

Analysis of the relationships between psychological capital, transformational leadership and positive emotions in male and female leaders.

Extended summary

The concept of leadership was studied from an individual perspective and authors such as Bass and Avolio (1990) focused on how leadership influences the motivation and performance of followers. Recently, the role of the leader has been defined as the person who generates the relationships within the organization to enable the achievement of the expected results, by creating new opportunities for continuous learning. Since the emergence of positive psychology, the search for healthy organizations and positive people has been pursued. That is why this research will focus on the analysis of the relationships between psychological capital, transformational leadership and positive emotions of leaders.

The Conservation of Resources (COR) model proposed by Stevan E. Hobfoll (1988,1999). Hobfoll (1988,1999), which will serve as the basis for the explanation of the relationship between the variables, is based on the fact that people strive to preserve, protect and elaborate resources, being the loss, potential or actual, of these resources the real threat they face. This proposal states that individuals seek pleasure and success, through the search for or maintenance by individuals of their own characteristics (psychological capital) and environmental circumstances (social support) in order to protect themselves, either in the present or in the future, from the loss of such characteristics or circumstances due to stressful situations.

The first of the variables, psychological capital (Psycap), is a psychological state of positive development of an individual, characterized by 4 dimensions; hope, self-efficacy, resilience and optimism. An increase in these facets of Psycap is rewarded with improved job performance, increased job satisfaction and reduced absenteeism. In Chawla and Sarma's (2019) research, it was observed that the different dimensions of Psycap make it easier for leaders to overcome stressful situations or work challenges.

The second variable of the research, positive emotions, is defined as emotions in which the valence of pleasure or well-being predominates, in addition to facilitating the development of strengths, personal virtues and leading to happiness (Diener, Larsen and Lucas, 2003).

Fredrickson's theory (2001) shows that positive emotions play a role in the generation of different ways of acting and thinking of workers, helping them to cope with organizational changes. Therefore, the transmission or generation of positive emotions is important within the organizational environment, so that leaders are prepared for possible changes in the organization or for decision making.

Finally, regarding the third variable, transformational leadership, some authors such as Christian, Garza and Slaughter (2011) state that "transformational leaders can act as a critical element within the work context and can influence how people and teams perceive their work in a more positive way". This leadership style has been defined based on four facets or factors; individual consideration, intellectual stimulation, inspirational motivation and charisma. The transformational leader must possess personal characteristics; charisma, creativity, interactivity, vision, ethics, people orientation and consistency (Bass and Avolio, 2006). These characteristics explain why women tend more trend to a transformational style and men towards a transactional one (Rosener, 1990; Druskat, 1994). It has also been observed, in Komives' research (1991), that there are no differences between men and women in leadership styles. As we can see, there are controversies when it comes to establishing the possible differences between men and women.

As we have seen, the different variables (Psycap, transformational leadership and positive emotions) affect each other. For example the increase of positive emotions by Psycap (Roche, Haar and Luthans, 2014) or by transformational leadership (Chuang, Judge and Liaw, 2012). Therefore, the main objective of the research is to find out the existing relationship between the three variables. We propose a mediation model for the relationship between the variables. This model indicates that the positive emotions of the leaders will be conditioned by the transformational leadership style imparted by the leaders. It is in this interaction between leadership and positive emotions that psychological capital acts, modifying the effect on positive emotions.

→ Hypothesis 1: A positive relationship is expected between transformational leadership, psychological capital and positive emotions of male and female leaders.

→ Hypothesis 2: We expect to find no significant differences between men and women in the relationship between psychological capital, transformational leadership and positive emotions.

→ Hypothesis 3: The existence of explanatory variance of positive emotions by the transformational leadership and psychological capital variables is expected.

Methodology.

