where the well-being is detrimentally affected by the lapses in the individual's adaptive capacity with respect to the demands of their perceived situations were considered stressful (Landy & Trumbo, 1976). Erkutlu and Chafr (2006) stated that the workplace stands out as a potentially important source of stress purely because of the amount of time that is spent in this setting. The National Institute for Occupational Safety and Health (NIOSH) expresses that job stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or the needs of the workers. Prior research demonstrated the pernicious effects of occupational stress on worker health and well-being, job performance and job satisfaction (Bakker, Demerouti, & Verbeke, 2004; Gilboa, Shirom, Fried, & Cooper, 2008; Halbesleben & Buckley, 2004; Sullivan & Bhagat, 1992), increased withdrawal and turnover (Griffeth, Hom, & Gaertner, 2000), higher rates of accidents (Murphy, DuBois, & Hurrell, 1986), and drug and alcohol use (Frone, 2008; Harris & Heft, 1992). The severity of stress can be understood by the report of the Society for Human Resource Management which claims a loss of Rs. 50 crore in IT/ITES sector due to stress. Number of cross sectional studies recorded various work related stress and their negative

outcomes. As per Cooper and Marshall, there are five sources of stress.

1. Intrinsic to the job, including factors such as poor physical working conditions, time pressures and deadlines.
2. Role in the organisation, including role ambiguity and role conflict.
3. Career development, including lack of job security and under/over promotion.
4. Relationships at work, including poor relationships with your boss or colleagues.
5. Organisational structure and climate, including little involvement in decision-making and office politics.

In consonance with previous authors Sparks, Faragher, and Cooper (2001) quoted that management style is one of the four main psychosocial work environment issues that are of current concern for employees' well-being and occupational health in the 21st-century workplace. The focus has been on managers because their management style can alternatively be a source of stress or buffer against stress for their subordinates (Hellman, 1996; Schmidt et al., 2014, Bass & Bass, 2008, Bass & Bass, 2008; Hogan & Kaiser, 2005; Rajah et al., 2011).

## 2.3 Empirical Review on Transformational and Transactional Leadership and Job Stress

There is a meta-analytic evidence showing that supervisor support (leader) is an important antecedent of both work stress and feelings of burnout (Halbesleben, 2006; Viswesvaran et al., 1999). Research abounds on the relationship between transformational and transactional leadership behaviours and employee job stress.

Gill et al. (2010) found that the customer contact service employees (CCSEs) satisfy regular different needs and expectations of multiple parties, thus causing job stress, which can be reduced if managers

use transformational leadership style. Hence, the researchers found a negative relationship between transformational leadership and job stress of CCSEs in the Indian hospitality industry. Rowold and Schlotz (2009) investigated the relationship between transformational and transactional leadership and followers experience chronic stress. The findings indicated individualized consideration was negatively related to chronic stress because of the protective effects of individualized consideration on dissatisfaction with work and social recognition. However, the study revealed no significant relationship of transactional leadership behaviours with chronic stress. A health-promoting effect of transformational leadership has not only been found in cross-sectional studies (Arnold et al., 2007) but also longitudinally (Nielsen et al., 2008). Previous studies show a relationship between transactional leadership style and high levels of stress compared with transformational leadership (Lyons & Schneider, 2009). The Skakon et al. (2010) study shows similar results.

## 2.4 Hypotheses Development

Based on the above arguments, two hypotheses were formulated:

**H1:** There is no significant impact of transformational leadership style on perceived job stress.

**H2:** There is no significant impact of transactional leadership style on perceived job stress.

## 3. Research Methodology

The aim of this empirical study was to ascertain whether the perceived leadership style of managers induces stress among IT employees.

### 3.1 Research approach

This study follows a quantitative research approach. This approach is conducted by means of questionnaires to measure leadership style and perceived job stress.

