WHAT DOES LEADERSHIP DO TO THE LEADER? A WITHIN-PERSON FOCUSED INVESTIGATION OF THE LINK BETWEEN LEADERSHIP BEHAVIOR AND LEADER WELL-BEING

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STUDIES INCLUDED IN THIS DISSERTATION

This dissertation is based on three studies that have been published in or submitted to international peer-reviewed scientific journals. The studies differ slightly from the published or submitted manuscripts in their formatting to better fit the outline of this dissertation, but their content has not been changed.

The included studies are the following

Study 1:

Poetz, L. & Volmer, J. (2024). Exploring the dynamic relationship of transformational leadership behavior and leader well-being: A three-wave cross-lagged panel study. *Occupational Health Science, 8*, 71-101. https://doi.org/10.1007/s41542-023-00165-9

Study 2:

Poetz, L. & Volmer, J. (under review). Do I behave how I wish to behave? – Congruence of leaders' ideal and actual behavior and associations with leaders' daily well-being. *Journal of Business and Psychology*.

Study 3:

Poetz, L. & Volmer, J. (2024). What does leadership do to the leader? Using a pattern-oriented approach to investigate the association between daily leadership profiles and daily leader well-being. *Journal of Business and Psychology*. Advance online publication. https://doi.org/10.1007/s10869-024-09939-6

CONTRIBUTION TO THE STUDIES OF THIS DISSERTATION

Lennart Pötz developed the theoretical background and the hypotheses for the studies in consultation with Judith Volmer. Lennart Pötz and Judith Volmer planned the studies. Lennart Pötz conducted the studies and analysed the data. Lennart Pötz wrote the first drafts of the manuscripts. Judith Volmer provided feedback on earlier versions of the manuscripts. Lennart Pötz and Judith Volmer revised earlier versions of the manuscripts. Both authors have read the final version and agreed to the published (Studies 1 and 3) or submitted (Study 2) versions of the manuscripts.

SUMMARY

Recent research has shown that leadership behaviors are not only related to followers' well-being, but also to leaders' well-being, such as emotional exhaustion or affectivity. However, several aspects remain open, such as the role of multiple leadership behaviors, including passive leadership, the role of the understanding of well-being, mediating mechanisms, the directionality of the associations, and relevant leader-related factors. Additionally, most studies did not account for the fact that leadership and well-being fluctuate not only between but also within leaders, for example, on a daily or weekly basis. Therefore, in the present studies, I investigated the association between leadership and leader well-being in more detail by addressing the open aspects outlined above. Across these studies, I built on the full-range model of leadership and the Conservation of Resources theory as a theoretical basis.

In Study 1, I examined the potential reciprocal relationships between transformational leadership and leaders' emotional exhaustion and vigor. I assumed that higher levels of transformational leadership are associated with higher levels of well-being. Furthermore, I investigated whether these relationships are mediated by leaders' resources, that is, their occupational self-efficacy, information exchange, and meaning of work. To test these assumptions, I conducted a week-level online study across three weeks with 132 leaders from different industries. Random intercept cross-lagged panel analyses revealed that transformational leadership was positively related to well-being and resources, both between and within leaders. However, within-leader associations existed only within one week, but not from one week to the next. Hence, there was no support for the mediation assumption.

In Study 2, I investigated ideal leadership behaviors as a factor associated with whether actual daily leadership behavior is positively or negatively associated with leaders' well-being. Specifically, I focused on trait ideal (i.e., the leadership behavior the leader

generally wants to show) and daily actual (i.e., the leadership behavior the leader actually showed on a specific day) full-range leader behaviors (transformational leadership, contingent reward, management-by-exception active and passive, laissez-faire) and basic need satisfaction and emotional exhaustion as well-being indicators. Based on implicit leadership theories and research on person-environment fit, I assumed congruence between trait ideal and daily actual leadership to be most beneficial for leaders' well-being (i.e., higher basic need satisfaction and lower emotional exhaustion). I tested my hypotheses in a ten-day diary study with 90 leaders. Response surface analyses did not support the hypothesized congruence effects. On an exploratory basis, I found support for linear and curvilinear associations between daily leadership and well-being, but no direct or interactive relationships with ideal leader behaviors.

Study 3 acknowledged that leaders can show multiple leadership behaviors within one day (i.e., daily leadership profiles), and that profile membership can change from one day to the next. Additionally, I considered that the interplay of these daily behaviors could change the association with leaders' daily well-being. Therefore, I used latent profile analysis to investigate which daily leadership profiles exist, the stability of profile membership across one week, and their associations with leaders' emotional exhaustion and affectivity mediated by their daily thriving and time pressure. In a diary study across five consecutive working days (N = 289 leaders), I found three daily leadership profiles with varying stability across the week. The profiles were differentially related to leaders' well-being, being in part simultaneously positively and negatively associated with leaders' well-being, depending on the well-being indicator. In addition, there was support for the mediating role of daily thriving and time pressure.

Taken all three studies together, leadership behavior was related to different indicators of leader well-being at the within- and between-person level. From a resource-based

perspective, the findings indicate that especially transformational leadership and contingent reward behaviors seem to be resources for leaders and are associated with greater well-being (e.g., higher vigor, lower emotional exhaustion, or higher need satisfaction). In contrast, passive leadership showed rather stable negative associations with leaders' well-being (e.g., higher emotional exhaustion and lower need satisfaction). At the same time, the studies show the importance of a differentiated investigation of leadership behavior and leader well-being because the associations varied greatly depending on the co-occurrence of multiple single leadership behaviors within one day. These results extend and specify our knowledge of the relevance of leadership behavior to leaders' well-being, provide insights for future research, and have implications for leaders, leadership training and coaching.

CHAPTER I:

GENERAL INTRODUCTION AND CONTRIBUTIONS OF THE DISSERTATION

"If your actions inspire others to dream more, learn more,

do more and become more, you are a leader."

(John Quincy Adams)

This quote by John Quincy Adams, the sixth president of the United States of America, illustrates one understanding of leadership as the impact a person has on others. However, what impact has this *inspiration* or, more generally speaking, what impact have all leadership behaviors on leaders themselves? How are these actions related to leaders' experiences in their working lives, such as well-being? To answer these questions, this dissertation takes on the association between leadership behavior and the well-being of leaders.

Focusing on leaders' well-being is crucial for two main reasons. First, as with other employees, elevated levels of (work-related) well-being are beneficial for leaders' professional and personal functioning. Additionally, leaders are a central target group as they, in particular, face a high amount of demands and stressors at work (Day et al., 2004; Li et al., 2018; Skakon et al., 2011). Second, leaders' well-being affects their own performance but also has significant consequences for their teams and the organization as a whole. For example, research has demonstrated that leaders with reduced well-being exhibit more negative leadership behaviors (Harms et al., 2017; Kaluza et al., 2020), which can lead to lower productivity or team satisfaction (Mackey et al., 2017). Moreover, leaders' health can also influence the health of their employees (Harms et al., 2017; J. Huang et al., 2016; Volmer, 2012) for example through mood contagion (S. K. Johnson, 2008) or role modeling

(Dietz et al., 2020). These specific constellations highlight leaders' crucial roles in the organizational context.

The findings thus far regarding the question of whether being a leader is beneficial or detrimental to leaders' well-being are inconsistent. One perspective, which is also underlined by practitioner surveys (Lohmann-Haislah, 2012), suggests that leaders have lower well-being because of higher exposure to stress (Harms et al., 2017). A contrasting view proposes higher well-being for leaders than for non-leaders, for example, caused by better access to more resources (Sherman et al., 2012). Recent studies propose that it is necessary to apply a more differentiated perspective when investigating these contrasting views, finding that the hierarchy level (i.e., negative relationship between hierarchy level and burnout; Korman et al., 2022) and age of leaders (young leaders report lower well-being than older leaders; Irehill et al., 2023) should be considered. As these factors differentiate leaders from each other but cannot (or only to a low extent) be controlled and changed by them, it is important to investigate leader-specific stressors and resources of their working routine that unite leaders and are under their control to a much greater extent. One such variable that could be both a stressor and a resource is leadership behavior. Therefore, the present dissertation focuses on the association between leadership behavior and leaders' well-being to enrich the theoretical framework around these constructs and derive targeted practical interventions that increase leaders' well-being.

This dissertation employs the Conservation of Resources (COR) theory (Hobfoll, 1989) as its central theoretical framework. This theory posits that individuals strive to preserve, protect, and enhance their resources. Resources can include anything that holds value for the individual (e.g., personal characteristics, conditions, or objects) or that aids in acquiring such value (Hobfoll, 1989). It is not only the resources themselves that are important and valuable but also their role in enabling individuals to invest resources to

prevent loss or acquire new ones (Hobfoll et al., 2018). Individuals with more resources are more likely to enter gain cycles, whereas those with fewer resources tend to experience loss cycles because of their inability to prevent resource loss or acquire new resources, leading to additional resource depletion (Hobfoll et al., 2018).

COR theory is particularly pertinent to leadership and leader well-being for several reasons. First, leaders' resources are closely tied to their well-being (Kaluza et al., 2020). Leaders are likely to experience diminished well-being, such as increased exhaustion, when they lose resources or anticipate such losses (e.g., when facing high workloads or demanding follower interactions). However, it is not only about avoiding the (potential) loss of resources; leaders can also actively acquire new resources that result in enhanced well-being. Engaging in meaningful interactions with followers, for instance, might be related to increased energy or a sense of personal growth. Leaders, compared to non-leaders, often encounter more demanding and resource-draining situations but also have greater access to work-related resources (e.g., autonomy or job control; Li et al., 2018). Thus, understanding leaders' resource pools is crucial for comprehending their well-being.

Second, leadership behavior is connected to leaders' resource pools. These behaviors vary in how much leaders' resources are depleted (i.e., requiring resource investment) or in their potential to build resources. For instance, transformational leader behaviors have been linked to increased resources (e.g., satisfaction of basic needs, positive affect; Lanaj et al., 2016), whereas passive behaviors have been related to diminished resources (Kaluza et al., 2020). Therefore, leaders' actions are closely connected to their resource levels, and COR theory can help explain the resource gains and losses related to leadership behavior and leader well-being.

Third, COR theory is dynamic, recognizing that resources are not static or unchangeable but vary between and fluctuate within individuals. This perspective makes the

theory particularly relevant to the within-person and daily or weekly approach of this dissertation, as its principles of resource investment and gain explicitly account for short-term changes in resources and differences across various levels of analysis (Hobfoll et al., 2018; Sonnentag & Meier, 2024).

Leadership is a field in management and psychology that has been intensively researched and discussed (DeRue et al., 2011). After focusing on leader traits and characteristics, research has begun to investigate the role of leader behaviors in leader effectiveness (Lord et al., 2017). One influential model for leader behaviors is the full-range model of leadership (Bass, 1985), which has been shown to be strongly associated with leadership outcomes such as group performance or follower satisfaction (Banks et al., 2018; DeRue et al., 2011; Hoch et al., 2018). The basic assumption of the full-range model of leadership is the differentiation between transactional, transformational, and laissez-faire leadership behaviors, which can be reflected in leaders to varying degrees. Transactional leadership focuses on mutual reinforcement and the specification of expectations and goals as well as the control and reward of performance. In contrast, transformational behaviors are important for change, as they have the potential to change followers' values, motives, and goals. With this, the short-term and rather egoistic goals of followers move into the background in favor of long-term goals oriented at higher-level values and ideals (Bass, 1985). Lastly, laissez-faire leadership describes the highly passive actions of leaders, avoiding leadership responsibility. In addition to its important role in leadership effectiveness (Banks et al., 2018), the value of the full-range model lies in the different follower- or change-oriented behaviors (i.e., transformational leadership), task-oriented behaviors (i.e., transactional leadership), and passive behaviors (i.e., laissez-faire leadership) that are integrated into one model. Therefore, the full-range model of leadership forms the theoretical basis for the leadership behaviors investigated in this dissertation.

It is only in recent times that leadership behavior has been researched with a focus on its association with well-being, particularly on the well-being of leaders themselves. In fact, leadership behavior is not only related to followers' (Inceoglu et al., 2018; Montano et al., 2017, 2022) but also to leaders' well-being (Kaluza et al., 2020; Lanaj et al., 2016; Liao et al., 2020; Lin et al., 2019). For example, recent between-person meta-analytic findings have shown that constructive leadership is related to higher leader well-being, whereas destructive leadership is associated with lower leader well-being (Kaluza et al., 2020). Additionally, day-level studies have shown that leadership behaviors and leader well-being are also related at the within-person level (Lanaj et al., 2016; Liao et al., 2020; Qin et al., 2018).

However, several aspects in the current literature remain under-researched. For example, the majority of research was conducted at the between-person level, but we lack a clearer understanding of the overlap and discrepancy of between- and within-person findings. Associations at the within- and between-person level do not necessarily converge. Hence, for differentiated theoretical implications and targeted practical interventions it is essential to understand where the relationships differ or align. Furthermore, at a general level, constructive leadership behavior is positively associated with positive and negatively associated with negative well-being indicators (and vice versa for destructive leadership; Kaluza et al., 2020), but the possibility that the same leadership behavior can be a double-edged sword for leaders, especially at the day-level, is not well explored. On top, research has often focused on the association between leaders' well-being and transformational leadership (e.g., Lanaj et al., 2016; Lin et al., 2019). However, given that leaders potentially draw on a wide range of leadership behaviors (Bass, 1985; Breevaart et al., 2014), the associations between leader well-being and other behaviors, such as transactional or passive leadership, are not yet understood. Additionally, there is little knowledge on the mediating mechanisms, that is, on variables that can help explain why leadership and leader well-being are related.

Furthermore, the direction of the association between leadership and leaders' well-being and whether it might be reciprocal is unclear. Additionally, we only have rudimentary knowledge of factors on the leader side that play a role in changing the strength or even the direction of the association between leadership and leader well-being.

In this dissertation, I aim to find answers to the open questions described above. Specifically, as an overarching goal, I focus on within-person associations between leadership behavior and leader well-being to draw conclusions on within-person relationships and compare the associations at different levels of analysis. As outlined in more detail below, a focus on the within-person level allows us, for example, to compare whether the between-person finding that leaders who act more transformationally than other leaders report greater well-being, can be transferred to the within-person level: do leaders also report greater well-being the day they act more transformationally than on other days? Additionally, across the studies, I investigate multiple well-being indicators, which allow for a comparison of positive and negative well-being (e.g., vigor vs. emotional exhaustion) or different understandings of well-being (e.g., emotional exhaustion vs. basic need satisfaction). Furthermore, in two of the studies, I consider the necessity to investigate more than just transformational leadership in order to reflect a broader range of leadership behaviors that leaders can show. In particular, I examine the behaviors of the full-range model of leadership, including transformational, transactional, and laissez-faire leadership. Additionally, I examine mediating variables at the day- and week-levels that can help explain the within-person association between leadership and leader well-being. Further, I investigate the cross-lagged and reciprocal relationships between transformational leadership and leader well-being over several weeks. In addition, I study trait ideal leadership (i.e., the way a leader generally wants to behave) as a stable leader characteristic relevant to leader well-being. More specifically, I investigate whether

congruence between trait ideal and daily actual leadership behavior is associated with greater well-being than incongruence.

It is essential to find answers to these questions in order to extend our current knowledge of leadership and leaders' well-being. The present dissertation aims to provide a more comprehensive understanding of the associations between these constructs. Specifically, based on an intraindividual perspective, I examine both leadership (i.e., all full-range leadership behaviors) and well-being (i.e., multiple indicators covering various understandings of well-being) from a broader perspective. Furthermore, by considering bidirectional associations and mechanisms, as well as the interplay of fluctuating and stable variables, the goal is to offer a more complete and nuanced theoretical framework of leadership and leader well-being. Additionally, this research can inform the design of interventions and training programs to promote leadership behavior and leader well-being based on a fine-grained and more accurate picture of how leadership behavior and leader well-being interact. For example, considering interactions with stable leader characteristics, this work can help determine adequate day- and week-level approaches to enhance constructive leadership behaviors while maintaining leaders' well-being.

Theoretical Background

In the following sections, I provide the theoretical background for this dissertation. I begin with the details of and previous findings on the full-range model of leadership, which includes the leadership behaviors relevant for all three studies. In this context, I also outline two perspectives on leadership behavior: a stable, between-person view, and a dynamic, within-person view. I continue with explaining work-related well-being and the current knowledge of the relationship between leadership behavior and leader well-being. Lastly, I describe the current research gaps and how the three studies in this dissertation contribute to the literature on leadership and leaders' well-being.

Full-Range Model of Leadership

The full-range model of leadership includes five types of leadership behaviors: transformational leadership, contingent reward, management-by-exception active, management-by-exception passive, and laissez-faire (Bass, 1985). *Transformational leadership* incorporates four dimensions: *idealized influence* describes leaders' high expectations of their followers, and being a role model for them. *Inspirational motivation* means that leaders develop and communicate inspiring and attractive visions to their team, and demonstrate optimism regarding the fulfillment of expectations. The third dimension, *intellectual stimulation*, includes stimulating and inspiring followers, and encouraging them to find new solutions to existing problems. Lastly, *individualized consideration* describes that a leader acts as a coach or mentor of the followers, supporting them, and dealing with each follower's individual needs.

Transactional leadership involves clearly defining objectives, tasks, rewards, and roles (*contingent reward*), proactively identifying whether followers deviate from standards or make mistakes (*management-by-exception active*), and addressing followers' mistakes and deviances only when recognizing those (*management-by-exception passive*). Finally, *laissez-faire leadership* is characterized by "non-leadership", which entails avoiding to make decisions, and a lack of taking responsibility as a leader (Bass & Riggio, 2006).

In total, the full-range leadership model differs from other leadership constructs because it covers a wide spectrum of possible leadership behaviors that leaders can use to different extents. It acknowledges that multiple leadership behaviors can coexist within one leader and that the weighting of the different behaviors in the leadership routine can vary, adapting it to the respective situations.

Research on the full-range model of leadership shows clear associations between the different behaviors and leadership effectiveness. Leadership effectiveness can be reflected by

multiple indicators such as task performance (e.g., performance of an individual or a group), relational and affective outcomes (e.g., satisfaction with one's leader), or global judgements of effectiveness (DeRue et al., 2011). For transformational leadership and contingent reward, meta-analytic evidence has demonstrated positive associations with outcomes such as group performance, followers' satisfaction with the job and the leader, and overall leader effectiveness (Banks et al., 2018; DeRue et al., 2011; G. Wang et al., 2011). Additionally, transformational leadership has been found to be related to increased follower innovation and creativity (A. Lee et al., 2020) and psychological empowerment of followers (Schermuly et al., 2022). In contrast, the associations with the leadership effectiveness outcomes are negative for management-by-exception passive and laissez-faire (Banks et al., 2018; DeRue et al., 2011). Findings regarding management-by-exception active are mixed: While DeRue et al.'s (2011) meta-analysis has found positive relations with leadership effectiveness, other results (Banks et al., 2018) have shown that management-by-exception active is negatively related to job and unit-level performance and organizational citizenship behavior, but positively related to job satisfaction.

However, the relative importance of the different behaviors for the outcomes seems to differ. Transformational leadership and, to a lesser extent, laissez-faire behaviors have been identified as relevant predictors across various outcomes. Additionally, contingent reward has been found to be particularly significant for follower job satisfaction. In comparison, the two management-by-exception behaviors are less important (DeRue et al., 2011). In summary, transformational leadership seems to be the most constant predictor of leader effectiveness outcomes, which might also explain why it is one of the most frequently researched leadership behaviors (Dinh et al., 2014). The finding that transformational leadership and contingent reward are particularly relevant for positive leadership outcomes aligns with the

full-range leadership theory, which states that the combination of these behaviors is most effective (Avolio, 2011).

A Dynamic Perspective on Leadership

Leadership can be viewed from different perspectives: stable, between-person; and dynamic, within-person (McClean et al., 2019). The stable perspective is the more traditional, focusing on leaders' general, trait-like behaviors (Day, 2014). For example, this perspective is based on the assumption that stable leader characteristics such as personality (Judge et al., 2002) are related to leadership behavior. Within this stream of research, studies have investigated the differences in antecedents or outcomes of leadership behaviors between leaders (e.g., employees of more transformational leaders report higher satisfaction than employees of less transformational leaders). In contrast, within-person studies focus on the *state*, comparing an individual at one time point with the same individual at another (e.g., a given employee reports higher satisfaction on the day her or his leader acts more transformationally than on a day her or his leader acts less transformationally). Therefore, the within-person approach considers the role of time and internal variability.

Time impacts almost all work-related phenomena, and individuals' moods, working situations, or behaviors fluctuate over time, for example across one workday (McCormick et al., 2020). Therefore, it is important to consider the changes over time when investigating these phenomena. Static between-person designs are less able to account for changes over time; therefore, they fail to assess the complexity and dynamics of fluctuating states and behaviors (George & Jones, 2000). This between-person perspective that treats variables as time-invariant can "inhibit research results, misrepresent reality, and limit the development of a comprehensive body of management knowledge" (McCormick et al., 2020, p. 322).

In contrast, a within-person perspective explicitly accounts for internal variability, focusing on changes in individuals' states or behaviors over weeks, days, or hours. Therefore,

within-person research can answer research questions that between-person research cannot answer. McCormick et al. (2020) outline three major contributions of within-person research, given that within-person questions actually form the majority of research questions (Dalal et al., 2014). First, within-person studies can improve the temporal precision of constructs and theory, thereby providing central insights into the constructs' associations with each other. Second, within-person research can produce new insights by illuminating within-person variability, that is, the extent to which constructs evolve over time. Knowledge of construct variability is important for complete theoretical models describing constructs and how they relate to each other over time. Third, within-person research allows a novel and more complete understanding of workplace phenomena, given that relationships at the within-person level do not necessarily need to be the same as those at the between-person level. As an anecdotical example illuminating this aspect, a negative association between typing speed and typing errors was suggested at the between-person level (i.e., more experienced people type faster and make fewer errors), but a positive relationship at the within-person level (i.e., when one's typing speed increases, an individual makes more errors; Hamaker, 2011; McCormick et al., 2020).

Like many other organizational phenomena, leadership behavior has also been found to fluctuate within leaders (McClean et al., 2019), even within days (Kelemen et al., 2020). Similarly, well-being is a dynamic construct that demonstrates high levels of internal variability (N. P. Podsakoff et al., 2019; Sonnentag, 2015). As outlined above, a within-person approach to leadership and well-being is a central extension of the existing research. For this reason, it is crucial to study within-person relationships of leadership behavior and leader well-being to be able to compare them with between-person associations in order to draw informed and differentiated conclusions. With these advantages in mind, the present

dissertation focuses on within-person, short-term associations across weeks (Study 1) and days (Studies 2 and 3).

Work-Related Well-Being

Well-being is a multifaceted concept that can be interpreted in various ways. Generally speaking, it refers to an individual's "optimal psychological functioning and experience" (Ryan & Deci, 2001, p. 142). More specifically, one can differentiate between two main understandings: hedonic and eudaimonic perspectives. The hedonic view comprises the experiences of high levels of positive affect and life satisfaction, and low levels of negative affect (Diener, 2000). Therefore, it focuses on pleasure and happiness (i.e., feeling good). In contrast, the eudaimonic perspective focuses on personal growth, authenticity, and meaning in life (Ryff, 1995). Hence, this view refers to living a good and meaningful life (Sonnentag, 2015). In the present dissertation, I include positive and negative indicators of well-being grounded in both the hedonic and eudaimonic perspectives. Specifically, I include vigor (Study 1), basic need satisfaction (Study 2), positive and negative affect (Study 3), thriving (Study 3), and emotional exhaustion (all three studies). Positive indicators of well-being include vigor, basic need satisfaction, positive affect, and thriving, whereas negative affect and emotional exhaustion are negative indicators. Vigor, positive and negative affect, and emotional exhaustion can be classified under the hedonic view, whereas basic need satisfaction and thriving rather belong to the eudaimonic view.

Vigor refers to the state of mental resilience and high energy during work (Schaufeli et al., 2002), and finding work to be stimulating and worth investing time and effort into (Bakker et al., 2011). It has been linked to increased motivation and performance (Christian et al., 2011), and involves feelings of mental toughness during work, even when facing high demands and challenges (Bakker & Oerlemans, 2012). *Emotional exhaustion*, a key aspect of burnout (Maslach et al., 2001), is characterized by a chronic state of physical and emotional

depletion caused by job demands (Shirom, 1989). It results from prolonged physical, affective, and cognitive strain (Demerouti et al., 2003). Vigor and emotional exhaustion represent the energy constructs of work engagement and burnout, respectively. Although these two constructs are (negatively) correlated, they are not opposite to each other but represent two separate constructs (Demerouti et al., 2010). For example, these two constructs contain different aspects. While low levels of emotional exhaustion describe having enough energy reserves during and after work, high levels of vigor include having a surplus of energy during work as well as a motivational component describing the readiness to exert effort (Demerouti et al., 2010).

Positive affect "reflects the extent to which a person feels enthusiastic, active, and alert" (Watson et al., 1988, p. 1063), whereas *negative affect* describes subjective distress, including various aversive mood states such as anger, guilt, or nervousness (Watson et al., 1988). Positive and negative affect are not opposites on the same dimension but represent two distinct dimensions, as shown by factor analyses and correlations with other constructs. For example, positive affect (but not negative affect) was related to social activity, whereas negative affect (but not positive affect) was related to perceived stress (Watson et al., 1988).