The sample for the present study was obtained in a research by the research group GEST (Gender, Health and Work) of the Universitat Jaume I, which consists of a total of 343 participants of which 69% are women and 31% are men. The instruments used are diverse depending on the variable to be analyzed: for psycap we used the scales of Cifre and Machin (2020) for self-efficacy, the scale of Stephens, Heaphy, Carmeli, Spreitzer and Dutton (2013) for resilience and the scale of López-Núñez, de Jesús, Viseu and Santana-Cárdenas (2017) for hope and optimism. For transformational leadership, the Multifactor Leadership Questionnaire (MLQ) scale was used. And for positive emotions, an adaptation made by Vera, Sanchez-Cardona, Cifre and Pastor (2017) of the Multifactor Affect Indicator (Waar et al. 2013) was used. In data analysis, a descriptive analysis of the sample was performed, followed by a normality analysis and a Mann-Whitney U ANOVA to observe whether there are differences between men and women. Finally, a Pearson correlation and multiple regression analysis were performed to test the mediation model.

Results.

In the results, after observing that the sample does not follow a normal distribution, we found differences between men and women in the Psycap and transformational leadership variables, partially rejecting our second hypothesis. In the correlation analysis we observed that the three variables were positively related to each other, confirming our first hypothesis. Finally, after multiple linear regression, we found that the proposed mediation model was fulfilled and we were able to predict the increase in positive emotions, confirming our third hypothesis.

Conclusions and discussion.

The results of the correlational analysis agree with those indicated by Avey, Wernsing and Luthans (2008) or Chuang, Judge and Liaw (2012), who found positive relationships between

two of the three variables in the study. Indicating us that the increase of one of the variables would cause the increase of the related variable. Seeing this relationship, we can improve the positive emotions of the leaders, achieving better performance and creating engagement in the leaders (Avey, Wernsing and Luthans, 2008).

As for the data obtained from our mediation model, we can see that 28.8% of the variance of positive emotions can be explained and observe a relationship between the three variables. We can affirm that the model contributes to the study of the improvement of the psychosocial well-being of the leaders and to the increase of the company's productivity. However, the data confirm the existence of more variables that affect leaders to vary their positive emotions.

The gender differences in the variables (psycap and transformational leadership) could be explained by the concordance of the personal characteristics of women and men with the personal characteristics attributed by Bass and Avolio (2006) to transformational people. And by the difficulty of women to reach management positions, due to the social structure in which we find ourselves, since women must overcome a greater number of obstacles for the attainment of the same jobs (Chawla and Sharma, 2019).

ANÁLISIS DE LAS RELACIONES ENTRE CAPITAL PSICOLÓGICO, LIDERAZGO TRANSFORMACIONAL Y EMOCIONES POSITIVAS EN LÍDERES HOMBRES Y MUJERES

Introducción

La persona líder, mediante la manipulación del clima organizacional, puede conseguir una variación en la satisfacción y el rendimiento de las personas (Lewin, Lippit y White, 1939).

El capital psicológico (Psycap) es un estado psicológico positivo caracterizado por 4 dimensiones (esperanza, autoeficacia, resiliencia y optimismo) las cuales se pueden aumentar para conseguir un mayor desempeño y una mayor satisfacción laboral.

Las emociones positivas, son emociones en las que predomina la valencia del placer o bienestar y nos ayudan a desarrollar fortalezas y virtudes personales (Diener, Larsen y Lucas, 2003).

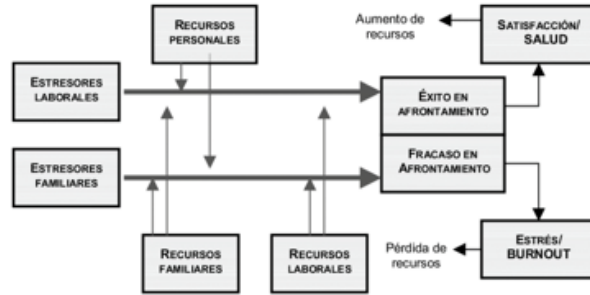
El liderazgo transformacional es definido por 4 facetas; consideración individualizada, estimulación intelectual, motivación inspiradora y influencia idealizada. A su vez algunos autores consideran que existen características personales como la creatividad, la interactividad, la ética... que definen a las personas transformacionales (Bass y Avolio 2006).

El objetivo de esta investigación es el estudio de la relación entre el liderazgo transformacional, emociones positivas y capital psicológico, así como la observación de la existencia o no de diferencias de género respecto a las tres variables.

