TRANSFORMATIONAL LEADERSHIP AND ITS EFFECT ON EMPLOYEE PSYCHOLOGICAL WELL-BEING IN SELECTED DELTA STATE BROADCAST STATIONS

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Abstract: Main Objective: This study examined the effect of transformational leadership on the employee psychological well-being in selected Delta State broadcasting stations. **Background Problems:** Managers and governments across the globe are concerned about employee psychological health. Organizations in Nigeria have paid little attention to their employees' psychological well-being, and the majority of top executives in the broadcasting industry are unaware of the impact that transformational leadership has on the workforce's psychological well-being. The goal of this research is to investigate transformational leadership and its effect on employee psychological well-being in selected sample of Delta State broadcasting stations. **Novelty:** Transformational leadership is an effective type of leadership that encourages workers to perform better by increasing their levels of competence and self-reinforcement. **Research Methods:** The cross-sectional research design approach was used in this study. The participants in this study included 173 management and non-management employees from the Nigerian Television Authority in Asaba (47) and the Delta State Broadcasting Services in Asaba (69) and Warri (57) respectively. Using the SPSS software version 23.0, data was analyzed using linear regression. **Findings/Results:** According to the findings, transformational leadership had a significant and positive effect on employee psychological well-being. **Conclusion:** Transformational leaders work toward a common goal with followers, often self-sacrificing, prioritize employees, and develop them.

Keywords: transformational leadership, employee well-being, and performance

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INTRODUCTION

Employee well-being is becoming increasingly important in today's workplace. Employees are regarded as the foundation of any successful corporation because they are in charge of daily operations. To get the most out of their workforce, employers spend a significant amount of time and money attracting top candidates. Physically fit workers produce better results. Employees who maintain a healthy psychological balance solve problems more effectively and are more adaptable to organizational change. All of these elements are critical to the long-term success and survival of a business. Employee happiness, on the other hand, is beneficial because employees spend approximately one-quarter of their lives at work. Global managers and policymakers are becoming increasingly concerned about their employees' psychological well-being (Seki, Ishikawa, & Yamasaki, 2014). Unfortunately, workplace stressors often manifest as threats and challenges, limiting employees' effectiveness and level of performance.

Furthermore, poor psychological health among employees has been linked to high absenteeism, an increase in illnesses, medical expenses, leave intentions, and a global decline in organizational productivity. According to study, management practices have an impact on the health and happiness of employees (Bono & Ilies, 2006), because positive leaders radiate confidence, enthusiasm, and inspiration, positive leadership has the greatest potential to enhance employee well-being (Liu, Siu & Shi, 2009). Among the four key workplace variables that affect employees' well-being, management style is one of the four. Effective leadership is frequently associated with transformational leadership, a type of management. Transformational leadership, according to Bass (1985), is a leader's ability to inspire and elevate those around them. Poor employee psychological well-being has a negative financial impact on organizations. Across all economic sectors, workers' psychological well-being in Nigeria is appalling. Employee satisfaction is a key determinant of a good organization's characteristics. Greater emphasis should be placed on promoting employee psychological health due to the advantages it provides in terms of maintaining a competitive advantage, improving worker performance, and the potential for cost savings for organizations (Singh & Jha, 2019).

Employee psychological health is a key determinant of the characteristics of a healthy firm, according to existing research. In order to achieve growth and development, employee happiness, and worker psychological well-being, a healthy organization develops mechanisms for effective operation, improves internal worker skills, and quickly adapts to changes in the environment employee psychological health must be at a higher level. Poor employee psychological health may have an adverse effect on general health, which could lead to serious problems with absenteeism, employee unhappiness, poor performance, and higher expenditures for the company (Bakker & Demerouti, 2016). Because the costs associated with employees' poor psychological well-being can have an impact on both their performance and the success of the firm, any organization needs exceptional individuals to operate at their peak levels of strengths in a sustainable manner. Therefore, it is essential to give employees' psychological well-being in working situations a lot of thought (Miller, 2016). As a result, this research looks at the impact of transformational leadership on the psychological health of employees at specific broadcasting stations in Delta State, Nigeria.