Basic need satisfaction is derived from self-determination theory (Deci & Ryan, 2000), which states that the fulfillment of the three basic psychological needs for autonomy (i.e., the need for autonomous and self-organized behavior), competence (i.e., the need to feel effective in one's life) and relatedness (i.e., the need to feel connected to others) is essential for human functioning. *Thriving* is a psychological state characterized by high levels of vitality and learning at work (Spreitzer et al., 2005). Thriving individuals experience personal growth through a sense of vitality (i.e., feeling energized and alive) and through continuous learning, which involves acquiring and applying knowledge. Additionally, they perceive that

their current work experiences and behaviors are inherently motivating and conducive to self-development and personal growth (Kleine et al., 2019).

Research has shown that job resources are associated with higher levels of well-being, whereas job stressors and, in particular, hindrance stressors, are related to lower well-being. At the team or interactional level, research has found that social support is a highly relevant variable associated with greater well-being and that negative interactions at work relate to reduced well-being. Previous findings also suggest that individuals are active agents in their (working) lives and their behaviors (e.g., proactive or prosocial behaviors) have an impact on well-being. Another central aspect previously investigated is the role of well-being as a personal resource that is correlated with changes in one's work characteristics (see Sonnentag et al., 2023 for a review). As leadership is an important part of most individuals' working lives, it becomes obvious that it taps into many of the aspects mentioned above, both for followers and leaders. For example, leadership can be a source of social support (Breevaart et al., 2014), but can also include negative interactions at work (Schyns & Schilling, 2013). Therefore, depending on specific behaviors, it can be a resource but also a stressor in one's working routine. Research has found that leadership is related to follower well-being (Inceoglu et al., 2018; Montano et al., 2017, 2022). Specifically, transformational, relations-oriented, and task-oriented leadership, as well as leader-member exchange, have been shown to be positively related to followers' mental health (e.g., lower burnout, reduced stress, or higher psychological functioning), whereas destructive leadership and followers' mental health are negatively associated. Additionally, followers' mental health partly mediates the link between leadership behavior and followers' job performance (Montano et al., 2017). Recently, the focus has shifted to leaders themselves and research investigates how leadership behavior relates to leader well-being, as outlined in more detail in the next section.

As a final, but important, note, it is crucial to mention that well-being is a dynamic concept that does not only differ between persons but also within persons (N. P. Podsakoff et al., 2019) and can fluctuate within weeks, days, or hours (Sonnentag, 2015). The main focus of the studies included in this dissertation is the intraindividual variability of leader well-being, which refers to short-term variability (as opposed to intraindividual change, which is understood as a time-dependent process across months or years; Sonnentag, 2015). This intraindividual variability can be captured using week- and day-level diary studies. Importantly, fluctuations of well-being often do not occur arbitrarily but reflect systematic associations with events and experiences in work and non-work domains (Sonnentag, 2015). Predictors of fluctuations in well-being, for example, include job stressors (e.g., time pressure; Garrick et al., 2014), job resources (e.g., autonomy; Petrou et al., 2012), and personal resources (e.g., self-efficacy; Xanthopoulou et al., 2009).

Leadership and Leader Well-Being

Meta-analytic results of primarily between-person studies have pointed towards an association between leadership behavior and leaders' well-being. One meta-analysis (Joseph et al., 2015) showed that leader affect plays a role in predicting leadership behavior and effectiveness. Specifically, leader trait positive affect was positively and negative affect was negatively related to transformational leadership, explaining additional variance above leader personality (i.e., extraversion and neuroticism). Focusing on leader stress and well-being, another meta-analysis (Harms et al., 2017) found support for the assumption that higher levels of leader stress and burnout are associated with poorer leadership behavior (i.e., less transformational leadership and more abusive supervision). The most recent meta-analysis applied a broader focus and investigated multiple leadership behaviors and indicators of well-being (Kaluza et al., 2020). Specifically, the study showed that constructive leader behavior (i.e., task-, relational-, and change-oriented leadership) was associated with greater well-

being, whereas destructive leadership (i.e., passive and active destructive leadership) was related to lower well-being. Therefore, leadership behavior that was shown to be positively associated with followers' well-being (Montano et al., 2017) also seems to show the same relationship with leaders' well-being. Due to the limitations of the included studies (e.g., cross-sectional designs, focus on the between-person level), the meta-analysis (Kaluza et al., 2020) was not able to draw conclusions on the directionality of the associations, differences between the within- and between-person level, or explaining mechanisms.

Further studies at the between-person (Tóth-Király et al., 2023; Zwingmann et al., 2016) and the within-person level (Lin et al., 2019) showed divergent findings, especially regarding the association between transformational leadership and leaders' emotional exhaustion. Specifically, higher levels of transformational leadership were associated with higher levels of emotional exhaustion (Lin et al., 2019; Zwingmann et al., 2016), which contrasts the meta-analytic results. However, another recent study showed a negative between-person link between transformational leadership and burnout but no longitudinal within-person association across several months (Tóth-Király et al., 2023). These contrasting results show the importance of applying a differentiated perspective on the relationships and investigating factors that can explain the divergent findings.

Interestingly, one study (Lin et al., 2019) demonstrated simultaneous positive and negative associations between transformational leadership and leader well-being. Besides the positive association with leaders' emotional exhaustion (i.e., lower well-being), they also found positive associations with leaders' work engagement, need fulfillment, and positive affect, and a negative association with negative affect (i.e., higher well-being). The findings on need fulfillment and affect align with the ones of daily within-person research (Lanaj et al., 2016). These results together are the first hint towards potential two-directional

associations depending on the well-being indicator under investigation (e.g., emotional exhaustion vs. affect).

Previous research has also explored the moderating factors of the association between leadership behavior and leader well-being. For example, leaders' experience with perspective taking moderated the association between daily servant leadership behaviors and daily leader depletion (Liao et al., 2020). Specifically, for leaders with low experience in perspective taking daily servant leadership behaviors were associated with increased depletion, whereas it was associated with decreased depletion for leaders with high experience in perspective taking. This result shows that the relationship between leadership behavior and leader well-being can depend on (stable) individual differences between leaders.

Contributions of the Present Studies

In summary, the findings reported above clearly demonstrate that leadership and leaders' well-being are associated. At the same time, central questions remain unanswered. In the following section, I explain these open questions along with the associated contributions of this dissertation.

Contribution 1: Investigating the Relationship Between Leadership and Leader Well-Being at the Within-Person Level of Analysis

First, given the focus of previous studies on between-person research questions, we lack a clear understanding of how leadership behavior and leader well-being relate at the within-person level of analysis. As noted by previous meta-analyses (e.g., Kaluza et al., 2020), most studies have only drawn conclusions at the between-person level because of the focus of the study or a cross-sectional research design. However, many psychological constructs, including leadership (Kelemen et al., 2020; McClean et al., 2019) and well-being (Sonnentag, 2015), yield high within-person variability (N. P. Podsakoff et al., 2019) and, therefore, need to be investigated at the within-person level. Between-person and within-

person studies address different research questions and their results do not always align (McCormick et al., 2020). For example, between-person studies might show that leaders who demonstrate more transformational leadership than other leaders build up an effective and resourceful working environment that can benefit their well-being. In contrast, within-person studies might show that on a day a leader engages in more transformational behaviors than on other days, the leader might report lower well-being than on other days because of the exhausting nature of transformational leadership. As these two findings can have completely opposite theoretical and practical implications, a within-person focus is a crucial addition to existing research.

In recent years, more within-person studies have been conducted, few of them showing homology across levels (i.e., between- and within-person results are in the same direction), while others show deviating results compared to between-person (meta-analytic) findings. For example, aligned with previous meta-analytic results (Kaluza et al., 2020), positive within-person associations between transformational leadership (Lanaj et al., 2016) or leader-member exchange (LMX) behaviors of leaders (Richter-Killenberg & Volmer, 2022) and positive affect or negative within-person relationships between abusive supervision and well-being (Foulk et al., 2018; Shen et al., 2021) were found. However, other within-person findings contrast with previous meta-analytic results. For example, helping followers with personal problems was associated with greater negative affect for leaders (Lanaj & Jennings, 2020), visionary leadership (Khan et al., 2023) and transformational leadership (Lin et al., 2019) were associated with greater leader burnout and emotional exhaustion, and abusive supervision was found to have (short-lived) positive associations with leader recovery and work engagement (Qin et al., 2018).

These different findings demonstrate the necessity of analyzing the leadership-leader well-being relationships at the within-person level to gain a thorough understanding of these

relationships. The present dissertation contributes to the current literature by explicitly focusing on within-person associations in all three studies. Thus, this first contribution can be viewed as overarching. It also extends to the subsequent contributions because it allows the examination of all the open research questions outlined below in the context of the within-person level of analysis, which helps to gain valuable new insights.

Contribution 2: Investigating Multiple Well-Being Indicators That Differ in Their Valence and Understanding of Well-Being to Examine the Double-Edged Nature of Leadership Behavior

Second, we have limited knowledge on whether the associations between leadership behavior and leader well-being differ depending on the well-being indicator under investigation. This question relates to the assumption that some leadership behaviors can be a double-edged sword for leaders, meaning that positive and negative associations can occur simultaneously. Well-being is a wide-ranging concept that can be interpreted in multiple ways (Sonnentag, 2015). Hence, leadership behavior that is associated with more resources in one well-being domain might still be associated with fewer resources in another well-being domain.

Recent studies provide some evidence that there might be two-sided associations between leadership and leader well-being, depending on the understanding of well-being. For example, one study found that transformational leader behaviors were related to more emotional exhaustion but also to more work engagement, need fulfillment, positive affect, and less negative affect of leaders (Lin et al., 2019). Similarly, another study showed that empathic concern (which can also represent an important part of leadership behavior), was related to greater exhaustion and, at the same time, to greater self-efficacy and engagement in organizational citizenship behavior (Lin et al., 2022). A comparable finding was provided by another study demonstrating that visionary leadership correlated with more leader burnout

but also with more leader work engagement and leader need satisfaction (Khan et al., 2023). Evidence for the double-edged nature of leadership was also provided in a longitudinal study over several months, showing that transformational leadership was related to lower subsequent general health but also to higher subsequent work engagement (Geibel et al., 2022).

In summary, these findings show that it is essential to gain a deeper understanding of the (simultaneous) resource gain and loss processes associated with leadership behavior. From a theoretical standpoint, this knowledge can help extend our understanding of the resource dynamics postulated in the COR theory (Hobfoll et al., 2018) in the context of leadership behavior. It allows for a more differentiated perspective on (leader) well-being that can enrich the occupational health literature (e.g., Sonnentag et al., 2023). From a practical viewpoint, knowledge of the double-edged nature of leadership behavior can help leaders make more informed decisions regarding their behavior towards their followers. It can support them in balancing the beneficial aspects of their actions with potential drawbacks. Therefore, in Study 1, I simultaneously examine positive (i.e., vigor) and negative well-being (i.e., emotional exhaustion). I extend this approach in the other two studies by investigating hedonic and eudaimonic well-being to compare their associations (Study 2: basic need satisfaction vs. emotional exhaustion; Study 3: thriving vs. affect and emotional exhaustion).

Contribution 3: Investigating all Behaviors of the Full-Range Model of Leadership and how These Behaviors Interact

Third, we know little about the associations between full-range leadership behaviors, other than transformational leadership, and leader well-being. In particular, I am not aware of any research that has investigated these associations at a within-person level of analysis and from a daily perspective. Previous (within-person) research has mainly focused on transformational leadership (e.g., Lanaj et al., 2016; Lin et al., 2019). However, leaders can

apply multiple leadership behaviors in their daily leadership routines, which differ qualitatively from transformational leadership. For example, one question is how transactional or passive leadership behaviors are associated with leaders' well-being. Studying these leadership behaviors is crucial, as they have been conceptualized as central leader behaviors that occur in practice, next to transformational leadership (Bass, 1985; Breevaart et al., 2014). The meta-analytic, between-person answer to this question is that change-oriented (e.g., transformational leadership) and task-oriented (e.g., contingent reward and management-by-exception active) behaviors are positively related, whereas passive behaviors (e.g., management-by-exception passive and laissez-faire) are negatively related to well-being (Kaluza et al., 2020). This pattern of association is mirrored by recent findings on laissez-faire leadership and leader burnout (Lundmark et al., 2023). Another study that investigated all full-range behaviors also found transformational leadership to be related to more and laissez-faire behaviors to be related to less well-being (Tóth-Király et al., 2023). However, this study did not differentiate the three transactional behaviors and found that transactional leadership yielded the same result pattern as laissez-faire leadership.

In sum, even though the number of studies is rather low, at the between-person level, there seems to be some agreement of the associations of the full-range behaviors with leader well-being. However, the associations at the within-person and daily levels for transactional and laissez-faire leadership are unclear. Gaining knowledge of this question is important to better understand the resource levels of transactional and passive behaviors to draw differentiated conclusions. For example, it might be that even though passive behaviors were found to be related to lower follower (Inceoglu et al., 2018; Montano et al., 2017) and leader well-being from a between-person perspective (Kaluza et al., 2020), on a within-person level these behaviors could also be related to higher well-being due to the lower resource investment that is necessary. Additionally, this research contributes to a deeper understanding

of the three transactional behaviors by examining them separately (in contrast to treating them as one, as in the case of Tóth-Király et al., 2023). This separate investigation is crucial, given that the associations of contingent reward with outcome variables overlap with those of transformational leadership, whereas those of management-by-exception passive overlap with those of laissez-faire behaviors (Banks et al., 2018). Treating these differing behaviors as one can lead to incorrect conclusions. Furthermore, I examine how all full-range behaviors interact with each other. This approach is an important extension of prior research given that leaders can draw on multiple behaviors within one day. Therefore, in Studies 2 and 3, I investigate all leadership behaviors of the full-range model of leadership simultaneously. In Study 3, I even move one step forward and examine the daily interplay and combination of the full-range behaviors (i.e., daily leadership profiles).

Contribution 4: Investigating Mediators That Help to Explain why Leadership Behaviors and Leader Well-Being Are Related

Fourth, we have limited knowledge of potential mediators between leadership behavior and leader well-being; the mechanisms are still relatively unclear. Previous studies have been mostly cross-sectional, which limits the ability to identify mediators (Kaluza et al., 2020). Other studies have investigated leader well-being or leadership behaviors as mediators of other outcomes (e.g., Foulk et al., 2018; Geibel et al., 2022; Lin et al., 2019; Matick et al., 2022). Even though these studies help to gain valuable knowledge regarding other research questions, they leave the question of why leadership behavior and leader well-being are related unanswered. A few within-person studies have shed light on this question. For example, basic need satisfaction mediated the relationship between transformational leadership and leaders' well-being (Lanaj et al., 2016). Additionally, the link between leader LMX behaviors and job satisfaction as well as psychological detachment was mediated by leaders' positive affect and perceived competence (Richter-Killenberg & Volmer, 2022).

Furthermore, visionary leadership and leader burnout were found to be related via leader psychological stress (Khan et al., 2023).

To conclude, despite these first results, knowledge of relevant mediators, especially at the within-person level and regarding full-range leader behaviors, is still scarce. Knowledge of these mechanisms can help enrich the theory of leadership and leader well-being. For example, it allows us to test for differential mechanisms regarding different leadership behaviors or indicators of well-being. It further helps to better understand the role of resources, for instance, by investigating underlying resource-building (or resource-losing) mechanisms or relevant factors for resource gain or loss spirals (Hobfoll et al., 2018). I address the question of why leadership and leader well-being are related in Studies 1 and 3. In Study 1, I am able to test mediators at different levels, which can provide hints for the area on which the processes operate. Specifically, I propose resources at the leader level (i.e., occupational self-efficacy), group level (i.e., information sharing by followers), and job level (i.e., meaningfulness of the work) as relevant mechanisms. In Study 3, I focus on mechanisms with regard to leadership profiles (i.e., including multiple different behaviors). This focus helps determine whether the two mediators differ in their relevance to different leadership behaviors. Specifically, I investigate daily leader thriving and leader time pressure as mediators of the association between daily leadership profiles and daily leader well-being.

Contribution 5: Investigating the Short-Term Directionality and Potential Reciprocity of the Relationship Between Leadership Behavior and Leader Well-Being

Fifth, the direction of the association between leadership and leaders' well-being is still unclear, especially across shorter times (e.g., weeks). In their meta-analysis, Kaluza et al. (2020) concluded that no grounded statement about directionality can be drawn, given that most studies were cross-sectional, with half of the studies suggesting one (i.e., leader well-being as an outcome of leadership behavior) and the other half suggesting the other direction

(i.e., leadership behavior as an outcome of leader well-being). After the meta-analysis, a few studies have investigated the leadership-leader well-being link longitudinally. For example, in a three-wave study over more than two years, leaders' work engagement positively predicted subsequent transformational leadership, whereas transformational leadership only partly predicted subsequent work engagement. In the same study, a similar pattern of relationships was found for the association between leaders' general health and transformational leadership (Geibel et al., 2022). Carefully interpreted, these results might suggest that over this period, well-being might be more important for leadership than leadership for well-being. In line with this assumption, another study found a positive association between well-being and authentic leadership 14 months later but no reciprocal relationship (Bolschakow et al., 2023). However, analyzing both between- and within-person relationships between full-range leadership behaviors and well-being, a recent study found almost no within-person associations from one wave to the next (with the exception of a positive link between transformational leadership and leaders' subsequent job satisfaction); therefore, the authors were unable to draw conclusions on the directionality of the associations (Tóth-Király et al., 2023).

In summary, based on prior research, we lack a clear understanding of the direction of the association between leadership and leader well-being. Does leadership predict leaders' well-being? Does leader well-being predict leadership behavior? Are these constructs related reciprocally? In particular, the direction of the association across shorter time frames (e.g., weeks) has not been well explored, given that most longitudinal studies have investigated time frames of several months or years. Answering the question of directionality is both theoretically and practically relevant. Theoretically, it can advance the literature on leadership and leader well-being in the context of stressors and resources. It can help clarify the role of leadership behavior as a resource (or stressor) for leaders that benefits (or harms)

their well-being, or, alternatively, leader well-being as a resource (or stressor) that can shape whether leaders engage in constructive (or destructive) behaviors. Importantly, investigating reciprocal relationships allows us to test for the resource gain or loss processes postulated in COR theory (Hobfoll et al., 2018) and how they operate in leadership contexts. Understanding these dynamics, especially with a focus on short-term associations, offers a more differentiated view of the immediate resources and stressors in leaders' working routines and how they interact over time. Investigating short-term relationships is crucial, as they have an immediate impact on leaders' moods and behaviors, but they might also have the potential to unfold and manifest over time (Sonnentag, 2015; Sonnentag & Meier, 2024). From a practical perspective, a thorough understanding of directionality can help inform the design of leadership development programs that focus on enhancing leadership skills and promoting leaders' well-being. It can, for example, help identify strategies to prevent leader burnout and enhance leadership behavior and performance.

Therefore, in the present dissertation, I investigate the directionality of the association between leadership behavior (i.e., transformational leadership) and leader well-being (i.e., vigor and emotional exhaustion) across a short time frame (i.e., three consecutive weeks) in Study 1. I test whether transformational leadership serves as a predictor of leader well-being, whether transformational leadership is an outcome of leader well-being, or whether the constructs are reciprocally related.

Contribution 6: Investigating the Role of Congruence Between Leader Characteristics and Leadership Behavior for Leaders' Well-Being

Finally, there is limited knowledge of (stable) leader-related factors that might change the within-person association between leadership behavior and leader well-being. In their meta-analysis, Kaluza et al. (2020) concluded that moderating factors are relevant to consider given a large variance in the effect sizes. At the between-person level, some studies have

already investigated leader characteristics as moderators of the leadership behavior – leader well-being link. For example, one study showed that the positive association between transformational leadership and leaders' emotional exhaustion was stronger for leaders with higher organization-based self-esteem (Zwingmann et al., 2016). Recently, another study found that the link between laissez-faire leadership and leader burnout was particularly pronounced among female leaders (Lundmark et al., 2023). In the last time, an increasing number of within-person studies have examined leader-related factors as moderators. For instance, the investigated aspects include leader personality (e.g., Foulk et al., 2018; Lanaj et al., 2016; Shen et al., 2021), leader experience (e.g., Lanaj & Jennings, 2020; Liao et al., 2020), and leaders' work characteristics (e.g., Qin et al., 2018). However, apart from one study investigating transformational leadership (Lanaj et al., 2016), the other studies have focused on other than the full-range leadership behaviors, such as servant leadership, abusive supervision, or helping followers with personal problems.

Therefore, our knowledge of leader characteristics related to the behaviors of the full-range model of leadership is extremely limited. In addition, one central way of dealing with the influencing role of leader characteristics has not been touched upon so far: the assumption that the fit, that is, the degree of congruence between leadership behavior and leader characteristics relates to leader well-being. Testing congruence effects allows for a new understanding of how leadership behavior and leader characteristics interact. By doing this, it is possible to explore intraindividual, daily outcomes in relation to interindividual differences, which can help to explain why one leader experiences greater well-being on one day demonstrating more of a certain behavior, while the opposite association might be true for another leader. Specifically, in Study 2, I investigate the role of trait ideal leadership behavior (i.e., how a leader generally wants to behave) in leaders' well-being. The assumption that lies behind this hypothesis is that not the raw amount of a respective

behavior but rather the degree of congruence with one's ideal behavior is relevant for a leader's well-being. Therefore, based on recent calls (Kelemen et al., 2020), I can study the interplay of daily and general leadership processes to see how the two interact to predict daily leader-related outcomes.

CHAPTER II:

EXPLORING THE DYNAMIC RELATIONSHIP OF TRANSFORMATIONAL LEADERSHIP BEHAVIOR AND LEADER WELL-BEING: A THREE-WAVE CROSS-LAGGED PANEL STUDY (STUDY 1)

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An earlier version of the manuscript has been presented at the 52nd conference of the German Psychological Society (DGPs):

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Abstract

Leadership behavior is associated with leader well-being. Yet, existing research, with the majority representing cross-sectional studies, limits our understanding of the association over time, potential mediating mechanisms, and potential reciprocal relations. Based on Conservation of Resources (COR) theory, we test between- and within-person relationships between transformational leadership and leader vigor as well as emotional exhaustion over time. In addition, we include leaders' occupational self-efficacy, information exchange with followers, and meaning of work as mediators. 132 leaders participated in a fully cross-lagged study across three consecutive weeks. We analyzed the data with a random intercept cross-lagged panel model (RI-CLPM) that allows separating the within- and between-person variance in our variables. At the between-person level, transformational leadership was

positively related to vigor, occupational self-efficacy, information exchange, and meaning of work. At the within-person level, there were no lagged associations of transformational leadership and well-being, but a positive lagged effect of vigor in one week on information exchange and meaning of work in the next week. Within one week, transformational leadership was related to occupational self-efficacy, meaning of work, and vigor (positive, respectively) and to emotional exhaustion (negative) within persons. In line with COR theory, we discuss transformational leadership as a resource for leaders associated with greater well-being for leaders. Our study contributes to the literature on dynamic leadership behavior and the mechanisms between leadership and leader well-being.

Keywords: transformational leadership, leader well-being, occupational self-efficacy, information exchange, meaning of work

Exploring the Dynamic Relationship of Transformational Leadership Behavior and Leader Well-Being: A Three-Wave Cross-Lagged Panel Study

Transformational leadership affects multiple subordinate outcomes, such as well-being (Montano et al., 2017, 2022) or performance (G. Wang et al., 2011). Recently, research applied an actor-centered focus and investigated the effects of leader behavior in general, and transformational leadership in particular, on leaders' health and well-being (Kaluza et al., 2020). At least two central aspects underline the need to focus on leaders' well-being. First, as for every other employee, high levels of (work-related) well-being benefit leaders and their functioning in work and non-work domains. In addition, leaders are a target group that needs special attention as they are more likely than other employees to be exposed to many work-related stressors and demands (Day et al., 2004; Li et al., 2018; Skakon et al., 2011). Therefore, it is crucial to know about leader-specific stressors and resources, which could also include leadership behavior. Second, leaders' well-being is not only important for their own functioning but also has far-reaching implications for their teams and the entire organization. For example, leaders with lower levels of well-being show more destructive leadership behaviors (Harms et al., 2017; Kaluza et al., 2020), which is also likely to manifest itself in reduced team satisfaction or productiveness (Mackey et al., 2017). Furthermore, research showed that leaders' health can also pass over to employees (Harms et al., 2017; J. Huang et al., 2016; Volmer, 2012), which again highlights leaders' crucial role in the organizational context.

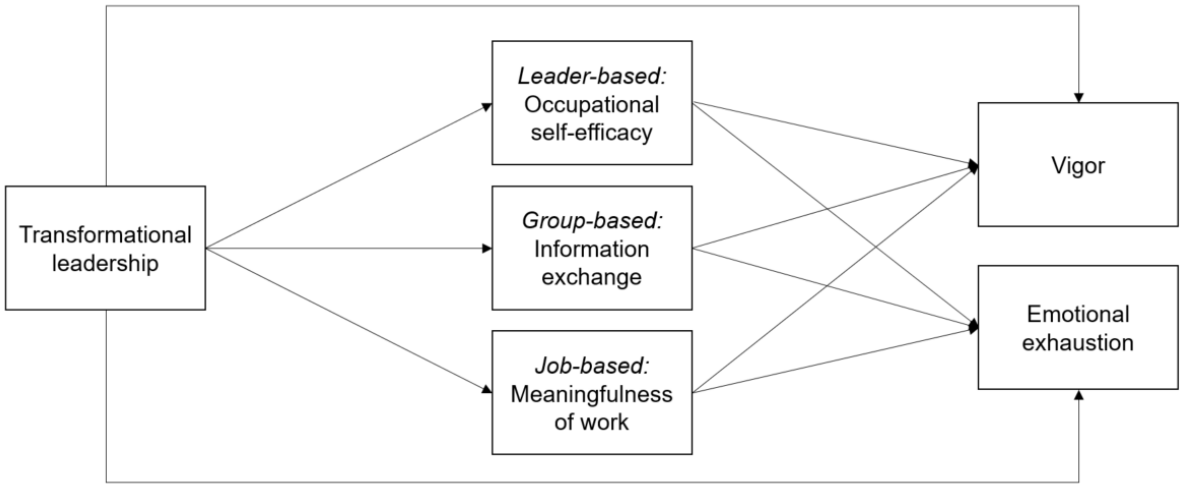
However, as noted in a recent meta-analysis (Kaluza et al., 2020), most studies have been cross-sectional. Such designs do not allow investigating the associations over time or examining the processes between transformational leadership and leader well-being. This oversight is critical for two important reasons. First, transformational leadership (Kelemen et al., 2020; McClean et al., 2019) and well-being (Sonnentag, 2015) are dynamic constructs

which makes it necessary to examine the relationships not only from a stable between-person but also from a fluctuating within-person perspective, testing theory accordingly at both levels (McCormick et al., 2020). Second, exploring mediating processes allows a deeper understanding of mechanisms that can help explain why transformational leadership and leader well-being are related.