### 3.2 Sampling and Data Collection

The aim of this study was to investigate whether the leadership style of managers impact perceived job stress among IT employees. Moreover, it was more focused to determine what type of leadership style should be embraced to decrease the negative effects of stress on an individual and at the organization level. To achieve this aim, we collected data from employees working in different IT companies of Bangalore. This study was conducted in Bangalore as it is considered as the Silicon (Technology Centre) Valley of India. The IT sector is selected in India because it is an export hub for software service and has 55 percent market share in US\$ 185-190 billion global sourcing market in 2017 (ibef.org). The choice of IT sector for the research study was based on pragmatic reason as it offers good salary packages, foreign trips, annual salary hikes, and yet employees experience high levels of stress. William Cross, chief information officer at Seminole Electric Cooperative Inc. has stated that “the amount of stress experienced by IT workers is similar to what emergency first-response personnel face” (Thibodeau, 2006, p. 1). The sample consisted of the employees working since the last 3 years as they had more knowledge about the leadership style of their managers in comparison to those who joined the organization recently.

In total, 400 people were approached while 353 qualified questionnaires were used for further analysis with a response rate of 88 per cent. Respondents ranged in age from 21 to 56 years and above (mean age 34.84 years and SD 9.94), 201 of them were males and 152 were female, and the majority of them (252) had a tenure ranging from 5-10 years in the organization. A structured questionnaire was used for the survey and data collected by personally administering this questionnaire. For the purpose of this survey, an English language questionnaire was developed based on the scales used by researchers with higher levels of reliability scores (Ferris et al., 2008; Zhenget al., 2016;

Felfe and Schyns, 2002; Cheng et al., 2004; Hinkin and Schriesheim, 2008). A five-point Likert scale was used to measure the extent of agreement and disagreements where 1 = strongly disagree to 5 = strongly agree. The snow-ball sampling approach was used to select the respondents of this study. Prior to collecting the responses, the respondents were communicated that their responses would be confidential and would be used for academic research purpose. To avoid the problem of common method variance, the data was collected at two different points of time; in the first round, the responses of employees were sought on the leadership style used by their managers. After 3 weeks, responses were sought on the second part of the questionnaire, that is, the stress which employees perceived at the work place.

### 3.3 Measure

The questionnaire consists of two parts. The first part has information about the demographic profile of respondents, while the second part comprises of 30 items to measure three constructs. The outcome variable perceived stress scale was measured through a 14-item scale used by Cohen (1983). Transformational leadership was measured through an eight-item scale adopted from the study of Zhenget al. (2016); transactional leadership was measured by an eight-item scale adopted from the study of Felfe and Schyns (2002). Previous studies reported high validity and reliability of the scales used in this study. Apart from evidences of previous literature on reliability and validity, Cronbach's, a value of reliability was calculated. All values were above 0.70, which may be considered as reliable and hence, used for the study. A Cronbach's value of 0.70 is an indication of scale reliability (Nunnally (1978). Value of Cronbach's alpha is shown in Table I.

**Table I: Reliability Test (Cronbach's Alpha)**

Variable	Cronbach's alpha
TLS-TF	0.86
TLS-TS	0.76
Perceived Job Stress	0.82

## 4. Results and Discussion

### 4.1a Validity and Reliability

To check the construct validity of the questionnaire, the author has used factor analysis. Factor analysis was performed on 16 items of leadership and 14 items of job stress. The principal component method was used to extract factors with an initial setting for Eigenvalues greater than 1.0 (Field, 2005). Orthogonal rotation (Varimax) was applied to reduce potential multicollinearity among the items. According to Hair et.al. (1995) and Tabachnick & Fidell (1989), the variables having a loading greater than the predetermined cut-off value (loading >0.3 and Eigenvalue>1) were retained in factor solution. The item has factor loading less than 0.3 and hence, not used in further analysis.

### 4.1b Reliability

To establish internal consistency, Cronbach's value of reliability was calculated. All values were above 0.70, which may be considered as reliable and hence, used for the study. A Cronbach's value of 0.70 is an indication of scale reliability (Nunnally (1978). Value of Cronbach's alpha is shown in Table 1.