Transformational Leadership

Determining an organization's mission and diligently implementing the plans required to make it a reality is a monumental task for management. Fundamentally, leadership capable of transforming any workforce, no matter how large, into a competitive team with the necessary synergy to realize jointly

agreed-upon company goals and aspirations is the key to success. As a result, leadership is always the defining characteristic of a company's cutting-edge performance and the solution to every problem. The more effective leaders are at positively influencing their followers, the more likely they are to achieve satisfactory performance (Okolie, Omole & Yakubu, 2021). Leadership is an essential component of group social relationships at work. Leadership is the enthusiastic pursuit of defined goals. The human element is what holds a group together and drives it to success. The effectiveness or ineffectiveness of the leadership is commonly blamed for the failure or success of an organization (Nwani & Okolie, 2022). This arises from the widely held belief that resourceful leaders have a large and favorable impact on organizational, group, and individual work performance, as well as the overall achievement of planned objectives and goals. Many researchers, scientists, and organizational practitioners in both the private and public sectors have given the concept of transformational leadership careful thought (Udin, 2021). Burns (1978) theory is the foundation of transformational leadership theory. For many years, leadership has been a popular topic, particularly transformational leadership, which has received a lot of attention.

Burns (1978) was the first to introduce transformational leadership in his book titled 'leadership. It was first used in the context of political leadership, but it is now also used in organizational psychology literature. Burns (1978) sees transformational leadership as an ongoing process where leaders and employees challenge one another to higher moral and motivational standards. Charismatic leadership techniques are used by transformational leaders to inspire and uplift their followers. Transformational leaders encourage their employees to think critically and creatively, solve problems, and take care of others' needs. When leaders can broaden and strengthen employee interests, build knowledge of and support for the

group's goals and missions, and motivate employees to prioritize the group's needs over their own, they are demonstrating transformational leadership. Transformational leadership is essentially the process of improving follower performance, empowering employees to work together to achieve goals, and raising awareness of the firm's spirit and culture (Muhammad & Sari, 2021). The ability of a leader to inspire, instill as well as motivate employees to focus on achieving organizational goals without sacrificing their own interests is referred to as transformational leadership. Furthermore, transformational leaders encourage their teams to grow as individuals in order to produce the best results possible. Transformational leadership is made up of five parts: idealized trait, idealized influence, motivating inspiration, intellectual stimulation, and individual consideration (Almaududi, Suherlan, lPeirisal, & Hirawan, 2022). Idealized characteristics are clearly present when followers describe their leader as charismatic, trustworthy, self-assured, and ethical, idealistic. Idealized influence allows a leader to inspire his or her employees to recognize and emulate their role models by instilling pride, faith, and respect in them. They convey their underlying beliefs, build trust, take stands on divisive topics, exhibit conviction, and underline the value of commitment, purpose, and the moral ramifications of choices.

Inspirational behavior exemplifies how to use symbols and straightforward emotional appeals to employees ' hopes and expectations. They keep employees accountable, present a compelling future vision, speak excitedly and positively, inspire and give purpose to the work that has to be done. Intellectual stimulation inspires employees to come up with novel approaches to problem solving Transformational leaders inspire their followers to think creatively and innovatively. They encourage their employees to come up with new ideas and never publicly criticize them when they

make mistakes. Leaders concentrate on the "what" of issues rather than blaming others for some of them. They have no qualms about discontinuing a long-standing practice if it is found to be ineffective. As a result, the leader acts as a mentor to their employees, rewarding them for their creativity and originality. Depending on their skills and knowledge, different approaches are taken with the employees. They have decision-making authority and are constantly supported in carrying those decisions out. Therefore, transformational leadership is regarded as the best leadership paradigm to employ in today's dynamic business environment and technological advancements (Almaududi et al., 2022).

Employee psychological well-being
Employee psychological well-being is the process of balancing employees' resources with the difficulties that require their efforts. When employees have the psychological, physical, and social resources needed to address specific psychological, physical, and social issues, they are said to be in a state of sustainable psychological wellness. However, there is a demonstrable disequilibrium in employees' psychological well-being when their troubles surpass the resources they have to deal with their problems. Workplace accidents, employee retention, and performance are just a few critical employment outcomes that are significantly impacted by a person's mental health (Erdogan, Bauer, Truxillo, & Mansfield, 2012). Thus, maintaining good physical and mental health can aid someone in maintaining a happy psychological state, which may enhance performance at work. Physical well-being, in particular, defines well-being as employees' physical health and functioning, whereas social well-being upholds workers' cordial interactions with coworkers and superiors. Psychological well-being, in effect, explains well-being in terms of subjective feelings and optimal workplace functioning.

Thus, low levels of psychological well-being among workers are a result of both physiological indicators, such as blood pressure, heart health, and general physical health, as well as psychological ones, such as irritability and worry. Additionally, job-related well-being takes into account an employee's career options, salary, working environment, job security, involvement, and work itself. In addition, Ryff and Keyes (1995) see psychological well-being as a six-component construct: (1) self-acceptance - describes positive attitudes toward oneself in terms of psychological functioning; (2) positive relationships with others - shows an employee's ability to maintain trusting relationships with coworkers; (3) Life purpose - describes an employee's beliefs about the meaning and purpose of life; (4) Environmental mastery - is a person's ability to create a suitable living environment; (5) Autonomy - describes an individual's ability to have an internal locus of control; and (6) personal growth and development - reflects an individual's ability to achieve self-actualization. People's subjective experiences were central to psychological well-being.