The present study addresses the abovementioned limitations by investigating between- and within-persons relations of transformational leadership and leaders' vigor and emotional exhaustion. Furthermore, we examine occupational self-efficacy, information exchange with followers, and meaning of work as mediating variables. Based on Conservation of Resources (COR) theory (Hobfoll, 1989), we test our assumptions in a three-wave study over three consecutive weeks and model cross-lagged effects in a random intercept cross-lagged panel model (RI-CLPM; Hamaker et al., 2015). The RI-CLPM allows us to disentangle between-person from within-person effects. In this way, we can investigate how leader behavior relates to leader well-being and vice versa within one leader.

Figure 2.1

Model of Study Variables



We present our conceptual model in Figure 2.1. We focus on transformational leadership (Bass & Avolio, 1994) which is both a change- and relational-oriented behavior; it is a "set of behaviors designed to create and facilitate change in organizations" (DeRue et al., 2011, p. 16). Transformational leadership has been predominantly associated with resource gains for leaders (Kaluza et al., 2020), but the results are partly mixed, as outlined below. Regarding well-being, we investigate leader perceptions of vigor and emotional exhaustion, the two energy constructs of burnout and work engagement. Transformational leadership has previously been shown to be positively associated with leaders' emotional exhaustion, both between (i.e., leaders who showed more transformational leadership than others reported higher levels of emotional exhaustion than others; Zwingmann et al., 2016) and within leaders (i.e., leaders who showed more transformational leadership in one week than in other weeks reported higher levels of emotional exhaustion than in other weeks; Lin et al., 2019). These findings contrast with a meta-analysis indicating a negative association between change-oriented leadership (e.g., transformational leadership) and impaired well-being (e.g., emotional exhaustion, Kaluza et al., 2020). In line with the meta-analytic results, a recent longitudinal study across two years with six and twelve months intervals showed a negative between-person (but no within-person) association between transformational leadership and burnout (Tóth-Király et al., 2023). Taken together, findings regarding transformational leadership and leader well-being are mixed, suggesting closer inspection.

To date, there is limited research on the association between transformational leadership and leader work engagement in general or leader vigor in particular. A recent longitudinal between-person study found a positive link from transformational leadership on work engagement eight months later and a positive link from work engagement on transformational leadership 14 months later (Geibel et al., 2022). Furthermore, although the specific constructs are not explicit, the meta-analytic results, which indicate a positive

association between change-oriented leadership and different aspects of well-being (e.g., job-related well-being), might also be transferred to vigor (Kaluza et al., 2020). This scarcity of (within-person) research on vigor is unfortunate given its' centrality for employees' and potentially leaders' functioning at work (Christian et al., 2011; Rivkin et al., 2018).

Emotional exhaustion, as a negative indicator of well-being (Bakker & Oerlemans, 2012), refers to a chronic state of being physically and emotionally depleted by one's job demands (Shirom, 1989). Emotional exhaustion is an important indicator of well-being when investigating well-being through a COR lens, as it indicates a state of depleted resources. Even though emotional exhaustion has long been seen as a chronic indicator of (un)well-being (Maslach et al., 2001), research shows a substantial amount of within-person variation for the construct (N. P. Podsakoff et al., 2019). Emotional exhaustion fluctuates not only between persons but also to a large degree within persons from one week to the next. Considering emotional exhaustion as a dynamic phenomenon is important as it can help to identify factors within a person that are associated with short-term changes in emotional exhaustion.

Vigor, in turn, is incorporated as a positive indicator of work-related well-being. Vigor means feeling full of energy and mentally resilient during work (Schaufeli et al., 2002) and the experience of work as something stimulating that people want to invest time and effort in (Bakker et al., 2011). It is associated with increased motivation and performance (Christian et al., 2011) and incorporates feeling mentally resilient during work, even when confronted with difficulties and high demands (Bakker & Oerlemans, 2012), which is especially relevant when studying leaders as being in a leadership role is associated with high job demands (Li et al., 2018).

We contribute to the literature on leadership and leader well-being by investigating potential mechanisms on the leader level (i.e., leader occupational self-efficacy as a cognitive

variable), the group level (i.e., information exchange of followers with the leader as an interactional variable), and the job level (i.e., leader perceptions of meaningfulness of work as an attitudinal variable). Thereby, as suggested (Kaluza et al., 2020), we can test relevant mechanisms from a resource-based perspective. In this way, we build on and extend previous studies that focused only on mediators from a single level, such as emotion regulation (Arnold et al., 2015) or needs satisfaction (Lanaj et al., 2016). Following COR theory, resources can be organized into several areas (i.e., personal, social context, work evaluations; Hobfoll, 2001) and the existence of resources in one area can be associated with resources in another area (Hobfoll, 2011). Therefore, the mediators we investigate represent a critical resource of each area, respectively, that are also highly relevant in meaningful interactions of leaders with their followers (i.e., transformational leadership). Occupational self-efficacy can be regarded as a content-specific type of self-efficacy settled in the occupational context (Volmer et al., 2022) that helps individuals to adjust to and manage occupational challenges. It constitutes an important aspect of agentic career self-management and can be considered a vital personal resource for leaders.

Leadership does not occur in a vacuum but rather in cooperation and exchange with the followers, and leaders exert significant influence on team dynamics (Lord et al., 2017). Therefore, our research includes information exchange as a group-level process variable. Information can be regarded as an important resource for individuals and organizations (Wu & Lee, 2016) that is critical for the functioning of teams and the organization (S. Wang & Noe, 2010). It is particularly relevant to our research question as it reflects the mutual exchange inherent in leadership.

Furthermore, we include the perception of having meaningful work as a resource for leaders based in their work. When employees perceive their work as meaningful, they perceive it as important, valuable, and significant for themselves or others (Steger et al.,

2012). Meaningful work is formed by experiences, including actions by an individual that align with values and goals relevant to a person (Allan et al., 2014). Leadership behaviors directed towards and interactions with followers constitute an important part of leaders' work routine. Therefore, they can also be related to leaders' global judgment if their work helps accomplish significant or valuable goals congruent with leaders' values (Allan et al., 2019). In the following, we outline our theoretical reasoning for the hypothesized model.

Theoretical Background

Between- and Within-Person Associations

Between-person research addresses how individuals differ from each other, whereas within-person research accounts for the fluctuating nature of most phenomena. Therefore, it investigates associations within one person at one time point compared to another time point (McCormick et al., 2020). The associations of variables at the between-person level might differ from those at the within-person level in size or directionality (McCormick et al., 2020). Yet, for other constructs, the associations across levels are the same, indicating homology between levels (e.g., Ilies et al., 2010).

Specifically, for the association of transformational leadership and well-being, it might be possible that the within-person relationships are negative (e.g., because leaders have to invest resources), but the between-person associations are positive (e.g., a net gain through the mediating resources). In contrast, for our study, we as well expect homology between levels and suggest that the processes operating at the between-person level also transfer to the within-person level. Specifically, as outlined in more detail below, we propose that the elements incorporated in transformational leader behaviors benefit leaders in general and also leaders in specific weeks in which they act more transformationally than in other weeks. Even though we assume homology of within- and between-person results, our study still adds important insights into the within- and between-person associations of transformational

leadership and well-being. We can test if the relationships transfer from one week to the next and if potential reciprocal relationships exist, thereby getting an idea of the directionality of the associations. Furthermore, also the finding that the relationships look the same at the within- and the between-person level is vital because it has important theoretical and practical implications. It can enrich theory (e.g., COR theory) by helping to understand the theory's principles (e.g., resource gain and loss) better or to get an idea of the timing of the processes (see also the discussion section).

Practically, the information that can be given to leaders on the transformational leadership – well-being link differs depending on how the relationship looks on the within vs. between-person level. Specifically, a negative within-person but positive between-person association means that leaders will likely suffer from resource loss when they show higher levels of transformational leadership than usual but gain resources in the long run when they show more transformational leadership than others. In contrast, a positive transformational leadership – well-being link on a within and between-person level indicates that it is already beneficial for leaders to show more transformational leadership than usual. In the first situation, it probably is much more difficult and less attractive for leaders to show transformational behaviors as this is initially associated with resource loss. Therefore, these two situations would have different implications for practitioners and leaders. To give evidenced advice, it is crucial to first investigate these associations both on a within- and a between-person level.

Transformational Leadership and Leader Well-Being

Previous research has already highlighted associations between transformational leadership and leader well-being. Meta-analytic results (Kaluza et al., 2020) point towards a positive association. However, results from primary studies report divergent findings. Whereas some day-level (Lanaj et al., 2016) and longitudinal between-person studies (Arnold

et al., 2015) align with the meta-analytic findings indicating that transformational leadership is associated with greater leader well-being, other within-person (Lin et al., 2019) and between-person results (Zwingmann et al., 2016) show an association with lower leader well-being.

Transformational leadership is a resource-intensive leadership style, therefore making resource investments necessary. As Lin et al. (2019) summarize, many actions reflective of transformational leadership deplete the leader's resources, for example, emotion regulation to express positive emotions or time and energy to communicate visions and ideals to followers. However, drawing on COR theory, we propose that engaging in transformational leadership behavior will pay off for the leader in the end due to acquiring additional resources. People engage in short-term resource-depleting behavior because they can take a long-term outlook, striving to gain more resources and more desirable outcomes in the future (Hobfoll, 1989). We argue that transformational leadership constitutes behavior that makes resource investment necessary to acquire resources in the end. On the day-level, previous research already found transformational leadership to benefit leaders in terms of increased positive affect (Lanaj et al., 2016). Additionally, transformational leadership supports goal progress (Harris et al., 2003). Perceptions of reaching or getting closer to one's goals are important resources and should be reflected in positive feelings of the leader (R. E. Johnson et al., 2013), hence equipping the leader with new energy to work towards goal accomplishment. Therefore, we propose the following hypotheses:

Hypothesis 1: At the between-person level, transformational leadership is positively related to vigor (*H1a*) and negatively to emotional exhaustion (*H1b*).

Hypothesis 2: At the within-person level, transformational leadership is positively related to subsequent vigor (*H2a*) and negatively to subsequent emotional exhaustion (*H2b*).

Transformational Leadership and Occupational Self-Efficacy

Transformational leadership is an effective leadership style associated with relevant resources for leaders, such as employee performance (Ng, 2017) and goal accomplishment (van Dierendonck et al., 2014). Bandura (1977) stated that performance accomplishment is one of the four primary sources of self-efficacy. Thus, successfully coping with tasks will likely enhance an individual's trust in their abilities. Therefore, feelings of success and goal accomplishment are likely to manifest themselves in greater occupational self-efficacy. Occupational self-efficacy includes many aspects that have been conceptualized as resources (e.g., feelings of success, goal accomplishment, and competence; Hobfoll, 2001). Occupational self-efficacy is a positive self-perception, which can be considered an essential resource for leaders. Based on COR theory, we assume that the resources for leaders associated with acting transformationally are, in turn, reflected in further resources; specifically, in higher occupational self-efficacy.

Previous research demonstrated connections between transformational leadership and follower (occupational) self-efficacy (Hentrich et al., 2017; Kovjanic et al., 2012; Tims et al., 2011), for example, via the fulfillment of the followers' need for competence (Kovjanic et al., 2012). Transformational leaders regularly communicate challenging goals, which, combined with the expression of confidence that the goals will be reached, is likely to manifest itself in a greater sense of competence in followers (Kovjanic et al., 2012). At the same time, transformational leaders act as role models for their followers (Bass, 1985), so they are also likely to challenge themselves with their goals. Leaders must be optimistic about the future and show confidence in their abilities and strengths to reach these goals. Focusing on one's strengths and previous successes can help fulfill leaders' need for competence and will likely increase their occupational self-efficacy. Additionally, when leaders emphasize their followers' strengths and abilities, they create a sense of "positive focus", enhancing the focus

on the leader's resources. Recently, a positive association between daily transformational leadership and daily leader needs satisfaction (including the need for competence) has been demonstrated (Lanaj et al., 2016). Taken together, we propose the following:

Hypothesis 3a: At the between-person level, transformational leadership is positively related to occupational self-efficacy.

Hypothesis 3b: At the within-person level, transformational leadership is positively related to subsequent occupational self-efficacy.

Transformational Leadership and Information Exchange

Transformational leadership involves many behaviors targeted at followers, such as challenging existing assumptions, communicating a vision, or dealing with the followers' individual needs. Therefore, a leader needs to invest resources in interactions with the followers. In line with COR theory, individuals invest resources first to acquire further resources afterward. Similarly, leaders invest resources when demonstrating transformational leadership but likely benefit from their resource investment and gain additional resources, such as information. Information is an essential resource for leaders (Wu & Lee, 2016) as it is critical for the functioning of teams and the organization (S. Wang & Noe, 2010). The follower-directed behaviors of transformational leadership are likely to enhance a positive team and dyadic climate and to promote high-quality relationships, making it more likely that followers share more or more regularly information with their leader.

Additionally, transformational leadership was associated with increased followers' trust in their leader (Breevaart & Zacher, 2019). When followers trust their leader, they are more willing to share important information with them (S. Wang & Noe, 2010). In addition, transformational leadership includes actions that aim at stimulating followers' thoughts on tasks, problems, and their out-of-the-box thinking, as well as at emphasizing group spirit and shared identity and bringing the group to work together on tasks. Framing tasks as intellective

and supporting a cooperative team climate (Mesmer-Magnus & Dechurch, 2009) and a high level of group cohesion (S. Wang & Noe, 2010) can enhance information exchange. Additionally, research showed that an innovation-enhancing culture, which is at the heart of transformational leadership as a change-oriented leadership style, can support knowledge sharing (Ruppel & Harrington, 2001). Therefore, we state the following hypotheses:

Hypothesis 4a: At the between-person level, transformational leadership is positively related to information exchange.

Hypothesis 4b: At the within-person level, transformational leadership is positively related to subsequent information exchange.

Transformational Leadership and Meaning of Work

When engaging in an effective leadership style such as transformational leadership, leaders are likely to perceive personal growth or the growth of followers. The perception of growth is a crucial resource for individuals (Hobfoll, 2001). In the light of COR theory, leaders can see their job as a way to gain new resources. It can be perceived as a source to bring in their competencies and develop themselves or others. In the context of resource losses, such as investing resources in demanding leadership behavior, resource gains, such as a positive attitude towards the job and evaluation of the job as being meaningful, increase in salience.

Furthermore, transformational leaders are likely to emphasize the importance and purpose of the work they and their followers are doing (Arnold et al., 2007). We propose that stressing a "higher purpose" will not only be associated with the followers' (Nielsen et al., 2008; Perko et al., 2014) but also with the leaders' perception of the job's meaningfulness. This assumption aligns with the finding that task significance, that is, the perception that one's work is beneficial for others, longitudinally leads to increased perceptions of the meaningfulness of one's work (Allan, 2017). Leaders challenge their followers with high

expectations and goals when demonstrating transformational leadership behavior. As outlined above, it is reasonable to assume that leaders also challenge themselves in this way. Creating challenging job demands for oneself (as part of job crafting) was related to more perceived meaningfulness of work via higher levels of person-job fit (Tims et al., 2016). Therefore, we hypothesize the following:

Hypothesis 5a: At the between-person level, transformational leadership is positively related to meaning of work.

Hypothesis 5b: At the within-person level, transformational leadership is positively related to subsequent meaning of work.

Leader Resources and Well-Being

From a theoretical perspective, COR theory proposes that resources do not exist in isolation but come in caravans (Hobfoll, 2011). Thus, possessing resources makes acquiring new resources, or at least conserving existing resources, more likely. Positive perceptions of oneself, such as high levels of occupational self-efficacy, are important resources for an individual. Therefore, having a high level of personal resources available (i.e., occupational self-efficacy) should also be reflected in greater well-being (i.e., lower levels of emotional exhaustion and higher levels of vigor). Meta-analytic (Alarcon et al., 2009; Shoji et al., 2016) and longitudinal studies (Avey et al., 2010; Taris et al., 2010) demonstrated that increased self-efficacy benefits individuals in terms of increased well-being.

Similarly, information and the sharing of information by the followers include several aspects that can be considered essential resources for leaders. On a task level, information sharing is related to goal progress and accomplishment, for example, due to better coordination and strategy formulation or the development of shared team cognition, and in turn to higher team and leader performance (Marlow et al., 2018). Additionally, on a socio-emotional level, information sharing reflects a positive climate of trust and cohesion

(Mesmer-Magnus & Dechurch, 2009). The perceptions that followers trust themselves as a leader and are willing to support the leader's and the team's goals by sharing information are positive for leaders and should be associated with greater well-being.

Meaningful work can be considered a critical psychological state (Oldham & Hackman, 2010) which was found to be associated with increased well-being (Allan et al., 2018). More specifically, the association of meaningful work with work engagement (including vigor) seems to be large (Allan et al., 2018). Meaningful work is likely to enhance a resource gain spiral, for example, through positive work reflection (Jiang & Johnson, 2018), which is likely to be positively related to increased well-being. Indeed, in an experimental intervention, positive work reflection was associated with decreased emotional exhaustion (Clauss et al., 2018). Similarly, longitudinal studies showed that work meaningfulness was related to increased work engagement (M. C. C. Lee et al., 2017) and decreased emotional exhaustion (Kim & Beehr, 2018). These findings demonstrate that having meaningful work is beneficial for individuals' well-being. Thus, we state:

Hypothesis 6: At the between-person level, occupational self-efficacy (*H6a*), information exchange (*H6b*), and meaning of work (*H6c*) are positively related to vigor.

Hypothesis 7: At the between-person level, occupational self-efficacy (*H7a*), information exchange (*H7b*), and meaning of work (*H7c*) are negatively related to emotional exhaustion.

Hypothesis 8: At the within-person level, occupational self-efficacy (*H8a*), information exchange (*H8b*), and meaning of work (*H8c*) are positively related to subsequent vigor.

Hypothesis 9: At the within-person level, occupational self-efficacy (*H9a*), information exchange (*H9b*), and meaning of work (*H9c*) are negatively related to subsequent emotional exhaustion.

The Mediating Role of Occupational Self-Efficacy, Information Exchange, and Meaningful Work

We propose that transformational leadership pays off for the leader's well-being by acquiring additional resources. However, as we will come to see, while the mediating relationships are expected, we find no support for those. We hypothesize that in line with COR theory, demonstrating behavior reflective of transformational leadership is likely to start a resource gain process for the leader, reflected by greater leader well-being. More specifically, we suggest that higher leader well-being can be partly explained by resource acquisition at the individual, team, and job levels. We expect transformational leadership to be associated with higher leader occupational self-efficacy, information exchange of followers with their leader, and meaningfulness of leaders' work. These states (i.e., the perception that one can deal with problems and challenges in the job, that the followers are providing one with important information for personal and team progress, and that the job one is doing is personally meaningful to oneself and has an impact on others) constitute essential resources for a leader, which in turn will be associated with greater leader well-being. Taken together, we hypothesize:

Hypothesis 10: At the within-person level, the association of transformational leadership and vigor will be mediated by occupational self-efficacy (*H10a*), information exchange (*H10b*), and meaning of work (*H10c*).

Hypothesis 11: At the within-person level, the association of transformational leadership and emotional exhaustion will be mediated by occupational self-efficacy (*H11a*), information exchange (*H11b*), and meaning of work (*H11c*).

Reciprocal Relationships

We will also test potential reciprocal relationships between transformational leadership and leader well-being. COR theory's so-called "desperation principle" describes

that when people's resources are exhausted, they "enter a defensive mode to preserve the self, which is often defensive, aggressive, and may become irrational" (Hobfoll et al., 2018, p. 106). Hence, individuals aim to preserve the resources they have left. Consequently, they are more likely to turn their attention to personal needs instead of the needs of others (Hobfoll, 2001). Due to the idea that resource loss is more salient than resource gain (Hobfoll, 1989), leaders are unlikely to invest further resources, for example, demonstrating behavior reflective of transformational leadership, even though this resource investment might pay off in the long term. Instead, leaders may engage in defensive behavior to protect their resources. In line with COR theory, leaders who report low levels of vigor or high levels of emotional exhaustion may have insufficient resources to engage in proactive and resource-expensive behavior. In contrast, leaders high in vigor or low in emotional exhaustion have enough resources to invest in proactive, constructive, and resource-building behavior, such as transformational leadership, to acquire more resources later.

Furthermore, based on COR theory's resource caravan proposition (Hobfoll, 2011), we can expect resource gain (for those with more resources) and loss cycles (for those with fewer resources). Specifically, leaders reporting more well-being are more likely to perceive or use their resources or even gain additional resources (i.e., occupational self-efficacy, information exchange, and meaning of work). In turn, leaders with a larger resource pool are more likely to show more transformational leadership, which could again benefit their well-being, and so on.

Our theoretical assumptions are supported by existing research showing that a high amount of resources can be an important antecedent of transformational leadership. For example, reduced leader resources were associated with less transformational leadership (Byrne et al., 2014; Diebig, Poethke, et al., 2017; Harms et al., 2017) and work engagement

and transformational leadership were found to be reciprocally related on a between-person level (Geibel et al., 2022). Therefore, we formulate the following hypothesis:

Hypothesis 12: There are reciprocal relationships between transformational leader behavior, leader resources (i.e., occupational self-efficacy, information exchange, and meaning of work), and leader well-being (i.e., vigor and emotional exhaustion). More specifically, both relationships, the path from leadership behavior to well-being and the path from well-being to leadership behavior are simultaneously valid.

Method

Participants and Procedure

Our study was approved by the ethical committee of our institution. We collected data from leaders in different industries and organizations and recruited them through direct contacts, flyers, and postings on websites and social media. The study consisted of a baseline online survey and three weekly online surveys. We chose a weekly interval to follow Guthier et al.'s (2020) call for more longitudinal well-being research covering shorter time intervals. Additionally, the weekly interval is long enough to allow the leaders to interact with their followers and demonstrate leadership behavior. At the same time, it is short enough so leaders can still respond to the study variables, thereby reducing retrospective bias. Our three-week period is well-suited to catch within-person changes in leadership and well-being from one week to the next as it increases the likelihood that the working situations from week to week differ substantially.

After registration for the project, leaders received a link to the baseline survey, which they completed before the start of the weekly surveys. The baseline survey included measures of demographics and baseline variables. Next, in the weekly data collection, we sent the leaders a survey at the end of each week. In the weekly surveys, the leaders reported on their leadership behavior, occupational self-efficacy, information exchange with their followers,

meaningfulness of their work, and well-being. The time between the baseline survey and the first weekly survey differed between leaders as they could choose freely at what time after registration and before the first weekly survey they completed the baseline survey. On average, leaders completed the baseline survey between one and two weeks before the first weekly survey (M = 12.86 days). Only leaders who completed the baseline survey were able to answer the weekly surveys.

Of 221 leaders who initially registered to participate in the study, 185 completed the baseline survey (response rate: 84%). 110 leaders completed the first weekly survey (response rate: 50%), 98 leaders completed the second weekly survey (response rate: 44%), and 77 leaders completed the third weekly survey (response rate: 35%). 46 leaders completed all four surveys. Our sample comprised 132 leaders (54% male) who answered the baseline and at least one weekly survey. The average age was 46.49 years (SD = 10.21), their average organizational tenure was 12.51 (SD = 9.73) years, and their average leadership tenure was 10.80 (SD = 8.33) years. Leaders' average working experience was 13.99 (SD = 10.52) years, and they worked 45.60 hours per week (SD = 8.19). The participants came from different industries and worked in various job sectors, such as education, consulting, health, science, law, hotel business, or technology.

Measures

We formulated the items in the weekly surveys to capture the variables' levels during the respective week. All items were assessed in the German language. When German items of the instruments were unavailable (i.e., for *information exchange* and *meaning of work*), we used the translation and back-translation method to translate the items (Brislin, 1970). Any discrepancies were discussed by the authors of the present study and the translating research assistant and a final solution was agreed on.

Transformational leadership. Transformational leadership behavior was assessed using the respective items of the German version of the MLQ Form 5x Short (Felfe, 2006), adapted to fit the leader's perspective. A sample item for transformational leadership is "I formulate a convincing vision for the future." Ratings were made on a 5-point scale. For transformational leadership, Cronbach's α was .82 in the baseline survey, and .90 averaged across the weeks.

Occupational self-efficacy. Leaders rated their occupational self-efficacy using the 6-item short version of the Occupational Self-Efficacy Scale (Rigotti et al., 2008). A sample item is "When I am confronted with a problem in my job, I can usually find several solutions." Ratings were made on a 5-point scale. Cronbach's α was .81 in the baseline survey, and .85 averaged across the weeks.