### 4.2 Control Variables

The demographic variables were controlled in the model so that they cannot influence the outcome of the research. Past studies substantiate that demographic variables such as age, gender and the level of education significantly influence job stress (Aminabhavi & Triveni, 2000; Agagiotou, 2011; Bano & Jha, 2012).

### 4.3 Descriptive Statistics

Descriptive statistics of the leadership, job stress and variables are shown in Table IV. The means range from 1.15 to 2.98. The result of descriptive statistics indicates (mean) that the IT employees perceived their managers were using a transformational leadership

style more frequently in comparison to transactional leadership style in their day-to-day activities. The mean score of job stress (3.19) indicates that employees perceived high level of stress while working with their managers.

**Table II: Descriptive Statistics and Correlation Matrix**

Item	Mean	SD	1	2	3	4	5	6
Age	34.84	9.94						
Gender	1.42	.49	.36					
Education Level	2.05	.51	.22*	.42				
Job Tenure	3.07	.57	-.17*	.30	.11			
Perceived Job-Stress	3.19	.48	-.37	.73	.29	.18		
TLS-TF	2.32	.74	-.19	.87	-.37	.54	.38*	
TLS-TS	2.09	.86	-1.02	1.25	-.44	-0.32	.51**	.19**

\*\*Correlation is significant at the 0.01 level (2 tailed),

\*Correlation is significant at the 0.05 level (2 tailed)

### 4.4 Hierarchical Regression

In this study, hierarchical regression analysis was conducted to test the hypotheses and to define the direction of the relation between leadership style and perceived job stress. Analysis is performed considering leadership style as a predictor (independent) variable and perceived job stress as a criterion (dependent) variable. A two-step approach was used, where the controlled variables were entered in step 1 and the independent variables were entered in step 2. Table III shows the regression analysis of transactional and transformational leadership and perceived job stress.

The  $R^2$  of .016 in Step 1 signifies 1% of the variance in perceived job stress explained by the control variable (age, gender, education level and job tenure). Moreover the  $R^2$  result of step 2 also indicates that 5% of observed variance in perceived job stress is explained by a combination of control and leadership styles (age, gender, educational level, job tenure, transactional and transformational leadership styles).

But, the  $\Delta R^2$  result of 0.248 in Step 2 indicates that 24.8% of the variance in perceived job stress is explained by transactional and transformational leadership when the effect of controlled variables were controlled.

The control variable age ( $\beta=.198, p<.05$ ) and job tenure ( $\beta=-.147, p<.01$ ) has a significant effect on job stress. It can be concluded on the basis of result that older employees are more stressed in comparison to younger employees. Furthermore, the employees working for more than 10 years in an organization are less stressed than those who are comparatively new on the job. Based on the results of the regression analysis, transformational leadership style ( $\beta=.222, p<.01$ ) shows significant and positive influence on perceived job stress. The findings are contradictory to the previous findings, which claim a negative impact of transformational leadership on perceived job stress (Sosik & Godshalk, 2000; and Gill, Flaschner, & Bhutani, 2010). Hence, the author rejected the

hypothesis-1 which states that transformational leadership does not have any significant impact on perceived job stress. Also, Hypothesis 2, which states that transactional leadership style does not have any significant impact on perceived job stress, was not

supported because the statistical result showed a positive relationship between the constructs ( $\beta = .401$   $p < .01$ ) which is consistent with previous literature (Erkutlu & Chafra, 2006).

**Table III: Results of Hierarchical Regression Analysis between Leadership Style and Perceived Job Stress**

Item	Step 1		Step 2	Step 3
Age	.008	-	.020	-
Gender	.195		.198*-	-
Education level	-.094		.069	-
Job Tenure	.118**		.147**-	
TLS-TF	.	-	.222*	
TLS-TS	.		.401** -	
R2	.011		0.057	
Adjusted R2	.005		0.032	
F	3.889**		13.719**	
R2 change	.011		.248**	

\*\*p < .01; \* p < .05.