The two primary components of psychological well-being are eudaimonic and hedonic experiences. The eudaimonic element is concerned with human potential realization. It is predicated on the premise that people experience satisfaction when they overcome obstacles, feel they are making progress in their life, and have a feeling of purpose. The hedonic component focuses on pleasant experiences. The significance of striking a balance between good and negative emotions and thoughts is also emphasized. It is predicated on the notion that happiness results from experiencing more pleasure and less sorrow. Employee psychological well-being is referred to in the context of this study as "a multidimensional construct that encompasses the ability to control one's life, a positive judgment of one's life, and a feeling of self-actualization". When workers have positive relationships with their coworkers and believe that their lives have meaning and purpose, they are inspired to perform at their best in the workplace.

Transformational Leadership and its Effect Psychological Well-Being

When transformational leaders apply customized consideration, which is characterized by listening to, caring about, and exhibiting empathy toward people, employees are more likely to feel content, balanced, and confident. Or, to put it another way, transformational leadership is linked to improved mental health. Additionally, transformative leaders use intellectual stimulation to boost employees' confidence and self-efficacy, which can lead to increased psychological well-being. Transformational leaders put a lot of effort into inspiring and motivating their employees. According to Chi, Chung, and Tsai (2011), employees are happier when they are inspired because it provides them a sense of gratitude and purpose. As a result, their mental health will improve. Furthermore, research has linked transformative leadership to psychological health (Densten, 2005). Positive leadership is essential for an organization's limited resources to be effectively mobilized for goals and objectives to be met. Businesses all over the world have identified disparities in success, and such variations can be explained using leadership characteristics. Transformational leadership involves instilling positive attitudes and behaviors in employees in order to motivate them to work toward the organization's objectives (Gyensare, Anku-Tsede, Sanda & Okpoti, 2016). According to Bass (1985), a transformative leader behaves proactively toward their team in order to provide their business a tiny advantage. As a result, a transformational leader encourages team members to develop their competencies and reach higher levels of self-reinforcement. Managers who create and foster company culture in order to enhance employee performance and well-being are known as positive leaders.

Existing research, for example, indicates that transformational leadership's behavior reflects an effective workplace leadership style (Gyensare et al., 2016). As a result, a positive proclivity of employees to remain with a company promotes workforce stability, organizational effectiveness, and improved performance. Transformational leadership, according to Bass (1985), entails demonstrating behaviors that encourage workers to exceed expectations at work. These behaviors are also unmistakably linked to employees' psychological health. Previous research has found that leadership can have an effect on the happiness of employees, particularly transformative leadership, which has been associated with better employee health and happiness (McKee, Driscoll, Kelloway, & Kelly, 2011).

The desired impact of a transformational leader is more concerned with the long-term health and well-being of the workforce. Furthermore, individualized consideration fosters a cordial environment in which the transformative leader takes note of individual employee complaints while also providing unique solutions to their expectations (Grant, 2012). Similarly, a previous study found that change-oriented leadership provides strong support for organizational health promotion (Zwingmann, Wegge, Wolf, Rudolf, Schmidt, & Richter, 2014), based on data analyses from 93, 576 employees in 11,177 organizations across 16 countries. Overall, the results showed that improving employees' health around the world is facilitated by having a shared understanding of the vision, defined goals, responsibilities, and a good rewards system at work (Zwingmann et al., 2014). Related research has also discovered a favorable correlation between transformational leadership and staff happiness. Arnold, Turner, Barling, Kelloway and McKee (2007) found that transformative leadership was linked to improved mental and affective health among employees who engaged in meaningful work.

METHODS

This research is quantitative in the sense that it collects data numerically and

statistically to meet scientific standards such as concrete or empirical, objective, quantifiable, rational, and methodical. The research design used was cross-sectional. The participants in this study are consisted of 173 management and non-management staff from Delta State Broadcasting Service, Asaba (69), Delta State Broadcasting Service, Warri (57), and Nigerian Television Authority, Asaba (47). The questionnaire was administered among the management and non-management staff of the selected broadcasting stations using a non-probability sampling method. The items in the survey were adapted from the literature; transformational leadership was assessed using the five-item Dutch transformational leadership scale developed by De hoogh, Den Hartog, and Koopman (2004). The responses were measured using a 5-point Likert scale, with answers ranging from strongly disagree (1) to strongly agree (5). Van-Veldhoven and Broersen (2003)'s pleasure in work scale was accustomed to measured psychological well-being. Factor analysis was employed to establish whether the various items on a scale loaded on the same underlying factor.