Information exchange. Information exchange was assessed with the question "How often do your followers share the following information with you" developed by Cummings (2004) and adapted for the present study. The information asked for were: general overviews, analytical techniques, progress reports, project results, and specific requirements. Ratings were made on a 5-point scale. Cronbach's α was .75 in the baseline survey, and .81 averaged across the weeks.

Meaningfulness of work. Meaningfulness of work was rated using the 10-item Work and Meaning Inventory (Steger et al., 2012). A sample item is "I have a good sense of what makes my job meaningful." Ratings were made on a 5-point scale. Cronbach's α was .86 in the baseline survey, and .88 averaged across the weeks.

Emotional exhaustion. Emotional exhaustion was assessed with the respective 8-item subscale of the Oldenburg Burnout Inventory (OLBI; Demerouti et al., 2003). A sample item is "After my work, I regularly feel worn out and weary." Ratings were made on a 4-point scale. Cronbach's α was .76 in the baseline survey, and .88 averaged across the weeks.

Vigor. Vigor was rated with the 6-item subscale of the Utrecht Work Engagement Scale (UWES; Schaufeli et al., 2002). A sample item is "At my work, I feel bursting with energy." Ratings were made on a 5-point scale. Cronbach's α was .80 in the baseline survey, and .84 averaged across the weeks.

Missing Data

To check for non-random sampling in our study, we performed drop-out analyses following the procedure suggested by Goodman (1996). We conducted a binary logistic regression in which we regressed the participation pattern (participants who only completed maximum three surveys vs. participants who completed all four surveys, i.e., the general survey as well as all three weekly surveys) on age, sex, general weekly working hours, leadership tenure, and our focal study variables at the general level. None of the variables significantly predicted the participation pattern. Additionally, we did not find differences between the two groups in mean scores for the study variables in the general survey or one of the weekly surveys. Therefore, we have a missing pattern representing a situation of missing completely at random. To handle missing values, we used full information maximum-likelihood estimation (FIML) with robust standard errors (Enders & Bandalos, 2001; Graham, 2009). FIML estimates missing values based on all available data points and uses all existing values to estimate model parameters. This procedure allows us to draw conclusions on associations from one week to the next, even though not all participants answered the surveys for two consecutive weeks.

Analytic Approach

We conducted our analyses using the "lavaan" package (Rosseel, 2012) for R with a maximum likelihood estimator. We initially ran confirmatory factor analyses (CFA) to support our factor structure. We tested our hypotheses simultaneously using the RI-CLPM (Hamaker et al., 2015). The RI-CLPM was introduced recently by Hamaker et al. (2015) as

an alternative model that separates within-person processes from stable between-person differences. Specifically, in a RI-CLPM the observed score variance is decomposed into grand means (i.e., the means over all leaders per measurement point), stable between components, which are the random intercepts capturing a leader's time-invariant deviation from the grand means (i.e., representing the stable differences between leaders), and last the within components, which are the differences between a leader's observed measurements and the leader's expected score (Mulder & Hamaker, 2020).

The expected score is computed for each leader based on the sample mean levels across the three weeks and the individual stable trait factor. Therefore, the within-person level variance represents leaders' deviations from their own expected scores (Alisic & Wiese, 2020). The correlation between the random intercepts reflects the relationship of stable between-person differences in one variable and the stable between-person differences in another variable. The within-person correlation at T1 indicates the association between within-person deviations in one variable and deviations from own scores in another variable. The correlated change at T2 and T3 reflects the degree to which a within-person change in one variable is related to a within-person change in another variable, independent from the relationship at the previous wave. The stability (i.e., autoregressive) effects express the extent to which within-person deviations in the variables can be predicted by the leader's previous deviation from the own expected score. Cross-lagged effects indicate to what extent changes in a leader's individual level of a variable (e.g., vigor) are predicted by deviations from the own expected score in another variable (e.g., transformational leadership) one week earlier (and vice versa) (Alisic & Wiese, 2020; Hamaker et al., 2015).

Results

Preliminary Analyses

Means, standard deviations, and correlations for our study variables are shown in Table 2.1. Calculations of intra-class correlation coefficients (ICCs) indicated within-person variances from 19% (meaning of work) to 42% (information exchange), which supports our separate analysis of between- and within-person relations.

We conducted CFAs to support the fit of our proposed model structure. The six-factor model with our variables transformational leadership, occupational self-efficacy, information exchange, meaning of work, vigor, and emotional exhaustion fit the data well (χ^2 = 1388.322, *df* = 1227, $p < .001$, CFI = .926, RMSEA = .034, SRMR = .090) and better than a one-factor model with all items loading on one factor (χ^2 = 2601.328, *df* = 1325, $p < .001$, CFI = .412, RMSEA = .092, SRMR = .109; $\Delta\chi^2$ = 1213.006, *df* = 98, $p < .001$).

Hypotheses Testing

We specified two RI-CLPM models to test whether there were changes across the time points. Therefore, we specified one unconstrained RI-CLPM that allowed the autoregressive and cross-lagged effects to vary across the waves and one constrained model that fixed these parameters to equality (see Hamaker et al., 2015; Mulder & Hamaker, 2020). However, the unconstrained model did not converge, so we could not compare the unconstrained and the constrained models. Nevertheless, the constrained model fit the data acceptably well (χ^2 = 140.143, *df* = 72, $p < .001$, CFI = .935, RMSEA = .085, SRMR = .109) and is also in line with our hypotheses that refer to within-person relations rather than changes across the time points. Tables 2.2 and 2.3 show the results of the constrained RI-CLPM. Figure 2.2 shows a graphical representation of the significant findings.

Table 2.1

Means, Standard Deviations, and Correlations of Study Variables

	Variables	*M*	*SD*	1	2	3	4	5	6	7	8
1	Transformational leadership T1	3.49	.52								
2	Occupational self-efficacy T1	3.99	.50	.327***							
3	Information exchange T1	3.33	.68	.493***	−.047						
4	Meaning of work T1	3.83	.65	.218*	.148	.043					
5	Emotional exhaustion T1	2.17	.53	−.150	−.490***	.139	−.218*				
6	Vigor T1	3.28	.64	.293**	.399***	−.030	.357***	−.459***			
7	Transformational leadership T2	3.45	.54	.746***	.254*	.376**	.023	−.167	.317**		
8	Occupational self-efficacy T2	4.05	.51	.069	.669***	−.030	−.065	−.263*	.332**	.335**	
9	Information exchange T2	3.30	.76	.316**	−.061	.555***	−.087	.052	.085	.488***	.111
10	Meaning of work T2	3.80	.67	.066	.189	−.031	.842***	−.255*	.385**	.215*	.257*
11	Emotional exhaustion T2	2.14	.56	−.025	−.431***	.161	−.114	.707***	−.262*	−.172	−.343***
12	Vigor T2	3.28	.64	.158	.451***	−.066	.285*	−.565***	.753***	.394***	.480***
13	Transformational leadership T3	3.53	.57	.689***	.372**	.254	.254	−.265*	.458***	.788***	.271*
14	Occupational self-efficacy T3	4.03	.62	.238	.802***	.054	.095	−.358**	.500***	.331*	.614***
15	Information exchange T3	3.27	.64	.600***	.275*	.634***	.197	−.335*	.250	.615***	.132
16	Meaning of work T3	3.86	.67	.278*	.350**	.062	.713***	−.242	.375**	.216	.234
17	Emotional exhaustion T3	2.16	.57	−.212	−.537***	.033	−.129	.732***	−.550***	−.258*	−.383**
18	Vigor T3	3.31	.73	.099	.347**	−.037	.052	−.429***	.660***	.116	.396**

Table 2.1 Continued.

	Variables	9	10	11	12	13	14	15	16	17	18
10	Meaning of work T2	.023									
11	Emotional exhaustion T2	.096	−.125								
12	Vigor T2	.176	.396***	−.504***							
13	Transformational leadership T3	.379**	.300*	−.133	.370**						
14	Occupational self-efficacy T3	−.013	.337**	−.385**	.486***	.491***					
15	Information exchange T3	.632***	.113	−.125	.163	.572***	.313**				
16	Meaning of work T3	.104	.846***	−.075	.358**	.531***	.488***	.266*			
17	Emotional exhaustion T3	−.079	−.191	.707***	−.593***	−.379***	−.590***	−.359**	−.284*		
18	Vigor T3	−.125	.214	−.342**	.623***	.366**	.582***	.138	.383***	−.597***	

Note. N = 56-105.

*$p < .05$. **$p < .01$. ***$p < .001$.

Table 2.2

Autoregressive and Cross-Lagged Parameters From Constrained RI-CLPM

Predictor		Outcome	B_{raw}	SE_B	Z	*p*-value	B_{std}	R^2_{within}
Transformational leadership T_k	→	Transformational leadership T_{k+1}	.270	.225	1.201	.230	.177	.250
Occupational self-efficacy T_k	→	Transformational leadership T_{k+1}	.106	.187	.567	.571	.063	
Information exchange T_k	→	Transformational leadership T_{k+1}	−.186	.103	−1.805	.071	−.250	
Meaning of work T_k	→	Transformational leadership T_{k+1}	.001	.156	.007	.994	.001	
Vigor T_k	→	Transformational leadership T_{k+1}	.218	.138	1.577	.115	.275	
Emotional exhaustion T_k	→	Transformational leadership T_{k+1}	−.100	.159	−.627	.531	−.094	
Transformational leadership T_k	→	Occupational self-efficacy T_{k+1}	.224	.194	1.156	.248	.153	.145
Occupational self-efficacy T_k	→	Occupational self-efficacy T_{k+1}	−.385	.219	−1.758	.079	−.239	
Information exchange T_k	→	Occupational self-efficacy T_{k+1}	−.253	.110	−2.301	.021	−.354	
Meaning of work T_k	→	Occupational self-efficacy T_{k+1}	.175	.157	1.113	.266	.167	
Vigor T_k	→	Occupational self-efficacy T_{k+1}	.082	.146	.566	.571	.108	
Emotional exhaustion T_k	→	Occupational self-efficacy T_{k+1}	.010	.191	.054	.957	.010	
Transformational leadership T_k	→	Information exchange T_{k+1}	−.092	.256	−.359	.719	−.049	.398
Occupational self-efficacy T_k	→	Information exchange T_{k+1}	−.505	.213	−2.371	.018	−.243	
Information exchange T_k	→	Information exchange T_{k+1}	−.330	.135	−2.449	.014	−.358	
Meaning of work T_k	→	Information exchange T_{k+1}	.253	.190	1.333	.182	.187	
Vigor T_k	→	Information exchange T_{k+1}	.363	.177	2.055	.040	.369	
Emotional exhaustion T_k	→	Information exchange T_{k+1}	.051	.271	.189	.850	.039	
Transformational leadership T_k	→	Meaning of work T_{k+1}	−.158	.188	−.840	.401	−.088	.479
Occupational self-efficacy T_k	→	Meaning of work T_{k+1}	−.102	.188	−.543	.587	−.052	

Table 2.2 Continued.

Predictor		Outcome	B_{raw}	SE_B	Z	*p*-value	B_{std}	R^2_{within}
Information exchange T_k	→	Meaning of work T_{k+1}	−.085	.100	−.846	.398	−.097	
Meaning of work T_k	→	Meaning of work T_{k+1}	.351	.148	2.374	.018	.273	
Vigor T_k	→	Meaning of work T_{k+1}	.421	.129	3.269	.001	.451	
Emotional exhaustion T_k	→	Meaning of work T_{k+1}	.232	.154	1.502	.133	.186	
Transformational leadership T_k	→	Vigor T_{k+1}	−.324	.254	−1.278	.201	−.150	.300
Occupational self-efficacy T_k	→	Vigor T_{k+1}	.178	.241	.739	.460	.075	
Information exchange T_k	→	Vigor T_{k+1}	−.173	.142	−1.222	.222	−.165	
Meaning of work T_k	→	Vigor T_{k+1}	.165	.175	.942	.346	.107	
Vigor T_k	→	Vigor T_{k+1}	.408	.181	2.261	.024	.364	
Emotional exhaustion T_k	→	Vigor T_{k+1}	.070	.200	.350	.726	.047	
Transformational leadership T_k	→	Emotional exhaustion T_{k+1}	−.122	.220	−.554	.580	−.072	.134
Occupational self-efficacy T_k	→	Emotional exhaustion T_{k+1}	.062	.231	.270	.787	.034	
Information exchange T_k	→	Emotional exhaustion T_{k+1}	.100	.129	.776	.438	.121	
Meaning of work T_k	→	Emotional exhaustion T_{k+1}	.066	.192	.342	.733	.054	
Vigor T_k	→	Emotional exhaustion T_{k+1}	.043	.167	.259	.796	.049	
Emotional exhaustion T_k	→	Emotional exhaustion T_{k+1}	.348	.248	1.405	.160	.297	

Note. B_{raw} = raw regression weight; SE_B = standard error of raw regression weight; B_{std} = standardized regression weight.

In line with our hypotheses 1a, 3a, 4a, and 5a, on a between-person level of analysis, transformational leadership was positively related to vigor (r_{xy} = .112; p = .011), occupational self-efficacy (r_{xy} = .076; p = .010), information exchange (r_{xy} = .175; p < .001), and meaning of work (r_{xy} = .137; p = .005). In support of hypotheses 6a and 7a, occupational self-efficacy was positively related to vigor (r_{xy} = .138; p < .001) and negatively related to emotional exhaustion (r_{xy} = −.079; p = .013). Contrary to hypothesis 1b, transformational leadership was not associated with emotional exhaustion. Additionally, there was no support for hypotheses 6b, 6c, 7b, and 7c as information exchange and meaning of work were neither related to vigor nor emotional exhaustion.

At the within-person level, transformational leadership did not significantly predict subsequent vigor, emotional exhaustion, occupational self-efficacy, information exchange, or meaning of work. Additionally, neither occupational self-efficacy, information exchange, nor meaning of work predicted subsequent vigor or emotional exhaustion. Therefore, hypotheses 2a, 2b, 3b, 4b, 5b, 8a, 8b, 8c, 9a, 9b, and 9c, as well as our mediation hypotheses 10a, 10b, 10c, 11a, 11b, and 11c, were not supported.

However, we found significant within-person associations within the second and the third week, respectively. The results were the same for both weeks as we analyzed the constrained model. Transformational leadership was positively related to occupational self-efficacy (r_{xy} = .060; p < .001), meaning of work (r_{xy} = .045; p = .003), vigor (r_{xy} = .050; p = .004), and negatively to emotional exhaustion (r_{xy} = −.050; p = .001). Additionally, occupational self-efficacy was positively related to vigor (r_{xy} = .060; p = .003) and negatively to emotional exhaustion (r_{xy} = −.042; p = .039), and meaning of work was positively related to vigor (r_{xy} = .065; p < .001).

Table 2.3

Between- and Within-Person Coefficients From Constrained RI-CLPM

		r_{raw}	SE_r	Z	*p*-value	r_{std}
		Between-person				
Transformational leadership	Occupational self-efficacy	.076	.030	2.573	.010	.376
	Information exchange	.175	.037	4.729	.000	.727
	Meaning of work	.137	.049	2.814	.005	.499
	Vigor	.112	.044	2.557	.011	.502
	Emotional exhaustion	−.013	.038	−.348	.728	−.075
Occupational self-efficacy	Information exchange	.045	.031	1.448	.148	.188
	Meaning of work	.107	.038	2.790	.005	.392
	Vigor	.138	.036	3.793	.000	.618
	Emotional exhaustion	−.079	.032	−2.482	.013	−.448
Information exchange	Meaning of work	.003	.053	.050	.960	.008
	Vigor	−.003	.049	−.054	.957	−.010
	Emotional exhaustion	−.020	.042	−.480	.631	−.096
Meaning of work	Vigor	.103	.067	1.540	.124	.340
	Emotional exhaustion	−.075	.055	−1.351	.177	−.313
Vigor	Emotional exhaustion	−.139	.054	−2.573	.010	−.710
		Within-person (Week 1)				
Transformational leadership	Occupational self-efficacy	−.001	.025	−.044	.965	−.022
	Information exchange	−.003	.039	−.069	.945	−.024

Table 2.3 Continued.

		r_{raw}	SE_r	Z	*p*-value	r_{std}
	Meaning of work	−.073	.041	−1.785	.074	−.971
	Vigor	−.027	.041	−.650	.515	−.258
	Emotional exhaustion	−.018	.037	−.496	.620	−.233
Occupational self-efficacy	Information exchange	−.074	.030	−2.424	.015	−.729
	Meaning of work	−.047	.034	−1.393	.164	−.688
	Vigor	.006	.035	.175	.861	.065
	Emotional exhaustion	−.054	.030	−1.806	.071	−.760
Information exchange	Meaning of work	−.002	.062	−.029	.977	−.011
	Vigor	−.029	.062	−.478	.633	−.138
	Emotional exhaustion	.069	.050	1.376	.169	.431
Meaning of work	Vigor	.054	.072	.749	.454	.373
	Emotional exhaustion	−.009	.056	−.166	.868	−.085
Vigor	Emotional exhaustion	−.028	.056	−.505	.614	−.187
		Within-person (Weeks 2 and 3)				
Transformational leadership	Occupational self-efficacy	.060	.017	3.632	.000	.623
	Information exchange	.016	.021	.776	.438	.155
	Meaning of work	.045	.015	2.933	.003	.486
	Vigor	.050	.018	2.877	.004	.390
	Emotional exhaustion	−.050	.016	−3.175	.001	−.445
Occupational self-efficacy	Information exchange	.016	.021	.766	.443	.150
	Meaning of work	.061	.019	3.273	.001	.644

Table 2.3 Continued.

		r_{raw}	SE_r	Z	*p*-value	r_{std}
	Vigor	.060	.021	2.943	.003	.456
	Emotional exhaustion	−.042	.021	−2.065	.039	−.367
Information exchange	Meaning of work	.019	.019	.964	.335	.181
	Vigor	.042	.024	1.782	.075	.294
	Emotional exhaustion	−.014	.028	−.493	.622	−.108
Meaning of work	Vigor	.065	.017	3.793	.000	.515
	Emotional exhaustion	−.015	.017	−.884	.377	−.139
Vigor	Emotional exhaustion	−.066	.020	−3.273	.001	−.432

Note. r_{raw} = raw coefficient; SE_r = standard error of raw coefficient; r_{std} = standardized coefficient.

Last, regarding hypothesis 12, vigor positively predicted subsequent information exchange (B = .363; p = .040) and meaning of work (B = .421; p = .001). Neither vigor nor emotional exhaustion predicted subsequent transformational leadership[1].

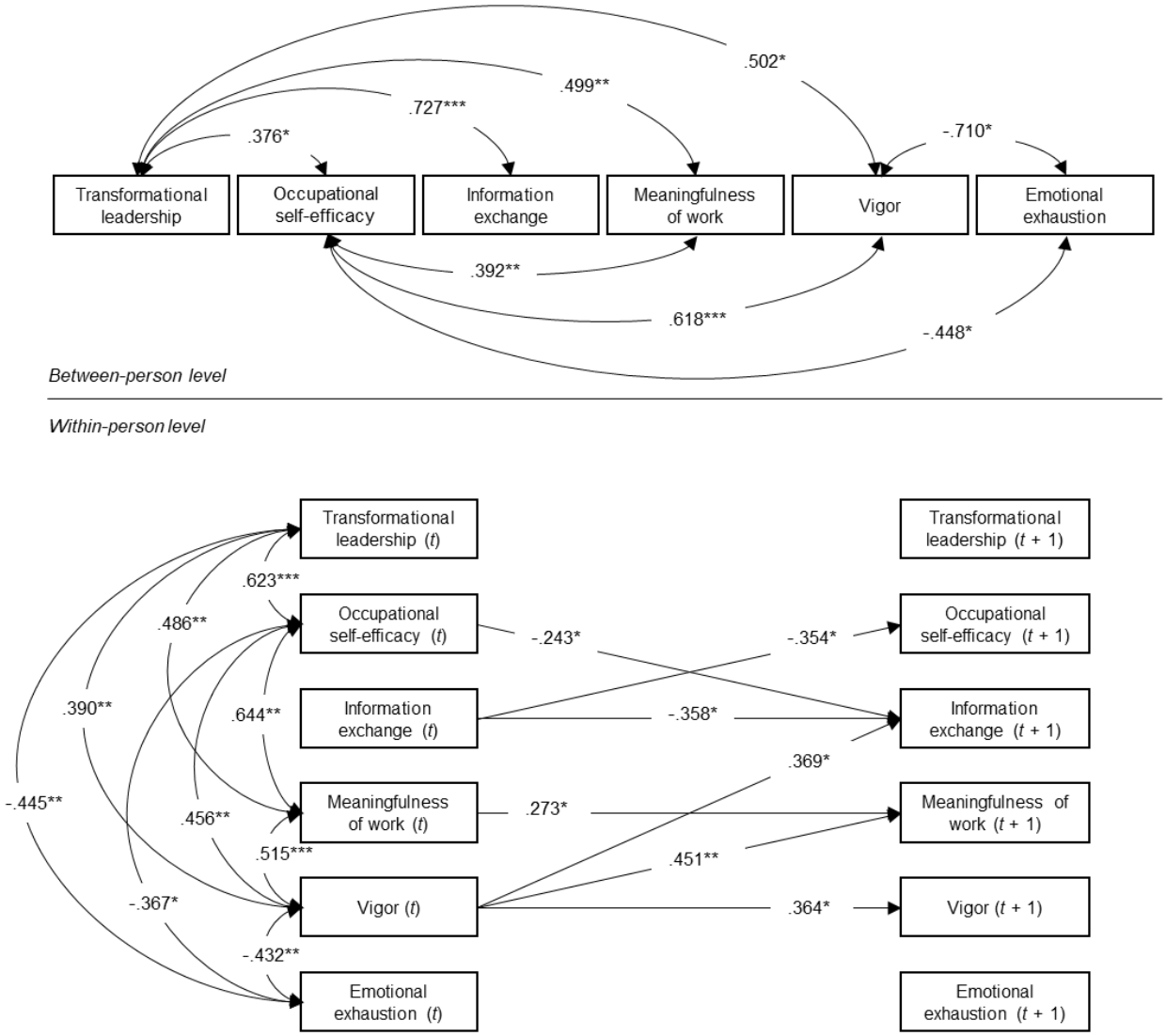
Discussion

In the present study, we investigated between- and within-person associations between transformational leadership and leaders' well-being. Specifically, across three consecutive weeks, we aimed to examine the directionality of the relationships and potential mechanisms to explain the associations. We found that, on a within-person level, transformational leadership in one week was unrelated to leaders' resources or well-being in the next week and vice versa. That means that a higher or lower amount of transformational leadership, compared to a leader's typical score, is not reflected in a higher or lower amount of their resources or well-being, compared to their respective typical score, in the subsequent week. Furthermore, there was no evidence for reciprocal associations between transformational leadership and the other study variables. However, on a within-person level, in weeks in which leaders reported a greater amount of transformational leadership than their typical score, they reported increased occupational self-efficacy, meaning of work, vigor, and decreased emotional exhaustion in the same week. Additionally, on a between-person level, leaders who showed more transformational leadership than other leaders also reported higher occupational self-efficacy, information exchange, meaning of work, and vigor than other leaders.

[1] Our focus was on transformational leadership as an overall construct, given high intercorrelations of the dimensions of transformational leadership (Carless, 1998; Felfe, 2006). However, on an exploratory basis, we also conducted the analyses with the separate dimensions. For *idealized influence*, the results were similar to those of the overall model. For *inspirational motivation* and *individualized consideration*, respectively, the associations mostly aligned with those of the overall model regarding their direction. However, compared to the overall model, the strengths of the associations were partly somewhat smaller, and some associations could not be found. The model with *intellectual stimulation* did not converge. The detailed results are available from the corresponding author upon request.

Figure 2.2

Standardized Between-Person and Within-Person Coefficients of the RI-CLPM



Note. Only significant coefficients are shown.

$^{*}p < .05$. $^{**}p < .01$. $^{***}p < .001$.

Theoretical Implications

In our study, leaders who showed more transformational leadership behaviors than other leaders reported higher levels of well-being. This finding on a between-person level aligns with previous meta-analytic results (Kaluza et al., 2020) showing positive associations between transformational leadership and leader well-being. Our study extends existing

between-person research by demonstrating that occupational self-efficacy, information exchange, and meaning of work are specific resources that leaders higher in transformational leadership possess to a greater extent than leaders lower in transformational leadership.

Additionally, on a within-person level, leaders reported greater well-being within one week in which they also indicated more transformational leadership behaviors. This finding aligns with previous within-person research (Lanaj et al., 2016) on the beneficial effects of transformational leadership for leaders. However, our result is opposed to other research that found on a weekly level that more transformational leadership was related to increased leader emotional exhaustion from the previous week (Lin et al., 2019). In their study, transformational leadership was interpreted as resource depleting for leaders; therefore, these authors pointed to a potential dark side of transformational leadership for leaders themselves. In contrast, our study suggests that higher levels of transformational leadership are related to increased well-being for leaders in the same week, which supports the view that this leadership style is not only beneficial for followers' well-being (Montano et al., 2017) but, at least within one week, also for leaders' well-being. As we were able to disentangle between-person from within-person effects, our study shows that variations in one's amount of transformational leadership are associated with variations in one's well-being within one week.

Furthermore, also on a within-person level, we found transformational leadership to be associated with increased personal (i.e., occupational self-efficacy) and job (i.e., meaning of work) resources within leaders. Leaders who reported more transformational leadership behaviors during one week compared to their typical level of transformational leadership reported increased occupational self-efficacy and meaning of work in the same week. Our findings suggest that both person-level and job-level resources vary in accordance with variations of transformational leadership.