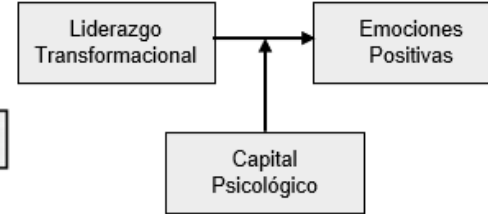
Hipótesis.

- H1:** Se espera una relación positiva entre las tres variables.
- H2:** Se espera no encontrar diferencias significativas entre hombres y mujeres en relación a las tres variables.
- H3:** Se espera encontrar varianza explicativa a partir de nuestro modelo de mediación.

Modelo de conservación de Recursos (Hobfoll, 1998, 1999)



Modelo de mediación.



Resultados

Tabla 1: Correlación de Pearson

		Psycap	Liderazgo transformacional	Emociones positivas
Psycap	Sig.	-	.000	.000
	Correlación Pearson	-	.710**	.519**
Liderazgo Transformacional	Sig.	.000	-	.000
	Correlación Pearson	.710**	-	.465**
Emociones positivas	Sig.	.000	.000	-
	Correlación Pearson	.519**	.465**	-

**La correlación es significativa en el nivel .01 (2 colas)

Tabla 2: Análisis de normalidad.

		Kolmogorov-Smirnov	
		Estadístico	Significación
Psycap	Hombres	.087	.047
	Mujeres	.079	.001
Liderazgo Transformacional	Hombres	.129	.000
	Mujeres	.087	.000
Emociones Positivas	Hombres	.106	.006
	Mujeres	.131	.000

Tabla 3: ANOVA U Mann-Whitney

	Psycap	Liderazgo Transformacional	Emociones Positivas
U Mann-Whitney	10147.000	10336.000	11375.500
Significación (p)	0.006	0.031	0.368

Tabla 4: Regresión lineal múltiple

Modelo	Coeficientes no estandarizados		Coeficientes estandarizados		95% intervalo de confianza para B		
	B	Error estándar	Beta	t	Limite inferior	Limite superior	
Constante	-1.217	.564		-2.157	.032	-2.326	-.107
Liderazgo transformacional	.294	.099	.195	2.981	.003	.100	.488
Psycap	.784	.135	.381	5.822	.000	.519	1.049

Variable dependiente: Emociones positivas.

Tabla 5: Regresión lineal múltiple

Modelo	R	R cuadrado	R cuadrado ajustado	Error estándar de la estimación
1	.465	.216	.214	.99083
2	.537	.288	.284	.94563

1. Predictores (constantes), liderazgo transformacional.
2. Predictores (constantes), liderazgo transformacional, psycap.

Metodología

Participantes → Muestra obtenida por el grupo de investigación GEST (Género, Salud y Trabajo). Compuesta por un 69% de mujeres.

Instrumentos

- Psycap: autoeficacia (Cifre y Machin, 2020), resiliencia (Stephens, Heaphy, Carmeli, Spreitzer y Dutton 2013) y esperanza y optimismo (López-Núñez, de Jesus, Viseu y Santana-Cárdenas, 2017).
- Liderazgo transformacional: Multifactor Leadership Questionnaire (MLQ).
- Emociones positivas: adaptación del Indicador multifactorial (Waar et al., 2013).

Análisis de datos → Análisis descriptivo de la muestra, seguidamente por una análisis de normalidad y una ANOVA de U Mann-Whitney. Finalmente se realizó una correlación de Pearson y un análisis de regresión múltiple.

Conclusión y Discusión

El análisis correlacional podemos observar una relación positiva entre las variables, pudiendo de esa forma establecer relaciones entre el Psycap y liderazgo con las emociones positivas, buscando una mejora en el desempeño y engagement de los/as líderes.

En cuanto al modelo de mediación planteado, podemos observar que este explica el 28,8% de la varianza de las emociones positivas. Por lo que el modelo, contribuye a la mejora del bienestar psicosocial y la mejora de la productiva de la empresa. Aunque se obtiene una baja varianza explicada.

En relación a las diferencias entre hombres y mujeres obtenidas en psycap y liderazgo transformacional, podemos inferir en que se deben a las características personales de las mujeres y a los diversos obstáculos que deben pasar para alcanzar puesto directivos.

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