When it comes to transformational leadership, factor results showed that the KMO value was (0.872), which was greater than the recommended minimum of 0.70 (Pallant, 2010). Furthermore, Principal component analysis reveals that transformative leadership scale's five items loaded on the same underlying factor explained 67.4% of the variance. Change-oriented leadership reliability scale had a good Cronbach's Alpha of (0.866). This demonstrated that transformative management scale was internally consistent. A KMO value of was identified through factor analysis of general-level psychological well-being (.873). The six items were all loaded on the same underlying factor. The result made up for 62.2% of the variance. The Cronbach's Alpha of the reliability scale of general-level psychological well-being was 0. (.859). Statistical Social Sciences Package software version 23.0 was employed to analyze the

study's hypothesis using correlation and linear regression. Only 157 of the 173 questionnaires distributed were retrieved and used for data analysis, yielding a 90.8% response rate.

RESULT AND DISCUSSION

Table 1: Linear Regression Analysis

Model Summary[b]										
				Std.	Change Statistics					
Model	R	R Square	Adjusted R Square	Err or of the Estim ate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	0.476[a]	0.358	0.283	0.750	0.195	21.230	1	155	.000	1.975
a. Predictors: (Constant), Transformational leadership										
b. Dependent Variable: Employee psychological well-being										

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.940	1	4.731	21.230	.000[b]
	Residual	13.325	156	0.383		
	Total	21.275	157			
a. Dependent Variable: Employee psychological well-being						
b. Predictors: (Constant), Transformational leadership						

Coefficients					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	T	Sig.
1 (Constant)	3.502	0.337		5.745	.000
Employee psychological well-being	0.394	0.095	0.473	3.819	.000
a. Dependent Variable: Employee psychological well-being					

Residuals Statistics					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.447	4.263	3.530	0.235	157
Residual	2.513	4.109	.000	0.503	157
Std. Predicted Value	5.723	5.002	.000	1.005	157
Std. Residual	3.411	6.270	.000	0.893	157
a. Dependent Variable: Employee psychological well-being					

Source: SPSS, 2022.

According to the regression analysis model summary, the R-squared value, which is the coefficient determination, shows that the impact of transformative leadership on psychological well-being of employees at selected Delta State broadcasting stations in Nigeria was 0.358. This value shows that other factors not included in the model but handled by the error terms account for the remaining 64.2% of the increase in employee psychological well-being in selected Delta State, Nigeria broadcasting stations, explaining only 35.8% of the increase in employee psychological well-being. When the correlation coefficient was adjusted for the degree of freedom, it came to 0.283, or about 28.3%.

In selected broadcasting stations in Delta State, Nigeria, after correcting for degree of freedom, transformational leadership was responsible for about 28.3% of the systematic (change) in employee psychological health. The regression analysis's serial autocorrelation is not present, according to the Durbin-Watson value of 1.975, and the model can be utilized to guide relevant policy decisions.

The F-statistic test of 21.230 at prob (Sig) =.000b performed at the 5% level of significance revealed that there were statistically significant linear relationships between transformational leadership and employee psychological health in Delta State, Nigeria broadcasting stations. The model also showed a strong correlation between transformative leadership and employee psychological well-being in Delta State broadcasting stations, with a t-statistic of 3.819 and a p-value (sig) of 0.00. According to the coefficient of 0.473, a 1% improvement in transformational leadership causes a 47.3% percent increase in employee psychological well-being in particular Delta State, Nigeria broadcasting stations.

As a result, the study discovered that in a few Nigerian broadcasting stations in the Delta State, transformational leadership had favorable and substantial correlations with employee psychological well-being. This result is consistent with earlier studies (Bass, 1985; Densten, 2005; Zwingmann et al., 2014). The conclusions of Densten (2005) that revealed the impact of transformational leadership on the psychological health of employees supported this study hypothesis.

CONCLUSION

This study was designed to fill a knowledge gap on the influence of transformative leadership on the psychological health of employees in Delta State, Nigeria broadcasting stations. Transformative l leadership has been shown to have a significant and positive impact on employee psychological well-being. The findings of this study show that transformational leaders frequently make selfless sacrifices, collaborate with their employees to achieve a common goal, prioritize their employees, and foster their development. They motivate their employees to think beyond their own self-interest in order to achieve better results. Future research should look into how transformational leadership affects the three types of well-being in Delta State broadcasting stations and other Nigerian industries.

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