Regarding the question of the directionality raised by other scholars (e.g., Kaluza et al., 2020), we neither found support for the direction of transformational leadership → well-being nor the direction of well-being → transformational leadership. As we did not find cross-lagged effects associated with transformational leadership from one week to the next, our study suggests that the relationship between transformational leadership and well-being does not transfer over one week. Future research might consider weekend recovery experiences to better align work and non-work experiences with each other.

Considering our hypothesis on reciprocal relationships regarding well-being as a predictor for increased transformational leadership, we found partial support for our assumptions. Leaders who experienced greater vigor in one week than in other weeks also reported more information exchange with their followers and greater meaning of work in the next week compared to other weeks.

Our findings have important implications for COR theory (Hobfoll et al., 2018). In line with the theory stating that resources do not exist individually, we found that transformational leadership comes together with greater resources, both within one week and on a general level. Also aligned with theory, our findings suggest that leaders who feel vigorous and full of energy enter a resource gain cycle and that this resourceful state transfers to the following week. However, our results do not seem to align with two central principles of COR theory. First, in our study, the resource gain (or loss) cycle does not include transformational leadership in either of the two possible directions. This finding is surprising given the multiple associations of transformational leadership with resources. An essential next step could be examining factors that might hinder the beneficial same-time effects of transformational leadership from being reflected in dynamic resource gains across time.

Second, we could not find evidence for the resource investment principle. As transformational leadership was associated with more resources, one might assume that resources had to be invested at some point. However, this investment was not reflected in our

data as this, for example, should have been indicated by lower well-being. We can imagine that one answer to that can be found in the timing of our study. For example, the investment of resources could have taken place within one day so that when the surveys were answered at the end of the week, the initial losses already changed into resource gains. This issue might also be relevant for the between- vs. within-person discussion outlined at the beginning of this paper. Even though the relationships were in the same direction across levels in our study, this might be different in other studies that focus on different time frames (i.e., a negative short-term within-person association with well-being due to the investment of resources vs. a positive between-person association when the positive effects had enough time to unfold). Therefore, an important aspect for future COR theory-directed research on transformational leadership and leader well-being (and possibly also for other areas) is to find out at what point resources are invested, how steep the primary loss is, and at what point new resources are gained instead and how large this gain is.

Additionally, the accumulation of resource investment and gain could be of interest: Imagine one leader with steady resource investment but also steady resource gain. Imagine another leader with steady resource investment but only a delayed (but perhaps in total larger) resource gain. Which of the two leaders has a greater “final” amount of resources? Answering questions like these could help move research on transformational leadership, leader well-being, and COR theory forward. In line with previous studies on within-person research (Ilies et al., 2015; N. P. Podsakoff et al., 2019) the within and between-person perspective could be integrated more strongly in the current COR theory. The goal should be to link intraindividual variations to longer-term (between-person) outcomes. In this way, previous unexpected findings might not necessarily speak against the validity of a theory but rather be an expression of the multilevel nature of the theory and its processes.

Practical Implications

The findings of our study suggest that leaders who report more transformational leadership behaviors than others also report greater vigor, more occupational self-efficacy, information exchange, and meaning of work than others. Drawing on this finding, one important aspect is sensitizing leaders to the fact that their leadership behavior is related to self-relevant variables. Additionally, in our study, transformational leadership was associated with more resources and greater well-being. Therefore, leaders should be encouraged to strive for higher levels of transformational leadership behaviors. Organizations can also facilitate higher levels of transformational leadership by providing their leaders with training on transformational leadership.

Second, from our study's within-person findings, we can conclude that showing more transformational leadership compared to one's typical level is associated with increased occupational self-efficacy, meaning of work, vigor, and decreased emotional exhaustion. This finding supports the notion that leaders should regularly try to find ways to demonstrate behaviors reflective of transformational leadership. They can do this, for example, by encouraging themselves and their followers to try new approaches to solve problems, setting high and ambitious goals and expressing confidence that these goals will be reached, or by dealing with each follower's needs and wishes.

Limitations and Future Research

We acknowledge some limitations of our research. First, we used leader ratings only. Even though leaders are well-suited to report on their well-being, their leadership ratings can be susceptible to common-method or self-enhancement bias (Atwater et al., 1998; P. M. Podsakoff et al., 2003). However, especially in light of our weekly assessments, it is likely that followers would have witnessed their leader's behaviors only partly (e.g., Allen et al., 2000). Therefore, leaders will likely have a complete picture of their leadership behavior throughout the week (D. Chan, 2008). Nevertheless, we encourage future research to build on

our findings and use other sources for leadership ratings, such as followers, superiors, or behavioral ratings (Heimann et al., 2020; Lord et al., 2017).

Second, we focused on transformational leadership in our study. However, other leadership constructs have also been shown to be associated with leader well-being, such as servant leadership (Liao et al., 2020), destructive leadership (e.g., Qin et al., 2018) or leader-member relationships (LMR; London et al., 2023) and could therefore be relevant to be studied (in combination) in future research. Furthermore, it would be interesting to investigate moderators of the relationships, such as differential follower reactions to transformational leadership (Tepper et al., 2018).

Additionally, in our conceptualization of well-being, we focused on the energy aspect of well-being. Even though vigor and emotional exhaustion are central indicators of momentary leader well-being, well-being is a broad concept with more facets than just energy (Sonnentag, 2015). For example, next to the rather hedonic view that we applied (Diener, 2000), other approaches refer to a eudaimonic perspective focusing on personal growth, authenticity, and feeling meaningful in one's life (e.g., Ryff, 1995). Therefore, there are other aspects of leader well-being relevant to be studied. As the associations of transformational leadership with well-being might look different depending on the understanding of well-being, we encourage future research to investigate the relationship with indicators of eudaimonic well-being as well.

Third, our research design did not allow for drawing causal inferences. Therefore, in line with recent studies on experiments in leadership research (Schowalter & Volmer, 2023), we propose using experiments or controlled leadership interventions to establish causality for the relationship between leadership behavior and leader well-being.

Last, we investigated our constructs for three consecutive weeks to catch the dynamics of leadership behaviors and leader well-being in a relatively short time (i.e., from one week to the next). However, research lacks a clear theory on the periods over which the proposed

effects can occur. Connected to this, we only considered three weeks in our study. Therefore, we cannot rule out the possibility that the expected associations between the constructs need more time to unfold and that the effects differ across a longer period – or the one-week interval was too long, and shorter time lags would have been more appropriate.

In line with recent suggestions on the leadership – employee well-being link (Rudolph et al., 2022), we invite future research to work on a more robust theory on the timing of effects of leadership behavior and leader well-being and vice-versa to gain a better understanding of optimal time lags and periods. The optimal time lag is dependent on "the nature of the substantive construct, its underlying process of change over time, and the context in which the change process is occurring, which includes the presence of variables that influence the nature and rate of the change" (M. Wang et al., 2017, p. 10). Even though there is no clear answer on these aspects, at least for the variables of the present study, existent findings on within-person variability can help to get an idea about the stability of variables and the time needed for relationships to unfold. For example, an analysis of within-person variability in experience sampling studies showed larger within-person variance in some constructs (e.g., sleep-related measures) than in other constructs (e.g., satisfaction) (N. P. Podsakoff et al., 2019). These results could indicate that constructs with higher within-person variability can change (or be changed) faster than those with lower within-person variability.

A complementary and somewhat analytical approach could be to estimate optimal time lags in longitudinal studies. Based on the stability of the investigated variables, pilot studies with short lags can help to provide information about the expected distribution of effects over time (Dormann & Griffin, 2015). Another option might be to apply continuous time modeling, in which time is treated as a continuum and which, therefore, allows varying time intervals both within and between participants (Voelkle et al., 2018). As models of

occupational health often describe continuous (vs. discrete) effects, a continuous, intentionally time-varying approach could be promising for the field (Rauvola et al., 2021).

Conclusion

On a general level and within weeks, we consider transformational leadership as a resource for leaders that is beneficial for the leaders themselves. In our study, transformational leadership was associated with greater well-being and more resources for leaders on the within- and between-person level of analysis. However, the associations seem not to transfer from one week to the next. Our study supports a resource-based perspective on leadership by showing occupational self-efficacy, information exchange, and meaning of work as concrete resources for leaders acting transformationally. Methodologically, we demonstrated the RI-CLPM as an adequate modeling strategy to disentangle between- and within-person relations. This approach can also be advantageous for leadership researchers to catch the longitudinal interplay of the focal variables. We hope our study stimulates further research on the reciprocity of leadership behavior and leader well-being.

CHAPTER III:

DO I BEHAVE HOW I WISH TO BEHAVE? – CONGRUENCE OF LEADERS' IDEAL AND ACTUAL BEHAVIOR AND ASSOCIATIONS WITH LEADERS' DAILY WELL-BEING (STUDY 2)

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The study has been presented at the 53rd conference of the German Psychological Society (DGPs):

Poetz, L. & Volmer, J. (2024, September). Verhalte ich mich, wie ich mich verhalten will? Kongruenz des idealen und tatsächlichen Führungsverhaltens und die Zusammenhänge mit täglichem Führungskräftewohlbefinden [Do I behave how I wish to behave? – Congruence of leaders' ideal and actual behavior and associations with leaders' daily well-being]. Presentation at the 53rd conference of the German Psychological Society (DGPs), Vienna, Austria.

Abstract

Leaders differ in their understanding of their ideal leadership behavior. Furthermore, leadership behavior varies daily. Therefore, there is a varying degree of congruence between the ideal and the daily behavior from day to day. Adopting an actor-centered perspective, we proposed that congruence of trait ideal and daily actual leadership (i.e., transformational leadership, contingent reward, management-by-exception active and passive, laissez-faire) is associated with higher daily leader well-being (i.e., basic need satisfaction, emotional exhaustion) than incongruent daily leadership behavior. We tested our assumptions in a ten-day diary study with 90 leaders and with the help of polynomial regressions with response surface analyses. The models did not support the congruence hypotheses. On an exploratory basis, there was partly support for linear and curvilinear associations between day-level leadership and leaders' well-being, but not for interactive effects. We conclude that daily

leadership behaviors relate to leaders' daily well-being, but that trait ideal leadership is no strong predictive factor. We interpret the results based on a conservation of resources perspective and in line with implicit leadership theories.

Keywords: full-range model of leadership; basic need satisfaction; emotional exhaustion; well-being; implicit leadership theories; response surface analysis

Do I Behave How I Wish to Behave? – Congruence of Leaders' Ideal and Actual Behavior and Associations With Leaders' Daily Well-Being

Leadership and leader behaviors are essential elements of an organization's functioning, and research showed several relations of leadership with the performance, job satisfaction, or work-related well-being of followers (DeRue et al., 2011; Judge & Piccolo, 2004; Montano et al., 2017). Only recently have researchers shifted their focus of attention stronger on leaders, beginning to study the relationship between leadership behavior and the well-being of leaders themselves (Kaluza et al., 2020; Lanaj et al., 2016; Lin et al., 2019; Poetz & Volmer, 2024a; Zwingmann et al., 2016). The findings so far suggest a link of leadership behavior and leader well-being. However, results differ on whether certain leadership behaviors (e.g., transformational leadership) are positively (Lanaj et al., 2016; Poetz & Volmer, 2024b) or negatively (Lin et al., 2019) associated with leaders' well-being. One way to account for previous divergent findings could include the interplay of stable leader characteristics and daily leadership behaviors.

In line with previous research, we suggest that it is essential to consider leader characteristics when investigating the relationship between leader behavior and their well-being (Liao et al., 2020). Specifically, we propose that leaders' trait ideal leadership behavior (i.e., how they generally *want* to behave) is an important factor to consider. Leaders differ in the extent to which they are motivated and able to demonstrate different leadership behaviors (Badura et al., 2020; S. Gilbert et al., 2016; S. Gilbert & Kelloway, 2018). Based on Conservation of Resources (COR) theory (Hobfoll, 1989), we assume that congruence between the actual behavior leaders demonstrate and the behavior they want to demonstrate based on their self-image as leaders will be associated with greater daily leader well-being than incongruence.

We test our assumptions in a daily diary study covering ten consecutive working days assessing leaders' daily leadership, their daily basic need satisfaction, and daily emotional

exhaustion. However, we will not use the daily behaviors per se to predict leader well-being. Rather, we include a comparison of the daily leadership behavior with leaders' trait ideal leadership behavior and use the (in)congruence of ideal and actual behaviors to predict leader well-being.

We include daily basic need satisfaction and emotional exhaustion as indicators of leaders' daily well-being for the following reasons: Basic need satisfaction can be derived from self-determination theory (Deci & Ryan, 2000), which states that the fulfillment of the three basic psychological needs autonomy (i.e., the need for autonomous and self-organized behavior), competence (i.e., the need to feel effective in one's life) and relatedness (i.e., the need to feel connected to others) is essential for human functioning. Basic need satisfaction is an important variable to study in the context of leaders' well-being because the social exchange processes associated with leadership behavior can contribute to a mutual fulfillment of leaders' and followers' basic needs (Bass, 1990). Additionally, leadership behaviors can also support leaders' own development through need satisfaction (Bass & Riggio, 2006; Lanaj et al., 2016). Our study contributes to a more differentiated understanding of the associations by proposing that congruence of actual and ideal leadership might be more relevant for need satisfaction than the pure extent of certain leadership behaviors.

Emotional exhaustion signifies a condition of resource depletion (Hobfoll et al., 2018) and is, therefore, a crucial sign of diminished well-being (Bakker & Oerlemans, 2012). Specifically, emotional exhaustion forms a core element of the burnout construct (Maslach et al., 2001) and describes a physical and emotional depletion as a consequence of one's job demands (Shirom, 1989). Previous research demonstrated both positive and negative links between leadership behavior (e.g., transformational leadership) and emotional exhaustion (Kaluza et al., 2020; Lin et al., 2019; Poetz & Volmer, 2024b; Zwingmann et al., 2016). These divergent findings underline the relevance of studying leader-related factors (such as

the congruence of actual behavior with one's ideal leadership) because this could be one explanation for the different results.

Our study makes at least three significant contributions to the literature on leadership and leader well-being. First, our daily diary study considers that leadership is not stable but shows day-to-day variation (Kelemen et al., 2020; McClean et al., 2019). We move the literature forward by including not only daily actual leadership behavior but also trait ideal leadership behavior. Therefore, we build on recent calls (Kelemen et al., 2020) for more studies investigating the interaction of general and daily leadership processes.

Second, we enrich the literature on leader well-being by including both active and passive leader behaviors of the full-range model of leadership. With this and the inclusion of trait ideal leadership behaviors, we can challenge previous findings on the between-person level that the active-constructive behaviors are exclusively positive for leaders' well-being, whereas the passive-destructive behaviors are exclusively negative (Kaluza et al., 2020). Instead, we propose that the congruence of actual and ideal behavior matters for leaders' well-being. For example, it could be that not only constructive leadership behaviors (e.g., transformational leadership; Kaluza et al., 2020; Lanaj et al., 2016) but also destructive leadership behaviors (e.g., laissez faire) are related to higher basic need satisfaction or lower emotional exhaustion as long as they are congruent with one's standard.

Third, previous research on the role of congruence and agreement in the context of leadership often investigated the agreement of leaders' self-ratings of leadership and their followers' ratings of their leadership behavior (Fleenor et al., 2010; A. Lee & Carpenter, 2018). In the present work, we shift our view towards an intrapersonal perspective and focus on the agreement of leaders' trait ideal behavior and their daily actual behavior. Therefore, as suggested recently (Lord et al., 2020), we consider intra-personal (in)congruence effects (e.g., ideal self and actual self) instead of inter-personal comparisons (e.g., self vs. other). In addition, we build on previous work on the beneficial effects of congruence of leaders'

implicit followership theories and perceptions of their followers' actual behavior (Goswami et al., 2020). We extend this work to the relevance of self-theories of ideal own leader behavior and actual own leader behavior, thereby adopting an actor-centric perspective.

Theoretical Background and Hypotheses

Conservation of Resources in the Context of Leadership and Well-Being

We base the present study on COR theory (Hobfoll, 1989), which highlights the role of resources for individuals' well-being. Resources can be anything that is valuable for individuals (e.g., personal characteristics, energies, objects, or conditions) or that can be utilized to achieve those. The core idea is that individuals aim to protect existing and gain new resources. Therefore, individuals benefit from a high amount of resources as this enables them to invest these resources. Investing resources increases the chance to acquire additional resources but it also helps to keep their existing resources (Hobfoll et al., 2018). This process is called gain cycle and describes that individuals with ample resources who can invest them are more likely to gain new ones. In contrast, individuals with fewer resources can more easily enter a loss cycle, as their limited resources hinder their ability to secure their resources or build additional ones, making further resource depletion more probable (Hobfoll et al., 2018).

COR theory is especially relevant when investigating leadership and leader well-being because high (vs. low) well-being can reflect a state of a high (vs. low) amount of resources. Additionally, leadership behavior differs in how resource-intensive it is for leaders. Transformational leadership, for example, is a very resource-intensive leadership behavior (Lin et al., 2019), whereas passive behaviors likely require fewer resources (e.g., time or energy). Furthermore, as outlined in more detail below, we argue that not the pure amount of resource investment associated with certain leadership behaviors is relevant for leaders' well-being. Instead, we propose that it is most beneficial for leaders' well-being when the resources they *want* to invest in their leadership behavior (i.e., reflected by their trait ideal

leadership) fit the amount of resources they *actually* invested in their leadership behavior on a certain day. We assume that this congruence is a resource in itself for leaders and is associated with greater well-being.

Full-Range Model of Leadership

We utilize the full-range leadership theory (Avolio, 2011), a highly researched leadership framework (Dinh et al., 2014), to examine the congruence effects between daily actual and trait ideal leadership. According to this model, every leader exhibits a mix of transformational, transactional, and laissez-faire behaviors to different degrees. When leaders demonstrate high levels of transformational leadership they inspire and stimulate their followers, engage in vision communication, concentrate on individual needs of their followers, act as charismatic role models, or regularly reflect on and challenge the status quo. Contingent reward and active and passive management-by-exception behaviors are categorized into transactional leadership. Contingent reward focuses on role definition and the specification of tasks, objectives, and associated rewards. In contrast, the focus of management-by-exception behaviors are errors and deviations from standards and rules, which can either be done proactively or without actively searching for them. Last, laissez-faire leadership is marked by the lack of making decisions and avoidance of taking leadership responsibility (Bass & Riggio, 2006).

Recent research suggests that leadership behavior also varies within individuals, that is, between weeks, days, or even hours (Kelemen et al., 2020; McClean et al., 2019). A leader can be generally motivated to demonstrate a high amount of transformational leadership and also typically act accordingly. Within-person variability of leadership behavior means that the same leader still might demonstrate none or only a few behaviors reflective of transformational leadership on certain days, for example, due to a lack of cognitive or temporal resources. Similarly, a leader can generally be less motivated to demonstrate an active and constructive leadership style, such as transformational leadership, but identify more

with a passive laissez-faire style. This leader still might, on some days, engage in active constructive leadership, for example, due to external obligations. We propose that actual daily leadership behavior can differ from the behavior a person is generally willing or motivated to demonstrate, upwards and downwards.

Ideal and Actual Leadership Behavior

Our primary proposition is that leaders differ in the extent to which they are motivated and willing to demonstrate different leadership behaviors. We build our assumption on theories on motivation to lead (Badura et al., 2020) and implicit leadership theories (Lord et al., 2020). These theories suggest that leaders do not necessarily have the same motivation for certain leadership behaviors and do not hold the same self-image about themselves in their leadership role compared to other leaders. Considering these interindividual differences is crucial as they can determine whether leaders perceive their daily behavior as congruent or incongruent with their own expectations.

Motivation to lead (MTL) describes differences between individuals regarding the extent to which an individual desires to attain a leadership role and is willing to invest effort to fulfill the requirements of a leadership position (Badura et al., 2020; K. Y. Chan & Drasgow, 2001). From current findings, we can conclude that people differ in their MTL and that these differences stem from relatively stable individual differences, such as personality (Badura et al., 2020). The recent meta-analysis additionally showed that differences in MTL are reflected in differences in leadership behaviors. The findings demonstrate that those leaders who enjoy their leadership role, who find it more personally meaningful, and who closely identify with their role as leaders are most likely to show behaviors reflective of transformational leadership and are least likely to withdraw from leadership responsibilities in the form of laissez-faire behavior. Furthermore, leaders who are driven by more extrinsically and other-focused motives show more transactional leadership behaviors. Therefore, leaders

vary in their motivation to be effective leaders, and these differences in motivation are reflected in (follower-rated) leadership behavior (S. Gilbert & Kelloway, 2018).

Second, we draw on implicit leadership theories (ILT) and implicit self-theories, which have been shown to be closely related to MTL (Schyns et al., 2020). Implicit leadership theories describe cognitive representations of categories of leaders (Lord et al., 2020), whereas self-theories reflect how people see themselves (Schyns et al., 2020). Applying a pattern-oriented approach, Foti et al. (2012) contributed to the ILT literature by examining how self-concepts of leadership and ideal leader prototypes are related. They showed that, next to a prototypical pattern of an ideal and effective leader, patterns of ineffective leaders also emerged. This finding demonstrates that "not everyone's implicit theory of leadership (i.e., their ideal leader prototype) is an effective leader" (Foti et al., 2012, p. 714). Similarly, when looking at self-leader views, effective and ineffective patterns emerged. These findings allow us to conclude that neither the self-image as a leader nor the image of an ideal leader necessarily has to reflect an effective leader.

(In)Congruent Leadership Behavior and Leader Well-Being

We propose that congruence of ideal and actual behavior is positively related to leaders' well-being, that is, associated with greater basic need satisfaction and lower emotional exhaustion. Based on COR theory, we assume that leaders' ideal leadership behaviors go along with assumptions and expectations about a) the amount of resources one needs to invest to meet one's leadership standard and b) the amount of resource gains associated with meeting one's leadership standard. For example, a leader with high ideal transformational leadership levels should be aware that meeting this standard in the daily leadership routine requires a high amount of resource investment, which should be considered (Lin et al., 2019). Similarly, this leader probably also takes into account that meeting the high level of transformational leadership is also associated with a high amount of resource gains (Lanaj et al., 2016; Poetz & Volmer, 2024b), which could be missing when not meeting the

ideal level. In contrast, a leader with high ideal levels of passive behavior probably calculates a lower amount of resources necessary to invest in the leadership behavior, for example, because they prefer to invest resources in different tasks or behaviors. The same leader, however, also needs to be aware that the resource gains associated with passive behaviors might also be limited (Kaluza et al., 2020).

When the ideal self-image and the associated resource investments and gains match the actual self-image and the associated resource investments and gains, this also reflects a fit between a leader's expectation of oneself and the degree to which the daily work environment can meet this expectation. This fit should be reflected in higher basic need satisfaction because the leadership behavior or the work environment can supply leaders with the expected resources. Additionally, the fit should be associated with lower emotional exhaustion because the amount of resources leaders invest in their leadership behavior matches the amount they want or can invest. In contrast, a resource imbalance is likely when the ideal and actual selves do not match (i.e., self-discrepancy). In this situation, it could be that leaders' basic need satisfaction is reduced as they cannot draw on the expected resources associated with their ideal leadership behaviors. Self-discrepancy represents a negative psychological situation likely associated with lower leader well-being (Higgins, 1987). For example, a misfit might deplete one's emotional regulatory resources (Deng et al., 2016), increasing leaders' emotional exhaustion.

Our argumentation aligns with previous research on person-environment fit (P-E fit; Kristof-Brown et al., 2005) and value congruence (Edwards & Cable, 2009). Following P-E fit theory, it is beneficial for individuals when their personal characteristics align with the ones of their work environment. For example, research demonstrated that person-job fit between employees' orientation towards intrinsic job aspects and the corresponding job characteristics was associated with reduced exhaustion (van den Broeck et al., 2011) and that congruence was positively related to individuals' psychological needs fulfillment (Cable &

Edwards, 2004) and in turn positive job outcomes (e.g., Greguras & Diefendorff, 2009). Therefore, we propose the following hypotheses:

Hypothesis 1: Congruence of ideal and daily actual leadership behavior (i.e., transformational leadership, contingent reward, management-by-exception active and passive, laissez-faire) is associated with higher basic need satisfaction than incongruence.

Hypothesis 2: Congruence of ideal and daily actual leadership behavior (i.e., transformational leadership, contingent reward, management-by-exception active and passive, laissez-faire) is associated with lower emotional exhaustion than incongruence.

Method

Procedure and Participants

Our study received approval from our institution's ethical committee. We carried out a daily diary study for ten consecutive workdays with two measurements each day. Our sample consisted of working employees with leadership responsibility who we recruited via personal contacts and flyers. Participants needed to be employed with leadership responsibilities, work fairly regular hours (i.e., between 7 am and 6 pm), and without shift work. Participants completed two daily surveys: an afternoon survey at the end of the workday (between 3 pm and 7 pm) and an evening survey before bedtime (between 8 pm and 12 am). In the afternoon survey, we asked leaders to rate their leadership behavior that day. In the evening survey, leaders reported on their state levels of emotional exhaustion and basic need satisfaction. Before beginning the daily surveys, participants filled out a baseline survey covering demographics, ideal leadership behavior, and the variables on a trait level.