## 5. Conclusion

It is arguably evident that leaders play a crucial role in the well being of their subordinates as they have the power to withhold or distribute the resources (material or social) (Fiedler, 1992; Van Vugt et al., 2008). Effective leaders will eventually inspire and excite their employees to take a new challenge and achieve outstanding business results (Singh, 2016). Information technology appears to be shiny and glossy which accelerates growth and raises living standards of people, but a closer look leads to a different conclusion. IT industry is a dubious industry where employees are under relentless pressure to meet the expectation of their managers and their personal needs. A number of times stressed employees are misconstrued by managers as being in either a bad mood or having mood swings. Thereby, the study concludes both the leadership styles induce stress among the employees. Transformational managers,

via inspirational motivation, harness employees up to the extent they burn the midnight oil to perform the task which sometimes results in a glorious career. They set high expectations for their team to perform at an unsustainable level, give unreasonable deadlines, and long working hours to meet the objectives. Managers make ambitious promises to their clients which impel employees to juggle multiple deadlines without any fixed logout time making employees physically and emotionally drained. Most of the IT firms are client-centric, thereby employees slog day and night for early deliverables, eventually dismissing the boundary between their personal and professional life. Everything is ever-changing in IT; hence, managers demand employees to keep learning and frequently upgrade their skills. They also stimulate them for difficult and challenging tasks which makes them insecure and more stressed. Seltzer et al. (1989) found that intellectually stimulating leaders increased the

perceived stress and “burn-out” among their subordinates. Employees under transformational managers get emotionally connected to their work up to an extent. It becomes difficult to separate them during off time, eventually affecting work-life balance of employees and gradually turning into stress.

Transactional leaders become apologetic as they fail to provide good job security, good work environment, or purposeful work for employees. The situation turns worse when these leaders link perquisites solely with performance (visible outcomes) of the employees and if employees fail to deliver, managers impose heavy penalties on them. Transactional leaders focus more on an outcome than the personal needs of followers. They closely monitor the performance of employees, which makes the working environment rigid and inflexible, leading to stress in employees. Sidle (2007) suggests that employees may feel particularly stressed by micromanaging bosses.

## 6. Implications

Based on the results of our study, few managerial implications for HR managers are presented. The study highlights that transformational and transactional leadership styles are inducing stress among employees, and hence, not appropriate in the context of IT employees. This calls for rethinking a new type of leadership style in the Indian IT sector, which aligns with workers and promotes a culture of work-life balance. An individual's supervisor is often considered “the face” of the organization for an employee and a lens through which their work experiences are viewed (Gerstner & Day, 1997). Employees must be treated as most valuable assets rather than tools of production because their efficiency and skills determine the growth of an organization. This will not only help in reducing or managing stress of employees themselves, but also develop the sense of belonging towards the organization. Merely focusing on the performance of employees at the cost of their health will impact *esprit*

*de corps* and extravagant negative behaviour among them.

Secondly, this study emphasizes on training programs for managers and those who are at senior position with a focus on imparting awareness of stress not only in them, but also among their team members. A number of times, stress often gets misconstrued by the leaders, as either bad mood or mood swings. Regular counselling sessions (during organizational change management process) by HR managers will help to balance employee emotions. Today, emotional imbalance is advocated as a core reason for developing negative perceptions among employees about their leaders (Greenbaum et al., 2015). Another benefit of this counselling is also expected in the form of reshaping employees who are at a negative mental stage to a more positive tone at work (Kashif et al., 2017a).

Another important implication for HR managers pertains to address mental wellness at the workplace through a clearly articulated workplace policy on mental health. This encompasses everything - the vision, the values and principles and to reassure the coverage of the employees' need to prevent burnout from long hours and overwhelming workloads.

## 7. Limitations and future research

The study is subject to some limitations which can be addressed in future research. First, the research only focuses on the impact of the leadership style on work stress. The influence of other factors such as peer support and organization policy were not taken into consideration. Secondly the study is industry specific (IT); researchers can replicate the study in other sectors also with a large sample size. Future research can provide great insights on the impact of other leadership styles i.e authentic, ethical and servant leadership on job stress.

