

El Papel del Liderazgo Transformacional en la Salud Psicosocial del Personal Teletrabajador en la Universidad durante el COVID-19

Resumen

El objetivo principal de la investigación es analizar el rol diferencial del e-liderazgo transformacional en la salud psicosocial de las mujeres y hombres teletrabajando en la universidad durante el confinamiento por COVID-19. Para ello, se plantea que el liderazgo transformacional predice el engagement en el personal teletrabajador y que el liderazgo transformacional predice mejor la salud psicosocial en mujeres que en hombres teletrabajando durante la pandemia. La muestra está compuesta por 244 participantes, personal de administración y servicios de universidad, de los cuales el 32,8% son hombres y el 67,2% mujeres. Se han enviado dos cuestionarios vía email para recoger las respuestas a las variables de estudio del liderazgo transformacional (carisma, inspiración, consideración y estimulación) y del engagement (dedicación, absorción y vigor). Los datos se han analizado realizando regresiones lineales múltiples de las dimensiones de liderazgo transformacional sobre las de engagement empleando toda la muestra y diferenciándola por género. Los datos muestran que de forma significativa las dimensiones de liderazgo predicen la de vigor de engagement, pero no la de dedicación y absorción cuando se usa la muestra total. En la muestra de mujeres ninguno de los análisis es significativo con las dimensiones de engagement. Lo mismo sucede con las dimensiones de dedicación y vigor en la muestra de hombres. Sin embargo, el liderazgo transformacional sí que predice de forma significativa la dimensión de absorción en la misma muestra. Además, se haya una relación positiva con la dimensión de consideración del liderazgo transformacional, es decir cuanto más se focalice el líder en el logro y crecimiento de quién le sigue, este se concentrará más en la tarea. Por tanto, no se pueden confirmar ninguna de las hipótesis por completo. Así pues, se podría comprobar si de verdad se ha ejercido un liderazgo eficaz e incluir otros tipos de género.

Palabras clave: liderazgo transformacional, engagement, teletrabajo, género

Abstract

The main objective of the research is to analyze the differential role of transformational e-leadership in the psychosocial health of women and men teleworking at the university during confinement due to COVID-19. For this, it is proposed that transformational leadership predicts engagement in teleworking personnel and that transformational leadership better predicts psychosocial health in women than in men teleworking during the pandemic. The sample is made up of 244 participants, university administration and services personnel, of which 32.8% are men and 67.2% women. Two questionnaires have been sent via email to collect the responses to the study variables of transformational leadership (charisma, inspiration, consideration and stimulation) and engagement (dedication, absorption and vigour). The data have been analyzed by performing multiple linear regressions of the dimensions of transformational leadership on those of engagement, using the entire sample and differentiating it by gender. The data show that leadership dimensions significantly predict engagement vigour, but not dedication and absorption when the total sample is used. In the sample of women, none of the analyzes is significant with the engagement dimensions. The same happens with the dimensions of dedication and vigour in the sample of men. However, transformational leadership does significantly predict the absorption dimension in the same sample. In addition, there is a positive relationship with the dimension of consideration of transformational leadership, that is, the more the leader focuses on the achievement and growth of those who follow him, the more he will concentrate on the task. Therefore, neither hypothesis can be fully confirmed. Thus, one could check whether effective leadership has really been exercised and include other types of gender.

Keywords: transformational leadership, engagement, teleworking, gender

The Role of Transformational Leadership in the Psychosocial Health of Teleworker Staff at the University during COVID-19

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INTRODUCTION

COVID increased teleworking, reaching 42.8% of the active population (Fournier Guimbao, 2020). Some series of psychosocial risks originate (Venegas Tresierra & Leyva Pozo, 2020).

To prevent negative consequences, the use of transformational leadership is proposed (Jacobo, 2020). The leader must inspire his followers to achieve the commitment and participation of workers in the organization (Bass & Riggio, 2006).

The relationship between transformational leadership and staff engagement (Prochazka et al., 2017), as well as its predictive effect (Watanabe, 2020) and moderator (Scott et al., 2020) is important.

Literature shows that crisis has increased gender inequalities, although women telework more than men (Central Trade Union Independent and Civil Servants (CSIF), 2020).

Professional women feel more limited, less efficient and more pressured (Ipsen et al., 2021). It is necessary to include the gender perspective in companies (UN Women, 2020).

Objective: Analyze the differential role of transformational e-leadership in the psychosocial health (engagement) of women and men teleworking during the pandemic lockdown.

Hypothesis:

H1: Transformational e-leadership will predict engagement in teleworkers.

H2: Transformational e-leadership will better predict the engagement of women than men.

METHOD

Participants	Process	Statistical analysis	Instruments	Study variables
<p>N=244 Men (n=80) Women (n=164)</p>	Sending questionnaires by email	Multiple linear regression	Spanish version MLQ - Multifactorial Leadership Questionnaire Spanish version UWES - Utrecht Work Engagement Scale	Charisma or idealized influence Inspiration or inspirational motivation Individualized consideration Intellectual stimulation Dedication Absorption Vigour

RESULTS

	Dedication	Absorption	Vigor
Global	F(4,230)2,218 p=.068	F(4,230)2,082 p=.084	F(4,230)3,014 p=.019
	R ² =.037	R ² =.035	R ² =.050

Table 1. Multiple linear regression analysis of the dimensions of transformational leadership over those of engagement with the global sample (N=244)

	Dedication	Absorption	Vigor
Women	F(4,151)0,626 p=.645	F(4,151)0,149 p=.967	F(4,151)1,375 p=.245
	R ² =.016	R ² =.004	R ² =.035

Table 2. Multiple linear regression analysis of the dimensions of transformational leadership over those of engagement in women (N=164)

	Dedication	Absorption	Vigor
Men	F(4,74)2,368 p=.060	F(4,74)6,125 p=.000	F(4,74)2,066 p=.094
	R ² =.113	R ² =.249	R ² =.100

Table 3. Multiple linear regression analysis of the dimensions of transformational leadership over those of engagement in men (N=80)

DISCUSSION

H1: Partial confirmation. Only the dimension of **vigor** (F (4,230) 3,014, p = .019) is significant where the model explains 5% (R² =, 050).

Transformational leadership is related to the vigor of the follower, that is, to his high levels of energy, will and perseverance.

H2: Not confirmed. Only the **absorption** dimension (F (4.74) 6.125, p = .000) is significant in men where the model explains 24% (R² =, 249).

The dimension of consideration of transformational leadership is positively related, that is, the more the leader focuses on achievement and growth of each follower, the more he concentrates on the task.

The study results confirms hypotheses only partially. H1 can only be partially confirmed and H2 cannot be confirmed: contrary to expected, e-leadership predicts engagement better in men (absorption).

Limitations: immediacy of teleworking, perception of the leader's attitude, perception of teleworking, family model, family situation, work-family reconciliation, dissemination of the questionnaire and unequal distribution of gender.

Future research: verify the leader's transformational leadership or add other gender identities.

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