In total, 145 leaders registered for the study and answered the baseline survey. Of those, we only included leaders who had at least one complete response (i.e., they answered both the afternoon and the evening survey on the same day), resulting in a final sample of 90 leaders (54% male). On average, leaders were 47.30 (SD = 9.40) years old, worked in their current job for 14.22 (SD = 10.56) years, and in their current organization for 13.33

(*SD* = 9.80) years. Leaders reported to work on average 43.47 (*SD* = 6.31) hours per week. 15.6% indicated having a low, 75.6% a medium, and 8.9% a high leadership position, being in a leadership position for 9.32 (*SD* = 7.89) years on average. Of 900 possible days, leaders answered the afternoon survey on 633 days (response rate of 70.33%) and the evening survey on 542 days (response rate of 60.22%).

Measures

Ideal leadership behaviors. Leaders' perceptions of their own ideal leadership behavior were assessed in the general survey prior to the daily assessments. Leaders were asked to rate different behaviors to the extent to which they wish to demonstrate the respective behavior in their leadership routine. More specifically, leaders were presented the same leadership items as in the daily survey (see *Daily actual leadership behaviors*) with the prefix "As a leader, I wish to…". Cronbach's alpha was .51 for ideal transformational leadership, .44 for ideal contingent reward, .54 for ideal management-by-exception active, .66 for ideal management-by-exception passive, and .53 for ideal laissez-faire.

Daily actual leadership behaviors. We measured transformational leadership with six items of the German version (Heinitz & Rowold, 2007) of the Transformational Leadership Inventory (P. M. Podsakoff et al., 1990, 1996) which was adapted to and validated for the daily examination by Diebig et al. (2017). A sample item is "Today, I encouraged my followers to think in a new way about existing problems." We assessed the transactional and laissez-faire leadership behaviors with the subscales of the German version of the Multifactor Leadership Questionnaire (MLQ Form 5x Short; Felfe, 2006), adjusted for the daily examination. We measured *contingent reward* with three items (e.g., "Today, I clarified the responsibility for certain tasks."), *management-by-exception active* (e.g., "Today, I drew my followers' attention to mistakes so that the requirements were met.") and *management-by-exception passive* (e.g., "Today, I waited until something went wrong before I intervened.") with four items each, and *laissez-faire* with three items (e.g., "Today, I clarified important

questions immediately", reverse coded). Ratings were made on a 5-point scale (1 = totally disagree, 5 = totally agree). Cronbach's alpha averaged across the ten days was .74 for transformational leadership, .65 for contingent reward, .84 for management-by-exception active, .85 for management-by-exception passive, and .70 for laissez-faire.

Daily emotional exhaustion. We used the respective eight-item subscale of the Oldenburg Burnout Inventory (OLBI; Demerouti et al., 2003), adjusted for the day-level (e.g., Volmer & Fritsche, 2016) to assess emotional exhaustion. A sample item is "Today at my work, I had the feeling of being emotionally drained." Ratings were made on a 5-point scale (1 = not true at all, 5 = completely true). Cronbach's alpha averaged across the ten days was .83.

Daily basic need satisfaction. We measured daily need satisfaction with nine items by La Guardia et al. (2000), adapted to the day-level investigation (e.g., Lanaj et al., 2016). A sample item is "Today at work, I felt free to be who I am." Ratings were made on a 5-point scale (1 = not at all, 5 = very much). Cronbach's alpha averaged across the ten days was .84.

Analytic Strategy

Our data was structured hierarchically with days (within-person level) nested in participants (between-person level), therefore calling for a multilevel approach. We modeled our between-person variable (i.e., trait ideal behavior) as a Level 2 variable and our within-person variables (i.e., daily actual leadership behavior, basic need satisfaction, emotional exhaustion) as Level 1 variables. The intraclass correlations (ICC) ranged from .25 for transformational leadership to .51 for basic need satisfaction. Therefore, between 49% and 75% of the total variance in our daily constructs can be attributed to within-person variance, which supports our multilevel approach.

To test the association of fit or misfit of ideal and actual leader behavior with daily basic need satisfaction and daily emotional exhaustion, we applied multilevel polynomial regression procedures (Edwards & Parry, 1993; Nestler et al., 2019) with R. As a first step,

we examined the distributions of ideal and actual leader behaviors. Following current recommendations (Nestler et al., 2019), we investigated the percentage distribution of those showing (by at least half a grand standard deviation) lower levels of actual behavior than ideal, of those being congruent with their ideal behavior within half a grand standard deviation from each other, and of those showing higher levels of actual behavior than ideal (by at least half a grand standard deviation). The percentage distribution is adequate for analysis when the three percentages are distributed almost evenly. The distributions are shown in Table 3.1. Our check revealed an adequate distribution for management-by-exception active and passive, and laissez-faire. However, for transformational leadership and contingent reward, percentages of those who demonstrated higher levels of the respective leadership behavior than ideal were low (between 1% and 4%). Therefore, the results for these two leadership behaviors need to be interpreted carefully (Humberg et al., 2019; Nestler et al., 2019).

Table 3.1

Percentage Distributions of Congruent and Incongruent Daily Leadership

Leadership behavior	Actual < Ideal	Congruent	Actual > Ideal
Transformational leadership	91	8	2
Contingent reward	69	28	3
Management-by-exception active	50	26	25
Management-by-exception passive	38	44	18
Laissez-faire	31	17	52

To test value congruence effects, we conducted multilevel polynomial regression analyses, following the procedures described by Nestler et al. (2019). We centered the daily and ideal leadership behaviors on their grand mean (Humberg et al., 2022). The dependent

variables (DV) in our polynomial regression analyses were basic need satisfaction and emotional exhaustion. Independent variables were daily actual leadership behaviors (*A*), trait ideal behavior (*I*), the squared terms of both (A^2, I^2), and the interactive term between actual and ideal behaviors (*A.I.*). Below, we show the basic polynomial regression model for a day *i* in a person *j*:

$$DV_{ij} = b_0 + b_1A_{ij} + b_2I_j + b_3A^2_{ij} + b_4A_{ij}I_j + b_5I^2_j + e_{ij} + u_j$$

The coefficients b_1 to b_5 represent the independent variables, b_0 indicates the overall intercept, e the day-level error, and u the random intercept at the person-level. We conducted ten polynomial regression analyses, one for each leadership behavior and for both dependent variables, respectively. The parameters $a_1 – a_5$, which the analyses yield for each plot, are used to determine a value congruence effect. a_1 and a_2 represent the slope and curvature above the line of congruence, a_3 and a_4 the slope and curvature above the line of incongruence (Edwards & Parry, 1993), and a_5 has no direct interpretation but helps to assess whether the first principal axis aligns with the line of congruence when a_3 and a_4 satisfy certain criteria (Nestler et al., 2019). The parameters must meet the following criteria to support a congruence effect: a_1, a_2 and a_3 are not significant, a_4 is significantly negative, and a_5 is not significant (Nestler et al., 2019).

If we detected no value congruence effects, we decided to perform exploratory analyses to provide insights for future research. In line with other current response surface analyses (RSA) studies (e.g., H. Du et al., 2021), we investigated whether the RSA coefficients suggested associations not hypothesized upfront.

Results

Table 3.2 includes descriptive statistics of the model variables. We present the results of the multilevel RSA in Table 3.3. Figure 3.1 (a-j) shows the plots demonstrating the associations between daily actual and trait ideal leadership behaviors and daily well-being. The plots are restricted to actual predictor combinations in our data, and we only interpreted

the surface within the hull area (i.e., the part that lies within the black hull; cf. H. Du et al., 2021). Additionally, the axes cover a different range as the value range was larger for the daily values than for the ideal values. Therefore, the visual diagonal in the plots does not equal the line of congruence.

To check for value congruence effects, we followed the procedure outlined above based on the coefficients a_1 to a_5. Based on these criteria, there was no support for value congruence effects across all leadership behaviors, irrespective of the outcome investigated (i.e., basic need satisfaction, emotional exhaustion).

Exploratory Analyses With Basic Need Satisfaction as Outcome

As the data did not support any value congruence effects, we performed exploratory analyses on the linear and curvilinear associations of daily leadership and potential interactive effects between daily actual and ideal leadership behaviors on basic need satisfaction.

Transformational Leadership

We found linear and curvilinear associations between transformational leadership and basic need satisfaction. In such cases, the focus of the interpretation should be on the curvilinear association. The curvilinear association showed that daily actual transformation leadership was associated with higher basic need satisfaction above the inflection point but with lower basic need satisfaction below the inflection point (see Figure 3.1a).

Contingent Reward

The model showed a linear and curvilinear relationship between daily contingent reward behaviors and basic need satisfaction. The curvilinear association indicated that daily actual contingent reward behaviors were related to higher basic need satisfaction above the inflection point but to lower basic need satisfaction below the inflection point (see Figure 3.1b).

Table 3.2

Means, Standard Deviations, and Correlations of Study Variables

	M	*SD*	1	2	3	4	5	6	7	8	9	10	11	12
1 TFL (I)	4.44	.32		.365***	.042	–.337**	–.368***	.226*	.256*	.090	.024	–.239*	.157	.113
2 Contingent reward (I)	4.30	.48			.047	–.169	–.139	.128	.379***	–.038	–.041	–.120	.004	.126
3 MBE-A (I)	2.57	.63				–.066	–.186	.096	.111	.418***	.238*	.107	–.029	.138
4 MBE-P (I)	1.81	.65					.234*	–.200	–.234*	–.027	.426***	.160	–.104	.053
5 Laissez-faire (I)	1.85	.64						–.124	–.187	–.212*	.098	.168	–.170	–.009
6 TFL	3.44	.58							.687***	.094	–.017	–.488***	.256*	–.048
7 Contingent reward	3.42	.66						.507***		.282**	.035	–.480***	.134	–.070
8 MBE-A	2.32	.93						.017	.101*		.400***	.115	–.272**	.143
9 MBE-P	1.62	.68						–.112**	–.020	.173***		.185	–.309**	.216*
10 Laissez-faire	1.99	.59						–.295***	–.206***	–.050	.133***		–.352***	.128
11 Basic need satisfaction	3.92	.53						.241***	.139**	–.035	–.163***	–.198***		–.571***
12 Emotional exhaustion	2.41	.68						–.013	.031	.029	.013	–.013	–.482***	

Note. $N_{between}$ = 90. N_{within} = 459-633. Variables 1 – 5 represent ideal leadership behavior (I). Variables 6 – 12 represent day-level variables. Correlations above the diagonal are between-person. Correlations below the diagonal are within-person. TFL = Transformational leadership; MBE-A = Management-by-exception active; MBE-P = Management-by-exception passive.

Management-by-Exception Active

We only detected a marginally significant negative linear association between daily management-by-exception active behaviors and basic need satisfaction, indicating that on days leaders reported higher levels of management-by-exception active, they also reported lower levels of basic need satisfaction. We did not find other significant relationships (see Figure 3.1c).

Management-by-Exception Passive

The model showed a significant negative linear link between daily management-by-exception passive and basic need satisfaction. On days when leaders reported higher levels of management-by-exception passive, they also reported lower levels of basic need satisfaction (see Figure 3.1d).

Laissez-Faire

The model showed a significant negative linear relationship between daily laissez-faire behaviors and basic need satisfaction. On days when leaders reported higher levels of laissez-faire behaviors, they also reported lower levels of basic need satisfaction (see Figure 3.1e).

Exploratory Analyses With Emotional Exhaustion as Outcome

As the data again did not support any value congruence effects, we also performed exploratory analyses on the linear and curvilinear associations of daily leadership and potential interactive effects between daily actual and ideal leadership behaviors on emotional exhaustion.

Transformational Leadership

The model showed a marginally significant curvilinear association between ideal transformational leadership behaviors and emotional exhaustion, such that emotional exhaustion was higher for leaders with rather high or rather low levels of ideal transformational leadership compared to those with medium levels (see Figure 3.1f).

Contingent Reward

We did not find any significant associations (see Figure 3.1g).

Management-by-Exception Active

We did not find any significant associations (see Figure 3.1h).

Management-by-Exception Passive

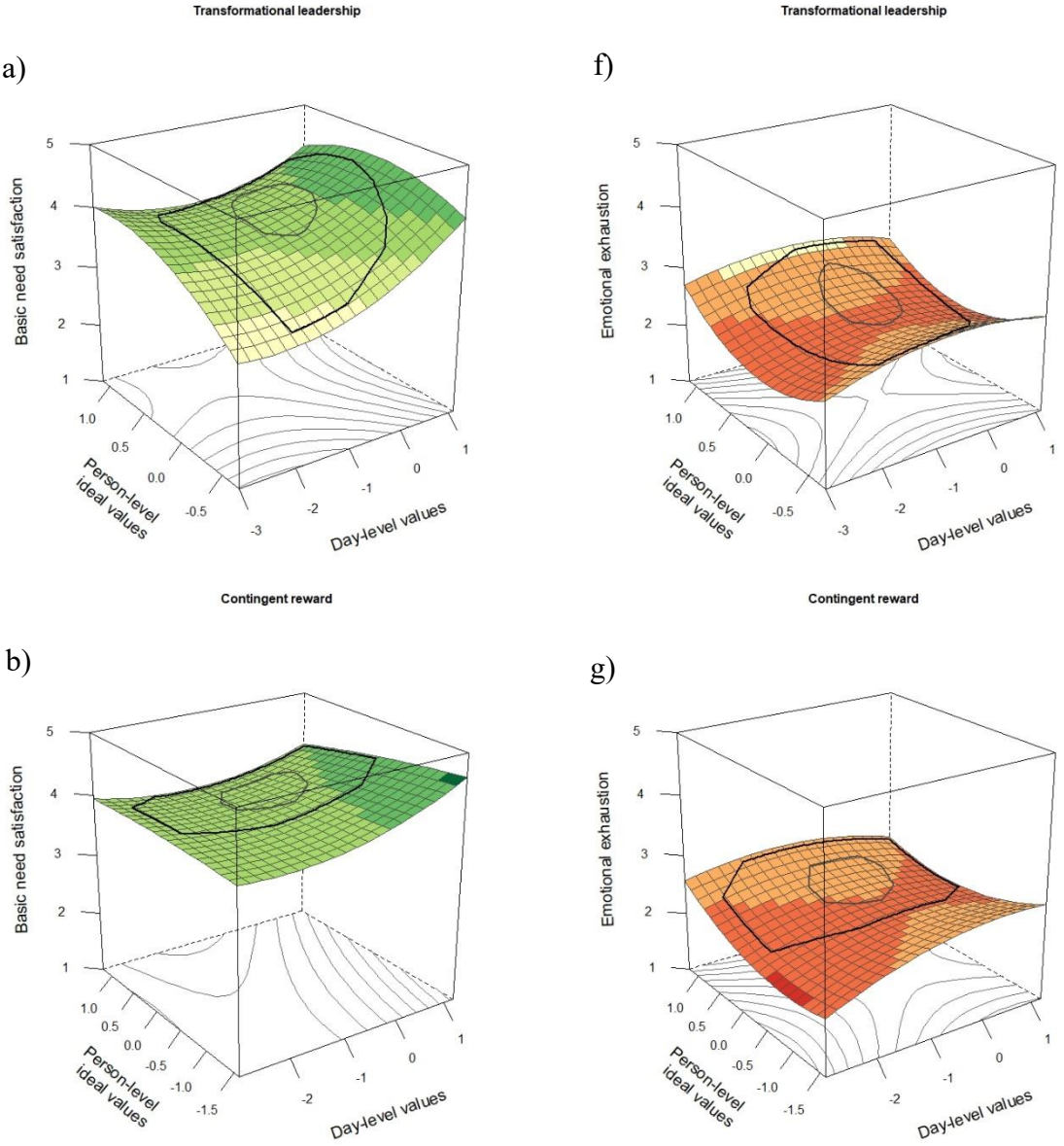
The model showed a significant positive linear link between daily management-by-exception passive behaviors and emotional exhaustion, indicating that leaders reported higher emotional exhaustion on days they reported more management-by-exception passive behaviors (see Figure 3.1i).

Laissez-Faire

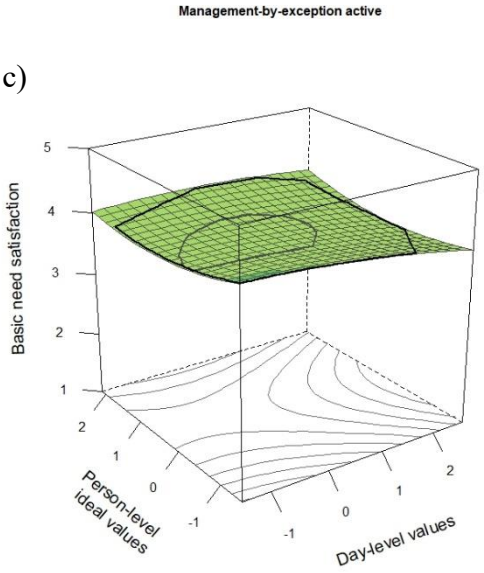
We did not find any significant associations (see Figure 3.1j).

Figure 3.1

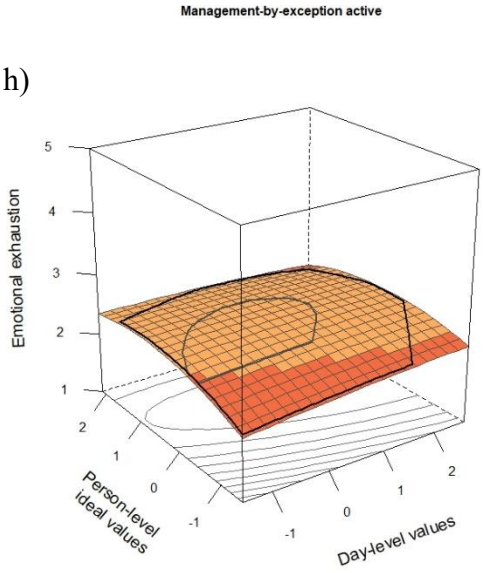
Response Surface Analyses Plots



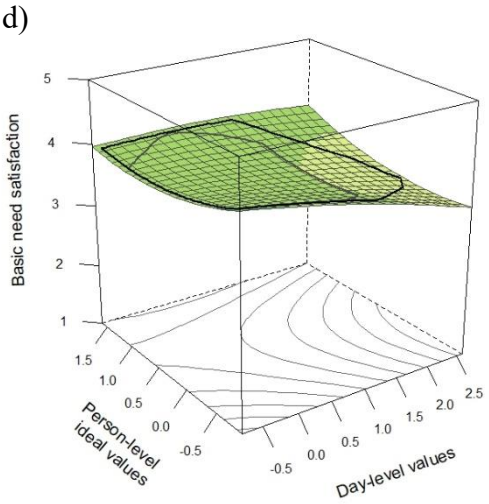
c)


Management-by-exception active
Basic need satisfaction
Person-level ideal values
Day-level values

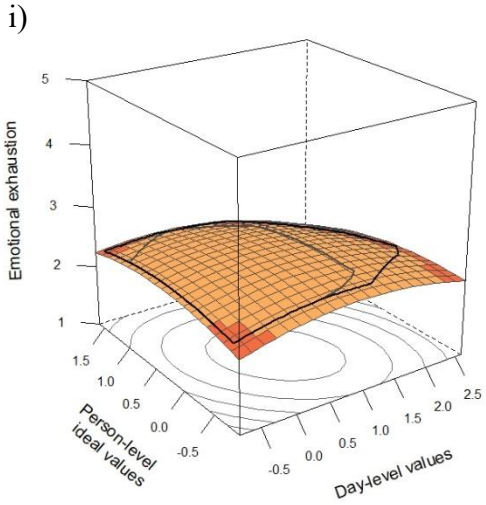
h)


Management-by-exception active
Emotional exhaustion
Person-level ideal values
Day-level values

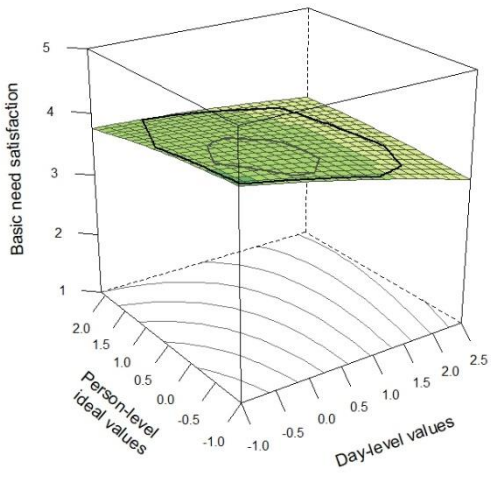
d)


Management-by-exception passive
Basic need satisfaction
Person-level ideal values
Day-level values

i)


Management-by-exception passive
Emotional exhaustion
Person-level ideal values
Day-level values

e)


Laissez-faire
Basic need satisfaction
Person-level ideal values
Day-level values

j)

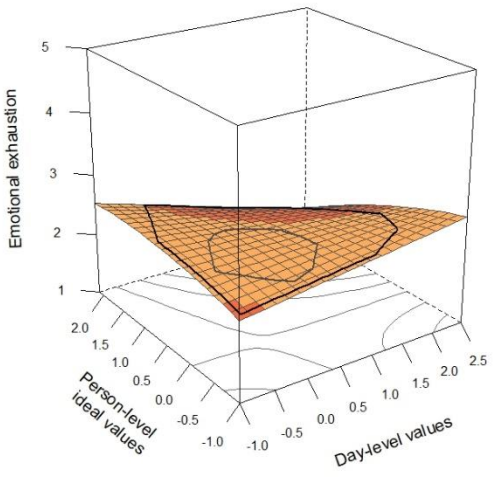

Laissez-faire
Emotional exhaustion
Person-level ideal values
Day-level values

Table 3.3

Regression Coefficients (b_1-b_5) and Model Parameters (a_1-a_5) in Main Analysis

Leadership behavior	b_1	b_2	b_3	b_4	b_5	a_1	a_2	a_3	a_4	a_5
					Basic need satisfaction as outcome					
TFL	0.405***	0.375	0.101**	–0.130	–0.447	0.781**	–0.476	0.030	–0.216	0.548
SE	(0.091)	(0.285)	(0.033)	(0.133)	(0.295)	(0.269)	(0.302)	(0.326)	(0.345)	(0.298)
p	<.001	.190	.003	.328	.133	.004	.115	.927	.533	.066
CR	0.210**	–0.135	0.064*	–0.047	–0.022	0.074	–0.005	0.344*	0.090	0.087
SE	(0.065)	(0.121)	(0.028)	(0.079)	(0.110)	(0.112)	(0.109)	(0.160)	(0.162)	(0.114)
p	.002	.265	.022	.548	.839	.505	.960	.031	.580	.445
MBE-A	–0.045	–0.054	–0.019	0.023	0.060	–0.100	0.064	0.009	0.018	–0.080
SE	(0.027)	(0.079)	(0.024)	(0.046)	(0.069)	(0.079)	(0.072)	(0.087)	(0.099)	(0.072)
p	.091	.492	.414	.621	.383	.209	.379	.916	.854	.268
MBE-P	–0.128**	–0.147	–0.026	0.094	0.140	–0.275**	0.208	0.019	0.020	–0.165
SE	(0.045)	(0.096)	(0.040)	(0.066)	(0.112)	(0.098)	(0.126)	(0.114)	(0.147)	(0.118)
p	.005	.131	.521	.153	.216	.005	.099	.865	.892	.162
LF	–0.167**	–0.061	–0.015	0.052	–0.022	–0.228**	0.015	–0.106	–0.089	0.008
SE	(0.042)	(0.075)	(0.037)	(0.067)	(0.074)	(0.084)	(0.095)	(0.089)	(0.120)	(0.082)
p	<.001	.419	.690	.437	.766	.007	.878	.236	.457	.927
					Emotional exhaustion as outcome					
TFL	–0.097	–0.223	–0.066	–0.042	0.677	–0.320	0.569	0.127	0.654	–0.743*
SE	(0.130)	(0.343)	(0.049)	(0.190)	(0.346)	(0.320)	(0.365)	(0.409)	(0.426)	(0.350)
p	.459	.516	.182	.824	.053	.317	.119	.757	.125	.034
CR	–0.048	0.087	–0.059	–0.073	0.168	0.039	0.036	–0.135	0.182	–0.227
SE	(0.092)	(0.144)	(0.040)	(0.110)	(0.126)	(0.129)	(0.124)	(0.205)	(0.209)	(0.132)
p	.605	.548	.140	.511	.184	.763	.770	.511	.385	.085
MBE-A	0.039	0.111	–0.008	–0.250	–0.079	0.150	–0.112	–0.072	–0.062	0.070
SE	(0.037)	(0.090)	(0.033)	(0.063)	(0.079)	(0.091)	(0.086)	(0.103)	(0.126)	(0.084)
p	.285	.220	.798	.688	.322	.099	.190	.484	.623	.404
MBE-P	0.129*	0.075	–0.093	–0.069	–0.134	0.204	–0.297	0.055	–0.158	0.041
SE	(0.063)	(0.114)	(0.057)	(0.091)	(0.134)	(0.117)	(0.156)	(0.142)	(0.189)	(0.144)
p	.039	.513	.100	.448	.320	.080	.057	.700	.403	.777
LF	–0.007	< –0.001	< 0.001	–0.146	0.053	–0.007	–0.198	–0.007	0.093	0.054
SE	(0.060)	(0.090)	(0.054)	(0.094)	(0.089)	(0.104)	(0.122)	(0.112)	(0.160)	(0.101)
p	.903	.999	.990	.123	.551	.943	.105	.949	.560	.594

Note. TFL = Transformational leadership; CR = Contingent reward; MBE-A = Management-by-exception active; MBE-P = Management-by-exception passive; LF = Laissez-faire.