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**Appendix A**  
**Table A: Demographic Profile of the Respondents**

	Number	Percentage
<b>Age</b>		
25 Years or less	37	10.48
26-35	69	19.54
36-45	131	37.12
46-56	87	24.64
56 and Above	29	8.22
<b>Total</b>	<b>353</b>	<b>100</b>
<b>Gender</b>		
Male	201	56.94
Female	152	43.06
<b>Total</b>	<b>353</b>	<b>100</b>
<b>Education</b>		
Graduate	223	63.17
Masters	87	24.64
<b>Other's</b>	43	12.18
<b>Total</b>	<b>353</b>	<b>100</b>
<b>Organizational Tenure</b>		
5-10 years	252	71.38
More than 10 years	101	28.61
<b>Total</b>	<b>353</b>	<b>100</b>

**Table B: Description of items and Factor Analysis**

Measurement Items and Factor analysis	
TLS-TF	Loading
Tries to enhance my internal motivation when s/he wants to motivate me for a task	0.80
Knows about our competencies, work-related personal concerns and needs and how to motivate each of us.	0.28
Makes the workplace feel like a family environment.	0.21
Makes me feel that what I do is valuable and useful.	0.45
Encourages us to generate ideas and gets our suggestions while planning and conducting work.	0.76
Not only appreciates my ideas, but also encourages me to put them into practice	0.79
Informs me about the short or long term potential contributions of my work to the company	0.63
Encourages me to freely express my ideas.	0.59
Is a role model with the way s/he conducts work, his/her personality and communication skills.	0.30
Encourages me to question the status quo, to produce new solutions and supports my creativity.	0.68
Encourages us to follow the innovations in the field.	0.78
Thrills us with the things we can do and succeed at by reminding us of our specifications and abilities.	0.64
Tries to convey all the information to us about the work processes.	0.69
Plans trainings for the areas I am in need of improving.	0.66
Makes me feel like there are things s/he could also learn from me.	0.34
Makes me feel that s/he cares about me, not only as an employee, but also as a person.	0.62
Considers our personal interests and abilities, when s/he allocates tasks in the team.	0.84
Lets me use part of my work hours for new projects that I have in mind.	0.57
Would help me with my personal problems.	0.75
Supports our attendance to personal and professional development seminars. Would talk about non-work related matters with me, if I wish to.	0.77
Acts respectfully to me.	0.46
Attends non-work social events (wedding, birthday etc.) upon my invitation.	0.61
Supports me to take initiative.	0.69
Would give us important responsibilities, when necessary.	0.49
	0.77
<b>TLS-TS</b>	
Makes me feel that s/he is always alert for anything that might prevent the work from going astray.	0.78
Tries to change my ideas and impose his/her own ideas, when we disagree.	0.79
Frequently monitors and controls my acts in order to identify any possible mistakes and interfere when necessary.	0.65
Sometimes uses threats in order for me to work.	
Imposes sanctions in various ways, when I cannot perform the work that was requested by me.	0.72
Keeps giving instructions to me in order to prevent me from making mistakes.	0.63
Only rewards me contingent on completing tasks exactly the way s/he wants.	0.71
Makes me feel our relationship is like a trade; I can only take as much as I give.	0.77
Thinks it is not important to follow new paths as long as the aim is achieved faultlessly.	0.82
Uses only external rewards (such as premiums or additional days of rest) to make me work.	0.56
Does not care about the path we follow as long as we do not make mistakes.	0.85
Sets us performance goals and rewards us as much as we succeed.	0.78
	0.77
<b>Job Stress</b>	
I have a lot of work and fear that very little time to do it.	0.88
I feel so burdened that even a day without work seems bad.	0.82
I feel that I never take leave.	0.86
Many people at my office are tired of the company demand.	0.89
My job makes me nervous.	0.78
The effect of my job on me is too high.	0.83
Many a time, my job becomes a big burden.	0.81
Sometimes when I think about my job, I get a tight feeling in my chest.	0.86
I feel bad when I take leave.	0.52