Discussion

In the present study, we investigated how the degree of congruence between trait ideal (i.e., the behavior leaders generally *want* to demonstrate) and daily actual leadership behavior (i.e., the behavior leaders actually demonstrated on the respective day) relates to leaders' well-being, namely basic need satisfaction and emotional exhaustion. Based on COR theory and previous research on person-environment fit, we assumed that congruence between ideal and actual leadership behavior is positively related to leaders' well-being, as indicated by higher levels of daily basic need satisfaction and lower levels of emotional exhaustion. However, there was no support for the hypothesized congruence effects. Instead, on an exploratory basis, we found linear and curvilinear associations with well-being but no interactive relationships between our predictor variables.

Theoretical Implications

Before focusing on the associations of ideal and actual leadership with leaders' well-being, we first comment on the percentage distributions of congruent and incongruent behaviors.

Ideal and Actual Leadership Behaviors

Several aspects of the percentage distribution and ideal leadership levels are noteworthy. First, on average, leaders strived for higher levels of transformational leadership and contingent reward and lower levels of management-by-exception and laissez-faire, which aligns with theories on effective leadership (Avolio, 2011). Additionally, it is interesting to have a closer look at the value range of ideal leadership for each behavior, as this gives an idea of the differences between leaders regarding their ideal leadership. The range was lowest for transformational leadership, which shows that high levels are desirable for most leaders, and was highest for management-by-exception active and laissez-faire. This finding shows large differences between leaders concerning the degree to which these two behaviors are

desirable. Especially the wide range for laissez-faire is interesting, as this leadership style is often said to be detrimental to followers (DeRue et al., 2011).

Second, the amount of congruent and incongruent behavior differed depending on the leadership behavior. Whereas it was relatively balanced for management-by-exception and laissez-faire, it was much more unbalanced for transformational leadership and contingent reward in the direction *actual* < *ideal*. The latter might be explained by relatively high mean ideal levels, which could be hard to meet daily. Similarly, it becomes evident that leaders behaved congruently on, averaged, only a quarter of the days. Even though we could not find evidence for congruence effects regarding leader well-being in the present study, congruence between ideal and actual self is often essential for individuals (Edwards & Cable, 2009).

In the following section, based on our exploratory analyses, we comment on the associations of ideal and actual leadership with leaders' well-being. Due to the unbalanced distribution of values, especially for transformational leadership and contingent reward, the results need to be interpreted with caution.

Transformational Leadership

Put simply, days with more transformational leadership go along with higher basic need satisfaction for leaders, regardless of their ideal level of transformational leadership. This finding aligns well with meta-analytic (Kaluza et al., 2020) and day-level research (Lanaj et al., 2016), showing positive associations with well-being in general and basic need satisfaction in particular. Many elements of transformational leadership have the potential to fulfill leaders' needs. For example, the need for autonomy can be satisfied by pursuing personal goals and values, the need for competence can be satisfied by increased effectiveness and goal accomplishment, and the need for relatedness can be satisfied by the strengthened and improved relationship between leaders and their followers (cf., Lanaj et al., 2016). The curvilinear association of daily transformational behavior suggests that basic need

satisfaction increases on days with medium to high levels of transformational leadership but there is a much weaker associations for low transformational levels. This finding can hint that the relationship might be more complex than previously thought. Future research should explicitly test for curvilinear associations between transformational leadership and leader well-being (e.g., basic need satisfaction) to validate our findings.

There was no association between daily transformational leadership and emotional exhaustion. However, there was a hint of a relationship with ideal values of transformational leadership. Leaders indicating higher or lower trait ideal levels of transformational leadership tended to report higher daily levels of emotional exhaustion. The higher exhaustion levels for leaders with higher ideal values might stem from high expectations that leaders have of themselves and associated pressure, which could be reflected in higher levels of emotional exhaustion. The fact that there was no association with daily leadership contrasts previous findings, and we also would have expected a positive or negative association, given the potential to gain (Lanaj et al., 2016; Poetz & Volmer, 2024b) or lose resources (Lin et al., 2019) when acting transformationally.

Contingent Reward

On days leaders demonstrated high levels of contingent reward behaviors, they also reported elevated levels of basic need satisfaction. However, as the association was not linear, we could show that there was almost no relationship between daily contingent reward behaviors and basic need satisfaction for low levels of contingent reward. Therefore, it does not seem to be the case that low levels of contingent reward harm leaders' well-being. Instead, leaders can profit from showing higher contingent reward levels. It could be that leaders do not "miss anything" or lose resources on days with low contingent reward levels, but demonstrating higher levels is positive for them and associated with more resources. For example, interacting with followers and talking about expectations and goal accomplishment

can be associated with a higher feeling of competence or relatedness with the follower, hence, higher satisfaction of leaders' needs.

With the finding that higher levels of contingent reward behaviors are related to increased basic need satisfaction, we partly align with meta-analytic research (Kaluza et al., 2020) that demonstrated a positive link between task-oriented leadership and overall and positive well-being. However, we are the first to show the association on the day-level and that this association might be curvilinear. Therefore, it is helpful to analyze the associations in a more differentiated way. As within- and between-person findings can differ, a central question is whether the curvilinear association is only present on the daily-, within-person level or also on the between-person level.

Management-by-Exception Active

We found tentative evidence for a negative association between management-by-exception active and basic need satisfaction, indicating that it seems harmful for leaders to show higher levels of management-by-exception active and vice versa, irrespective of their ideal management-by-exception active behavior. This finding contrasts meta-analytic research, which showed a positive link between task-oriented behavior and well-being (Kaluza et al., 2020). This discrepancy could hint at differential associations on the between-person and the within-person level of analysis. However, if it exists, the association seems very small and might not be practically relevant. Nevertheless, our finding underlines the necessity of a fine-grained approach that investigates different leadership behaviors separately. For example, both contingent reward and management-by-exception active are often condensed to "task-oriented leadership", even though the findings in our study (tentatively) speak to different associations.

Management-by-Exception Passive

The findings on management-by-exception passive for leaders' well-being are much clearer. We found that higher levels of management-by-exception passive are detrimentally associated with leaders' well-being, as indicated by lower levels of basic need satisfaction and higher levels of emotional exhaustion. On days leaders reported lower levels of management-by-exception passive, they also reported greater well-being (i.e., higher basic need satisfaction, lower emotional exhaustion). This day-level finding aligns with previous meta-analytic research (Kaluza et al., 2020), but we are the first to show this association on the day-level. The day-level perspective is particularly relevant here because, based on theories of resource investment (Hobfoll et al., 2018), it would also be plausible to assume that passive behaviors are associated with low resource investment and, therefore, lower emotional exhaustion. Instead, we show that management-by-exception passive behaviors also harm leaders' daily well-being. From a resource-based perspective, we assume that leaders have fewer opportunities to gain resources when they engage in more management-by-exception passive behaviors. These days, they engage in fewer exchanges with their followers and have fewer chances to satisfy their basic needs in the interactions. Additionally, when leaders only or primarily interact with their followers critically (i.e., because they only react in problematic situations), this critical environment and possibly adverse follower reactions might drain leaders' resources. Furthermore, it could also be that days with higher levels of management-by-exception passive behaviors were reflected by higher amounts of problematic situations than usual. This context might be exhausting for leaders because they need to engage in short-term problem-solving. With our study, we answer a recent call (Kelemen et al., 2020) to incorporate passive behaviors in daily leadership studies. Our study shows that investigating passive leadership behavior is essential as it occurs in practice, even though it is not seen as an ideal leadership behavior.

Laissez-Faire

Higher levels of daily laissez-faire behaviors partly seem to be harmfully related to leaders' daily well-being, specifically their basic need satisfaction but not their emotional exhaustion. On days when leaders show more passive behaviors, they do not (or only to a limited amount) engage in meaningful interactions with their followers, which is why they might have limited opportunities to satisfy their basic needs with their behaviors. There was no association with the ideal level, leading us carefully to conclude that laissez-faire behaviors might be negative even for leaders with higher ideal laissez-faire values. The negative linear association with basic need satisfaction aligns with meta-analytic research (Kaluza et al., 2020). Similarly to management-by-exception passive, we are the first to show this association on a daily level. However, we would have expected a relationship also with emotional exhaustion, given its centrality as an indicator of a leader's resource pool.

Concluding Remarks

Across all of our findings, we add at least three central aspects to the literature on daily leadership and self-images of ideal leadership. First, to the best of our knowledge, we are the first to show a percentage distribution of (in)congruence of ideal and actual daily leadership. With this, we found that the distribution looks different for active (e.g., transformational leadership) versus passive leadership (e.g., management-by-exception passive). We also received important insights into the number of days leaders show higher or lower levels of leadership behavior compared to their ideal level.

Second, in line with existing research, daily leadership behavior seems to be associated with daily leader well-being. In addition, we could show that some relationships might be curvilinear and, therefore, more complex than the linear relationships investigated previously. In this way, we could show that for some leadership behaviors, there is no strong association with leader well-being for certain levels of daily leadership, whereas the

association becomes stronger for higher levels. Furthermore, we are the first to show daily associations between leadership and leader well-being for transactional and passive behaviors. Considering these behaviors is crucial, given that they occur often. Day-level research on these behaviors is particularly relevant for passive behaviors because most leaders do not see high passive levels as ideal and given our findings that passive behaviors are related to lower leader well-being.

Third, across all analyses ideal leader behaviors did not turn out to be a strong factor for leaders' well-being. The absence of associations including ideal behaviors might be a hint that the association between daily leadership and daily leader well-being is valid for all leaders in our study, irrespective of their ideal levels. That means that leaders can equally profit from or be harmed by certain daily leadership behaviors, regardless of whether they see the respective behavior as ideal for them or not.

Practical Implications

The results of our study have important practical implications. In line with other research, we found that daily leadership behavior is associated with leaders' daily well-being, specifically, their basic need satisfaction, and emotional exhaustion. In addition to existing findings, we showed that this is true not only for active constructive leadership but also for passive leadership. The finding concerning passive leadership is particularly relevant because we could show that passive behaviors are associated with lower daily well-being. Hence, this finding speaks against the, maybe intuitive, assumption that passive behavior can serve as a means to preserve resources. We further found no associations with trait ideal leadership and one interpretation could be that our findings on the day-level are valid for all leaders, independent of their trait ideal leadership. From a practical perspective, this result suggests that also leaders who identify more strongly with passive leadership report lower well-being on days they act more passively.

Therefore, leadership training and coaching should include elements that help leaders learn and reflect that their behavior affects not only their followers but also themselves (such as their well-being), and that their behavior can be differentially effective in preserving existing resources or gaining additional resources. Specifically, leaders should be motivated to show higher levels of active constructive leadership and lower levels of passive leadership behaviors. In addition, it could be insightful for leaders to regularly reflect on their leadership behavior (especially their daily actual leadership) to identify factors that help them to increase their active constructive and reduce their passive behaviors.

Limitations and Future Research

The current study has several strengths, such as the daily diary design with two separated measurement points or the use of multilevel RSA techniques. However, we also note a few limitations of the present study. First, we only used leader ratings to assess our variables. This approach is adequate for variables only leaders can inform about (i.e., their daily well-being and ideal leadership behavior). Nevertheless, leaders' ratings of their daily actual leadership behavior can be biased. To objectify the rating of leadership behavior, we encourage researchers to use third-party observer ratings or alternative ways to capture daily leadership behavior (Güntner et al., 2023; Heimann et al., 2020).

Second, it might be that the (in)congruence effects are more complex than those we investigated. More specifically, the degree of congruence or the direction of incongruence might be relevant to the outcome. That means incongruence $x < y$ could be related to lower outcome values compared to incongruence $x > y$. Additionally, the mean level of the predictor variables can affect the outcome. For example, one could assume that congruence positively impacts basic need satisfaction and that among two leaders with the same discrepancy between ideal and actual behavior, the leader with the higher average predictor level is expected to experience higher levels of basic need satisfaction. Hypotheses like these need to

be investigated with the help of cubic RSA techniques (Humberg et al., 2022). However, to our knowledge, no multilevel adaptation for a cubic RSA has existed until now.

Third, we assessed ideal leadership behavior by adapting the wording of the original items. However, we did not validate the adapted items, and their reliabilities were very low. Therefore, we cannot be certain whether the items captured the intended meaning. Future research could benefit from validated measures explicitly developed to assess leaders' self-image of an ideal leader. Furthermore, we used a generic approach to assess *trait* ideal leadership behavior. However, it could also be insightful to apply a situational approach by assessing in a concrete situation which behavior a leader would have liked to show and which behavior the leader actually showed. In this way, it could be acknowledged that ideal leadership behavior can differ depending on the situation (i.e., vary on the within-person level).

Last, we investigated the behaviors of the full-range model of leadership and two well-being indicators. However, examining different leadership styles, such as servant leadership (Eva et al., 2019), and other well-being indicators (e.g., affect or satisfaction; Kaluza et al., 2020), could also be insightful.

Conclusion

In the present study, we investigated the association of congruence of trait ideal and daily actual leadership behaviors with leaders' daily well-being. We did not find support for congruence effects, and the leader's self-views of ideal leadership did not turn out to be a relevant interpersonal factor for leaders' well-being. In contrast, we showed that daily actual leadership per se is often beneficially or detrimentally related to leaders' well-being, regardless of their ideal value, indicating that daily behaviors might be more important for leaders' resource pool. We are the first to show percentage distributions of congruent and incongruent daily behaviors, and our results highlight the necessity to investigate the role of

passive leadership for leaders' well-being. We hope that our pioneer work stimulates future research on leaders' ideal leadership behaviors, curvilinear associations of leadership and well-being, and daily passive leadership.

CHAPTER IV:

WHAT DOES LEADERSHIP DO TO THE LEADER? USING A PATTERN-ORIENTED APPROACH TO INVESTIGATE THE ASSOCIATION BETWEEN DAILY LEADERSHIP PROFILES AND DAILY LEADER WELL-BEING (STUDY 3)

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An earlier version of the manuscript has been presented at the 13th conference of the Section of Work, Organizational, and Business Psychology (German Psychological Society):

Poetz, L. & Volmer, J. (2023, September). Der Zusammenhang zwischen täglichem Führungsverhalten und täglichem Wohlbefinden von Führungskräften: Ein latenter Profilansatz [The relationship between daily leadership behavior and daily well-being of leaders: A latent profile approach]. Presentation in a symposium at the 13th conference of the Section of Work, Organizational, and Business Psychology (German Psychological Society), Kassel, Germany.

Abstract

Leader behavior can vary daily, and leaders face multiple demands and problems in one day. Therefore, studying how leader behaviors interplay on the day-level (i.e., daily leadership profiles) is essential. Building on Conservation of Resources theory as a meta-theory, we investigated which daily leadership profiles exist and whether profile membership changes across one week. Additionally, we examined whether the leadership profiles are differentially related to leaders' daily well-being (i.e., emotional exhaustion, positive and negative affect), mediated by their daily experienced thriving and time pressure. In a diary study over five workdays (N = 289 leaders), we found three qualitatively different daily leadership profiles: one dominated by passive behaviors (*passive*), one dominated by transformational and contingent reward behaviors (*transformational-rewarding*), and one with elevated

transformational and all transactional behaviors (*comprehensive*). The *transformational-rewarding* and the *comprehensive profile* showed greater stability across the week than the *passive profile*. Days in the *transformational-rewarding profile* were most beneficial for leaders' well-being. In contrast, days in the *comprehensive profile* seemed to be a double-edged sword for leaders, as indicated by higher experienced thriving and positive affect and simultaneously enhanced experienced time pressure, emotional exhaustion, and negative affect. Taken together, we illuminate the interplay of leadership behaviors on the day-level and the differential associations with leaders' well-being.

Keywords: leadership, well-being, time pressure, thriving, latent profile analysis, daily diary study

What Does Leadership Do to the Leader? Using a Pattern-Oriented Approach to Investigate the Association Between Daily Leadership Profiles and Daily Leader Well-Being

Leadership behavior can vary from day to day (Kelemen et al., 2020), as leaders complete different tasks every day and followers ask for varying daily requirements. Research has shown that leadership profiles (i.e., the combination of different leadership behaviors within one leader) exist and differ between persons (e.g., Arnold et al., 2017; Doucet et al., 2015). Additionally, these leadership profiles are differentially related to leaders' well-being (Arnold et al., 2017). However, the nature of *within-person* leadership profiles and their association with leader well-being remains unclear. This gap overlooks the complexity of this relationship from both a theoretical and a practical perspective.

Theoretically, it is not taken into account that both leadership (Kelemen et al., 2020) and well-being (N. P. Podsakoff et al., 2019; Sonnentag, 2015) vary substantially within persons (e.g., from day to day). This lack of within-person research is concerning because between- and within-person effects tap into different research questions and do not always yield the same findings (McCormick et al., 2020). Therefore, a within-person approach considering short-term processes of leadership and well-being can help expand our understanding of how leaders behave at work on a daily basis and how this affects the leaders themselves. Practically, our study provides implications for the design of leadership interventions to address leaders' everyday leadership routines.

With our day-level and pattern-oriented approach, we offer a new perspective on leadership based on recent research on the daily variability of leadership (Kelemen et al., 2020). We assume that leaders will likely exhibit different leadership *profiles* on different days. By leadership profiles, we mean a combination and interplay of different leadership behaviors present within one leader. Our day-level approach complements a stable between-

person perspective that focuses on the particular cluster of behaviors leaders show most of the time (i.e., more general and persistent leadership profiles). In contrast to the between-person approach, we are interested in the within-person perspective, comparing a leader's behavior on one day with the same leader's behavior on another day.

For example, there might be a day when a leader primarily demonstrates transformational and contingent reward behaviors. On this day, the leader would belong to Profile A (e.g., a profile called *transformational-rewarding*). On another day, the same leader might show only low to medium levels of transformational and transactional behaviors but also medium levels of laissez faire behaviors. On this day, the leader would belong to Profile B (e.g., a profile called *passive*). Therefore, we do not aim to draw conclusions on, for example, transformational-rewarding versus passive leaders *per se* (as this would imply a stable perspective on leadership). Instead, we compare days a leader belongs to one profile with days the same leader belongs to another profile.

We contribute to existing research by combining three recent streams in the field of leadership: a pattern-oriented approach, a day-level approach, and one focusing on leader-centered outcomes. First, we move beyond existing leadership research by focusing on multiple leadership behaviors in conjunction within one person and one day. In this way, we can compare between-person profiles found previously (e.g., Arnold et al., 2017) to the within-person profiles of our study. This comparison helps to extend our knowledge of leadership as we can show either that the between-person profiles are comparable to the within-person profiles (i.e., homology across levels) or that the within- and between-person level profiles differ from each other – both of which would be central new insights. Additionally, by investigating whether profile membership is dynamic (i.e., shows day-to-day variation) or relatively stable across the week, we gain deeper insight into the number and variability of profiles for leaders across the week. Such a research question gives further

insight into leaders' daily leadership behaviors and cannot be answered with between-person designs (Arnold et al., 2017).

Second, we investigate whether the daily leadership profiles are differentially associated with work-related leader outcomes. Previous day-level leader-centered research has shown that leadership is related to leader well-being (Lanaj et al., 2016; Liao et al., 2020). However, these studies focused only on single leadership behaviors in isolation and thus did not consider that leaders may use several leadership behaviors within one day. In our study, we add an important aspect to the studies mentioned above: we acknowledge that the associations of certain leadership behaviors with leaders' well-being can differ depending on the co-occurrence with other leadership behaviors on the same day. This approach allows us to address the question of whether a leader reports greater well-being on a day they belong to Profile A compared to a day they belong to Profile B. Answering this question is also crucial as it can help clarify on the day-level how the leadership pattern that was argued to be most beneficial for followers (i.e., the combination of transformational and transactional elements; Avolio, 2011) is related to daily leader well-being.

The associations between leadership profiles and well-being are not necessarily the same on the between-person and within-person level (McCormick et al., 2020). For example, the short-term processes might look different than the long-term processes. Based on Conservation of Resources theory (COR theory, Hobfoll, 1989), individuals need to invest resources to keep existing or gain additional resources. Specifically, leaders who generally belong to a profile dominated by transformational behaviors are likely to profit from these leadership behaviors in the long run, as transformational leadership is associated with multiple beneficial outcomes (G. Wang et al., 2011). At the same time, transformational behaviors are resource-intensive (Lin et al., 2019). Therefore, leaders need to invest resources in their behavior first, which makes a short-term resource loss likely. This example shows

that even though the relationship with leader well-being might be positive on the between-person level, it still can be negative on the within-person level. Therefore, our focus on the within-person association of daily leadership profiles and daily leader well-being is a crucial extension of existing between-person research.

Third, we examine affect and emotional exhaustion as indicators of leader well-being. These indicators of well-being are important to study as both affectivity (e.g., Joseph et al., 2015) and the depletion of energy resources (i.e., emotional exhaustion; Arnold et al., 2015, 2017; Byrne et al., 2014) have been argued to be relevant in the context of leadership and leaders' well-being. Investigating affective (i.e., positive and negative affect) and strain-based (i.e., emotional exhaustion) well-being allows us to better understand the fine-grained associations of leadership and leader well-being. Specifically, it helps to account for the potential double-edged nature of the same leadership behaviors for leaders' well-being, depending on the well-being indicator.

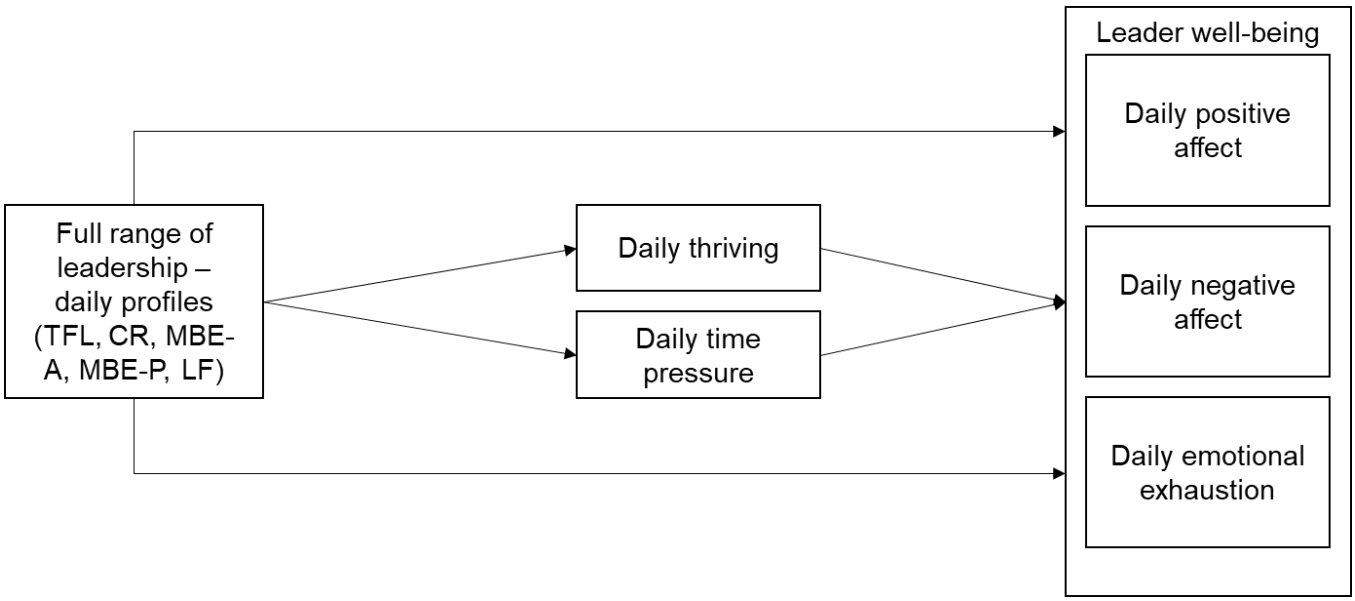
In line with COR theory and previous studies (Arnold et al., 2017; Kaluza et al., 2020; Lin et al., 2019; Zwingmann et al., 2016), we argue that certain daily leadership profiles are associated with more or fewer resources for leaders. In contrast to previous studies (e.g., Kaluza et al., 2020; Lanaj et al., 2016; Zwingmann et al., 2016), we challenge the understanding of certain leadership behaviors to be exclusively positive or negative for leaders. Instead, we assume leadership can be a double-edged sword for leaders depending on the well-being indicator under investigation. For example, previous studies found positive within-person associations of transformational leadership with positive affect (Lanaj et al., 2016) but also with emotional exhaustion (Lin et al., 2019). Thus, certain resource-intensive leadership profiles may drain leaders' energy resources (as indicated by higher emotional exhaustion) due to the investment of time, energy, or effort. At the same time, they could also benefit leaders' affective resources (as indicated by higher positive and lower negative affect)

due to the resource-enhancing elements of these leadership behaviors (such as strength use or positive follower feedback).

Last, we contribute to the "black-box" discussion, that is, *why* leadership behavior is related to leaders' well-being. We examine thriving (i.e., a psychological state represented by vitality and learning at work; Spreitzer et al., 2005) and time pressure (i.e., a state with too much to do in too little time; Fay & Sonnentag, 2002) as potential mediating mechanisms between daily leadership profiles and daily leader well-being. Building on current research (Kleine et al., 2019) that conceptualizes thriving as a mediator between relational resources and well-being, we propose that leadership can also be a relational resource for leaders and, hence, associated with more thriving. Time pressure, in turn, is a crucial variable when studying leadership and well-being as leaders are confronted with multiple tasks and challenges that can be associated with increased time pressure (Dóci et al., 2020; Harms et al., 2017), and time pressure can be related to several negative outcomes (e.g., Debus et al., 2019; Hoppe et al., 2023; Muehlenmeier et al., 2022). We assume these two mediators can also help explain the proposed two-sided nature of certain leadership profiles. For example, resource-intensive follower-oriented leadership profiles can be related to increased affective well-being, given an association with higher thriving. At the same time, they can be associated with decreased energetic well-being due to higher time pressure on that day. Our research model is depicted in Figure 4.1.

Figure 4.1

Model of Study Variables and Hypothesized Effects



Note. TFL = Transformational leadership, CR = Contingent reward, MBE-A = Management-by-exception active, MBE-P = Management-by-exception passive, LF = Laissez-faire.

Theoretical Background and Hypotheses

A Conservation of Resources Perspective on Leadership and Leader Well-Being

We draw on COR theory (Hobfoll, 1989), which states that individuals aim to keep, protect, and foster their resources. Resources can be understood "as those objects, personal characteristics, conditions, or energies that are valued by the individual or that serve as a means for attainment of these objects, personal characteristics, conditions, or energies" (Hobfoll, 1989, p. 516). Resources are thus important and valuable for individuals, not only in their own right but also because they allow individuals to invest resources to protect against resource loss or gain new resources (Hobfoll et al., 2018). Those individuals who possess resources and can invest them to gain new resources are more likely to enter a gain cycle. In contrast, resource loss cycles are more likely for individuals with fewer resources:

As they can less protect against resource loss or gain new resources, further resource loss is more likely (Hobfoll et al., 2018).

We build upon the COR principles as the leadership behaviors under investigation differ a) in the extent to which resource investment is necessary and b) in their potential to initiate resource gains. For example, as outlined in more detail below, transformational leader behaviors are resource-intensive (e.g., requiring time, energy, or effort; Lin et al., 2019), so leaders need to invest more resources when acting in a transformational manner compared to when they withdraw from their leadership responsibilities and act passively. This resource investment can be associated with resource losses (e.g., higher emotional exhaustion). At the same time, transformational leadership incorporates many elements that benefit leaders (e.g., goal progress, meaningful follower interactions, strength use; Lanaj et al., 2016) and have a greater potential to initiate resource gain processes (e.g., higher positive affect) than passive behaviors. Therefore, the association between leadership and well-being reflects the central COR principles of resource investment and gain.

Furthermore, COR theory is particularly relevant to studying the interplay of different leadership behaviors and their link with leaders' well-being. Resources interact and often appear together, reflected in *resource caravans* (Hobfoll et al., 2018), and resources in combination can be related to psychological outcomes differently than single resources (Arnold et al., 2017; Hobfoll et al., 2018). Thus, we propose that specific combinations of leadership behaviors (i.e., leadership profiles) might be differentially related to leader well-being compared to single leadership behaviors.

Full-Range Leadership Behaviors

We draw on the full-range leadership theory (Avolio, 2011), one of the most frequently investigated leadership theories (Dinh et al., 2014), to investigate daily leadership profiles. In our study, leadership profiles indicate a combination and interplay of

transformational, transactional, and laissez-faire behaviors that can coexist within one leader. Transformational leader behaviors (TFL) incorporate stimulating and inspiring followers, communicating a motivating vision for the team and the organization, challenging the status quo, acting charismatically, being a role model for followers, or dealing with each follower's needs. Transactional leadership, in turn, incorporates clarifying roles, tasks, objectives, and rewards (contingent reward, CR), actively searching for followers' mistakes and deviances from rules and standards (management-by-exception active, MBE-A), and dealing with followers' errors and deviances without actively searching for those (management-by-exception passive, MBE-P). Last, laissez-faire (LF) behaviors are reflected by "non-leadership," which means avoidance of decision-making and withdrawal of leadership responsibilities (Bass & Riggio, 2006).

Latent Profiles of Daily Leadership Behaviors

A pattern-oriented approach (i.e., latent profile approach; LPA) tries to identify unobserved (i.e., latent) subgroups in a population whose members share specific personal attributes (Spurk et al., 2020). Applied to leadership research, the aim is to identify subgroups of leaders who share a similar combination of different leadership behaviors (Arnold et al., 2017). Previous research lent support to Bass' (1985) theorizing by demonstrating that different leadership behaviors coexist to a varying degree within one individual and that these patterns differ between persons (Arnold et al., 2017; Doucet et al., 2015; Gavan O'Shea et al., 2009). However, as leadership fluctuates daily (Kelemen et al., 2020) and the interplay between multiple leadership behaviors can be different on a within-person compared to a between-person level (McCormick et al., 2020), our day-level and within-person perspective is an important extension of previous research.

Based on previous between-person findings (Arnold et al., 2017; Doucet et al., 2015) and theories about optimal patterns of leadership (Avolio, 2011), we can theorize about

plausible within-person profiles of daily leadership. On the one hand, in line with previous between-person patterns found (Arnold et al., 2017; Doucet et al., 2015), there might be days on which leaders demonstrate high levels of TFL and CR behaviors and low levels of MBE and LF behaviors (e.g., when a leader communicates a vision for a significant change and the goals and rewards associated with it). On the other hand, there might be days on which leaders primarily clarify goals, expectations, and rewards (i.e., high levels of CR behaviors; Doucet et al., 2015).

Furthermore, other days might be characterized by multiple different tasks that make it important for leaders to show high levels of TFL, CR, and MBE behaviors altogether, such as in Arnold et al's (2017) comprehensive profile. Again, on other days, leaders might primarily deal with their own tasks that prevent them from active interactions with their followers, therefore implying a highly passive profile (i.e., low levels of TFL, CR, MBE-A, and MBE-P behaviors, high levels of LF behaviors; Arnold et al., 2017). Due to our day-level approach, we might also find different profiles than those from previous between-person studies because leaders only report on their behavior on the respective day and not on their leadership in general in a summative judgment (Gabriel et al., 2019). Some days might be characterized by the same demands or tasks throughout the day. Therefore, we are more likely to detect profiles with elevated levels of only one leadership behavior (i.e., either TFL, CR, MBE-A, MBE-P, or LF).

Within-person or daily associations can look different than between-person associations (McCormick et al., 2020), and daily studies can challenge how we view leadership by producing results that would not align with theory on the between-person level (Kelemen et al., 2020). As specific hypotheses would not only include the number but also the shape of profiles, there are many possible combinations. Furthermore, inductive and exploratory approaches are adequate when there is only scarce theoretical or empirical

guidance, which is often the case with person-centered studies due to a different focus than variable-centered studies (Chawla et al., 2020; Gabriel et al., 2018; Morin et al., 2011; M. Wang & Hanges, 2011). Therefore, even though existing between-person studies help us theorize about possible daily leadership profiles, no research provides clear guidance on the number and shape of daily leadership behaviors assessed at the within-person level. Thus, we state the following research question:

Research Question 1: Which daily leadership profiles exist for leaders?

Stability of Membership in Daily Leadership Profiles

We also examine whether leadership profile membership is dynamic throughout the week, fluctuating from day to day. We can assess this stability by determining whether leaders belong to the same or different profiles from one day to the next (i.e., is a leader who is a member of Profile A on one day also a member of Profile A on the next day). From a theoretical perspective, Bass (1999) suggested that "every leader displays a frequency of both the transactional and transformational behaviors as part of their unique style, but each leader's profile involves more of one and less of the other" (p.11). The theory supports the assumption that every leader incorporates transactional and transformational elements in their daily leadership routine.

However, we propose that the degree and frequency to which certain behaviors are demonstrated can vary not only between but also within leaders (Kelemen et al., 2020). As leaders are confronted with different tasks, problems, and follower issues daily, they also need to alter their behavior to deal effectively with their challenges. For example, a leader who generally acts very transformational and clear about expectations and rewards (i.e., high on TFL and CR behaviors) might still act passively on a day when they primarily need to deal with their own tasks. Similarly, also leaders who mostly withdraw themselves from their leadership responsibilities (i.e., leaders high on passive behaviors) might see the necessity to

demonstrate active behaviors (e.g., communicating a vision, motivating their employees, or clarifying expectations and rewards) on other days because their team is confronted with a new challenge or a significant change. These examples underscore that a change in profile membership from day to day is likely, and they are in line with research on the fluctuating nature of daily leadership behavior (Breevaart et al., 2014), finding substantial within-person variance of full-range leadership behaviors. In sum, we aim to answer the following open research question:

Research Question 2: Is membership in daily leadership profiles stable across one week?

Outcomes of Profiles of Daily Leadership Behaviors

Leadership behavior is related to leader well-being (Kaluza et al., 2020) and is associated with costs and benefits for leaders (Lanaj et al., 2016; Lin et al., 2019). However, it is less clear how daily leadership *profiles* are related to daily leader well-being. We suggest that some leadership profiles are simultaneously associated with more or less resource acquisition (e.g., positive affect) and resource depletion (e.g., emotional exhaustion). Based on COR theory (Hobfoll, 1989), we assume that a dual-pathway model can best explain the link between leadership behaviors and leader well-being. This assumption aligns with recent research on leadership as a double-edged sword for leaders by showing simultaneous positive associations between leadership resources (e.g., role occupancy and job control) and job demands (e.g., time pressure; Li et al., 2018). With the present study, we can break down this macro-level perspective to a rather micro-level perspective by investigating whether specific daily leadership behaviors are related to enhanced or reduced leaders' time pressure and thriving, and, in turn, their well-being.

For example, take a day on which leaders demonstrate primarily TFL and CR behaviors but low levels of MBE and LF. On such a day, leaders use more time than on other

days to communicate visions and ideals to followers and contemplate ways to persuade them effectively. Additionally, leaders challenge existing assumptions and encourage themselves and their followers to break old routines and find new solutions for existing problems. Thinking about possible new routines and acting accordingly takes more time than persisting in the old ones, for example, because the new approaches are not yet automated. Furthermore, leaders deal with each follower's needs and concerns on such a day. This behavior further taxes leaders' time resources, for example, because they cannot refer to one-size-fits-all approaches but must deal with each follower individually. Moreover, leaders spend time in intensive contact with their followers to clarify goals and expectations, distribute tasks, or reward them for successful task completion (Avolio, 2011).

All these behaviors are time-intensive and drain leaders' resources (Lin et al., 2019). Given that time pressure indicates a situation with much to do in too little time (Fay & Sonnentag, 2002), the described behaviors are likely to be associated with increased time pressure. Higher time pressure and the lower resource pool associated with it, in turn, is expected to be related to lower well-being at the end of the working day (e.g., greater emotional exhaustion – a state indicative of depleted resources; Arnold et al., 2017).

At the same time, the described combination of high TFL and CR and low MBE and LF can also be associated with a higher amount of resources. The behaviors outlined above include, for example, helping followers with personal problems, initiating new solutions for existing problems, and making use of their own strengths, which was found to be very effective in terms of follower outcomes on a between-person level (Doucet et al., 2015). Thus, the combination of these behaviors is likely associated with perceptions of thriving at work on that day (Kleine et al., 2019; Niessen et al., 2012), for instance, because it gives leaders the chance to acquire or apply knowledge and skills at work (Porath et al., 2012). Thriving is an essential resource for individuals and can be related to a greater resource pool.

It can be associated with greater well-being, such as increased positive affect, decreased negative affect, and lower emotional exhaustion (Kleine et al., 2019).

In contrast, both beneficial and detrimental associations could be attenuated when assuming a different profile low on TFL, CR, MBE-A, MBE-P, and high on LF. On days leaders show more passive leadership behaviors, they do not invest that many resources (e.g., time or effort) into follower-directed behavior. For example, leaders might withdraw from interactions with their followers, not make decisions, or not deal with urgent problems or concerns. This (lack of) behavior can be associated with reduced time pressure, thus helping to preserve the leaders' resources (Dawson et al., 2016) and, therefore, linked to reduced negative affect or emotional exhaustion (Crawford et al., 2010). At the same time, on days leaders belong to such a profile, they might also experience less thriving because such days might be reflected by fewer opportunities for learning and strength use. Therefore, membership in the passive profile might be associated with less positive affect. Considering these exemplary profiles, we state the following questions:

Research Question 3: Are daily leadership profiles differentially related to daily thriving, time pressure, and leader evening well-being (i.e., emotional exhaustion, positive affect, and negative affect)?

Research Question 4: Is the association between daily leadership profiles and daily leader evening well-being mediated by daily thriving and time pressure?

Method

Procedure and Participants

The present study received ethical approval from the ethical committee of our institution. We conducted a daily diary study over five consecutive workdays with two daily measurement points. To this end, we recruited German working employees with leadership responsibilities through a well-established, large online panel provider (Bilendi/respondi).

The participants received five panel credits for every minute, which equals €0.05. In the present study, the total duration for both daily surveys was ten minutes, corresponding to €0.50 (€0.25 per survey). An additional incentive of €1.50 was paid out for participants who took part in full for at least three days. Participants needed to work during regular working hours (i.e., between 7 am and 6 pm). We followed standard research practice in daily diary studies (Chawla et al., 2020; Rosen et al., 2016) and included participants who provided valid responses at both measurement points on at least three days.

Participants were surveyed twice a day (i.e., in the afternoon at the end of the workday, to be filled out between 3 pm and 7 pm, and in the evening before bedtime, to be filled out between 8 pm and 12 am). The afternoon survey assessed leaders' ratings of their leadership behavior on the respective day, characteristics of their working day (i.e., working hours, thriving, time pressure, and job control, as well as frequency and duration of interaction with followers), and the previous night's sleep quality. The evening survey assessed leaders' ratings of their daily level of emotional exhaustion and positive and negative affectivity, as well as pleasurable evening experiences and work-family conflict as control variables. Before the daily surveys, participants completed a baseline survey including screen-out criteria (i.e., employment, leadership responsibility, no shift work, no irregular work hours) and demographic variables.

In total, 678 participants registered for the study and answered the baseline survey. Of these, 289 participants completed both the afternoon and the evening survey for at least three days, constituting our final sample. Participants generated 1279 responses in the afternoon (4.43 surveys per person) and 1170 responses in the evening (4.05 surveys per person) of a possible number of 1445 responses (response rate of 89% and 81%, respectively). Our sample size aligns with current recommendations for experience sampling studies to ensure sufficient power (Gabriel et al., 2019). On average, the participants of our sample (30.4%

female) were 45.56 years old (*SD* = 11.09), worked in their current job for 15.66 (*SD* = 10.22) years, and in their current organization for 12.88 (*SD* = 10.24) years. Participants came from a wide range of industries (e.g., finance, education and health, IT, or public administration) and were in a low (31.1%), medium (54.3%), or high leadership position (14.5%). On average, leaders held a leadership position for 9.73 years (*SD* = 8.26) and worked 42.25 (*SD* = 7.64) hours per week.

Measures

All items were administered in German. If German items of the instruments were unavailable (i.e., for *thriving* and *work-family conflict*), we used the translation and back-translation method to translate the items (Brislin, 1970).

Leadership behaviors. Transformational leadership was assessed with six items of the Transformational Leadership Inventory (Heinitz & Rowold, 2007; P. M. Podsakoff et al., 1990, 1996) as used and validated for the day-level investigation by Diebig et al. (2017). A sample item was "Today, I challenged my followers to think about old problems in new ways." We decided on this scale for two reasons: First, with six items, the measure is much shorter than the 19 items of the Multifactor Leadership Questionnaire (MLQ Form 5x Short; Felfe, 2006) and is therefore more appropriate for the daily assessments. Second, compared to the items used in other studies (e.g., Lanaj et al., 2016), the items are validated in German and for the day-level.

The other leadership behaviors were assessed with the respective subscales *contingent reward* (3 items, e.g., "Today, I showed satisfaction when others met expectations"), *management-by-exception active* (4 items, e.g., "Today, I primarily dealt with errors and complaints"), *management-by-exception passive* (4 items, e.g., "Today, I was firmly convinced that nothing should be changed without necessity"), and *laissez-faire* (3 items, e.g., "Today, I clarified important questions immediately") of the Multifactor Leadership

Questionnaire (Felfe, 2006). The item formulation was adapted to the day-level investigation. Ratings were made on a 5-point scale (1 = *totally disagree*, 5 = *totally agree*). Cronbach's alpha averaged across the week was .82 for transformational leadership (range: .75–.86), .78 for contingent reward (range: .67–.82), .87 for management-by-exception active (range: .85–.91), .86 for management-by-exception passive (range: .80–.88), and .80 for laissez-faire (range: .74–.86).

Emotional exhaustion. Emotional exhaustion was measured with the corresponding 8-item subscale of the Oldenburg Burnout Inventory (OLBI; Demerouti et al., 2003) and adapted to day-level investigation (e.g., Volmer & Fritsche, 2016). A sample item was "Today after my work, I feel worn out and weary." The items were rated on a 5-point scale (1 = *not true at all*, 5 = *completely true*). Cronbach's alpha averaged across the week was .90 (range: .89–.90).

Positive and negative affect. Following Sonnentag et al. (2008), daily positive and negative affect was rated using the Positive and Negative Affect Schedule (PANAS; Watson et al., 1988) with six items for positive affect and negative affect, respectively. A sample item for positive affect was "active," and for negative affect, "anxious." The items were rated on a 5-point scale (1 = *not at all*, 5 = *very much*). Cronbach's alpha averaged across the week was .86 (range: .84–.88) and .90 (range: .88–.92) for positive and negative affect, respectively.

Thriving. We assessed daily thriving at work with the 10-item measure developed by Porath et al. (2012), which captures learning and vitality with five items each. We adapted the wording to fit our daily assessment. Sample items were "Today at work, I have developed a lot as a person" (*learning*) and "Today at work, I felt alert and awake" (*vitality*). The items were rated on a 5-point scale (1 = *strongly disagree*, 5 = *strongly agree*). Cronbach's alpha averaged across the week was .82 (range: .81–.83).

Time pressure. Time pressure was assessed using the corresponding 5-item subscale of the Instrument for Stress-Related Job Analysis (ISTA; Semmer et al., 1999), adapted for day-level investigation (Ohly & Fritz, 2010). A sample item was "Today, I was under time pressure." Ratings were made on a 5-point scale (1 = *totally disagree*, 5 = *totally agree*). Cronbach's alpha averaged across the week was .92 (range: .90–.94).

Control variables. We included several control variables in our analyses as studies showed strong associations of these variables with well-being. Specifically, we controlled for job control as a central job-related predictor of well-being (e.g., Crawford et al., 2010), previous night's sleep quality as a physiological variable with strong associations with exhaustion and affect (e.g., Litwiller et al., 2017), and for pleasurable evening activities (e.g., Steed et al., 2021) and work-family conflict (e.g., French & Allen, 2020) as two factors that can be associated with evening well-being. Job control was measured using the corresponding 5-item subscale of the ISTA (Semmer et al., 1999), adapted for day-level investigation (Ohly & Fritz, 2010). Leaders' sleep quality was assessed using the following item of the Pittsburgh Sleep Quality Index (PSQI; Buysse et al., 1989): "How would you evaluate your sleep quality last night?". We measured pleasurable evening experiences with four items taken from Sonnentag et al. (2014) and adapted them to the daily assessment. We assessed work-family conflict with the corresponding 5-item scale from Netemeyer et al. (1996) and adapted it to the daily assessment and to a focus on the broader aspect of private life instead of the original emphasis on family life (e.g., Peters et al., 2014).

Demographic data. We assessed age, gender, profession, working hours, job tenure, organizational tenure, leadership responsibility, leadership tenure, number of direct reports, and frequency and duration of leader–follower interactions.

Analytic Strategy

We first conducted multilevel confirmatory factor analysis (CFA) to model the factor structure at Level 1 with the respective leadership behaviors (TFL, CR, MBE-A, MBE-P, LF), the mediators (thriving and time pressure), and the well-being indicators (emotional exhaustion, positive affect, negative affect) as distinct factors[1].

Items were within-person centered (Chawla et al., 2020; Scott et al., 2010). Following recent recommendations (Maekikangas et al., 2018), we used raw scores for the multilevel latent profile analysis (MLPA), as group-mean centering can change model interpretation. Due to non-convergence of our models in the case of freely estimated variances (Asparouhov & Muthén, 2008), we only allowed the means of the profile indicators (i.e., leadership behaviors) to be freely estimated (Diallo et al., 2016).

We investigated the number of profiles to answer Research Question 1 using Mplus Version 8.7 (Muthén & Muthén, 2017). To this end, we started by specifying a two-profile solution and increased the number of profiles until the model fit did not improve further (Nylund et al., 2007). The full information maximum likelihood estimator with robust standard error estimation was used (Asparouhov & Muthén, 2008). To check the model fit and to decide on the optimal number of profiles, we relied on several fit indices: Log Likelihood (LL), Akaike Information Criterion (AIC), consistent AIC (CAIC), Bayesian Information Criterion (BIC), sample-size-adjusted BIC (SSA-BIC), Lo-Mendell-Rubin likelihood test (LMR; Lo et al., 2001), and entropy. Additionally, we calculated an elbow plot of the BIC and CAIC values and examined the point where the slope of the plot flattens (Howard et al., 2016; Morin & Marsh, 2015). In determining the best profile solution, we also

[1] We also compared the ten-factor solution with alternative models: a four-factor solution (combining all leadership behaviors into one single factor and combining all well-being measures into one single factor), a seven-factor solution (combining CR, MBE-A, and MBE-P into one single factor and combining positive affect and negative affect into a single factor), two eight-factor solutions (combining a) CR, MBE-A, and MBE-P into a single factor, and b) positive affect, negative affect, and emotional exhaustion into one single factor), and a nine-factor solution (combining positive affect and negative affect into one single factor).

aimed to ensure that all profiles were theoretically interpretable (Spurk et al., 2020) and that the profile size was not too small (Lubke & Neale, 2006).

To answer our Research Question 2 on the stability of profile membership, we investigated if leaders belonged to the same leadership profiles throughout the week or were members of different profiles from day to day. For this, we followed the approach of Chawla et al. (2020) and calculated the number of different profile types for each leader across the week. Thereby, for every profile, we received the percentage of leaders who belonged to the respective profile every day of the week. Additionally, we investigated the change of profile membership from day to day. For every profile we found, we calculated the percentage of leaders who were members of the target profile on Day t and were also members of the same target profile on Day $t + 1$ versus those who were members of a different profile on Day $t + 1$.

To answer Research Question 3, we used BCH analysis (Asparouhov & Muthén, 2014) to examine whether the associations with the mediators and the well-being outcomes differed between profiles. We conducted separate analyses for each mediator and outcome. To test for the indirect effects of profile membership on well-being via thriving and time pressure, we used bias-corrected bootstrapped standard errors and confidence intervals based on 10,000 bootstrap samples (Hayes & Preacher, 2014). We conducted pairwise comparisons between the profiles and set the *passive profile* as the reference category.

Results

Preliminary Analyses

Descriptive data and correlations of our study variables are shown in Table 4.1. We calculated intraclass correlation coefficients (ICC) to check the appropriateness of a multilevel approach (Bliese et al., 2018). The ICCs for our study variables ranged between .42 (contingent reward) and .73 (negative affect). Therefore, the portion of within-person variance between 27% and 58% justified using a multilevel approach.

Table 4.1

Means, Standard Deviations, and Correlations of Study Variables

	Variables	*M*	*SD*	1	2	3	4	5
1	Transformational leadership	3.47	0.74					
2	Contingent reward	3.60	0.87	.528**				
3	Management-by-exception active	2.52	1.09	.104**	.117**			
4	Management-by-exception passive	2.01	0.98	–.097**	.057**	.208**		
5	Laissez-faire	1.87	0.76	–.242**	–.211**	–.124**	–.010	
6	Time pressure	2.66	1.15	.170**	.148**	.180**	.158**	–.084**
7	Thriving	3.47	0.67	.352**	.203**	.063*	–.018	–.181**
8	Emotional exhaustion	2.26	0.86	–.009	.013	.086**	.062*	.060*
9	Negative affect	1.61	0.79	–.013	–.013	.076**	.150**	.077**
10	Positive affect	3.37	0.79	.117**	.075*	–.044	–.059*	–.124**
11	Evening activities	3.91	0.90	.042	.033	–.057*	–.067*	–.015
12	Work-family conflict	2.11	1.11	.011	–.012	.093**	.088**	.065*
13	Job control	3.98	0.81	.075**	.083**	–.010	.054	–.158***
14	Sleep	3.68	1.04	.075**	.035	–.034	.056*	.000

Table 4.1 Continued

	Variables	6	7	8	9	10	11	12	13	14
6	Time pressure									
7	Thriving	.018								
8	Emotional exhaustion	.329**	–.251**							
9	Negative affect	.164**	–.169**	.375**						
10	Positive affect	–.101**	.251**	–.439**	–.167**					
11	Evening activities	–.197**	.120**	–.409**	–.245**	.291**				
12	Work-family conflict	.352**	–.136**	.505**	.381**	–.245**	–.417**			
13	Job control	–.153***	.147***	–.160***	–.089**	.087**	.088**	–.120***		
14	Sleep	–.058*	.191***	–.164***	–.071*	.202***	.109***	–.168***	.074**	

Note. Correlations among the Level 1 variables are within-person centered correlations.

* $p < .05$. ** $p < .01$. *** $p < .001$.

In the next step, we conducted multilevel CFAs. The proposed ten-factor model on Level 1 and Level 2 did not converge. Hence, as our main focus was on the within-person level, we modeled the ten-factor model on Level 1 and a saturated model on Level 2, meaning that only the items' covariances were modeled on Level 2. This model demonstrated a good fit to the data ($\chi^2_{(1385)} = 3697.71$, $p < .001$, CFI = .92, RMSEA = .04, $SRMR_{within}$ = .05) and showed a better fit than the competing four-, seven-, eight-, or nine-factor models ($\Delta\chi^2 = 597.31–3257.80$, $df = 9–39$, all p's $< .001$)[2].

Research Question 1: Daily Leadership Profiles

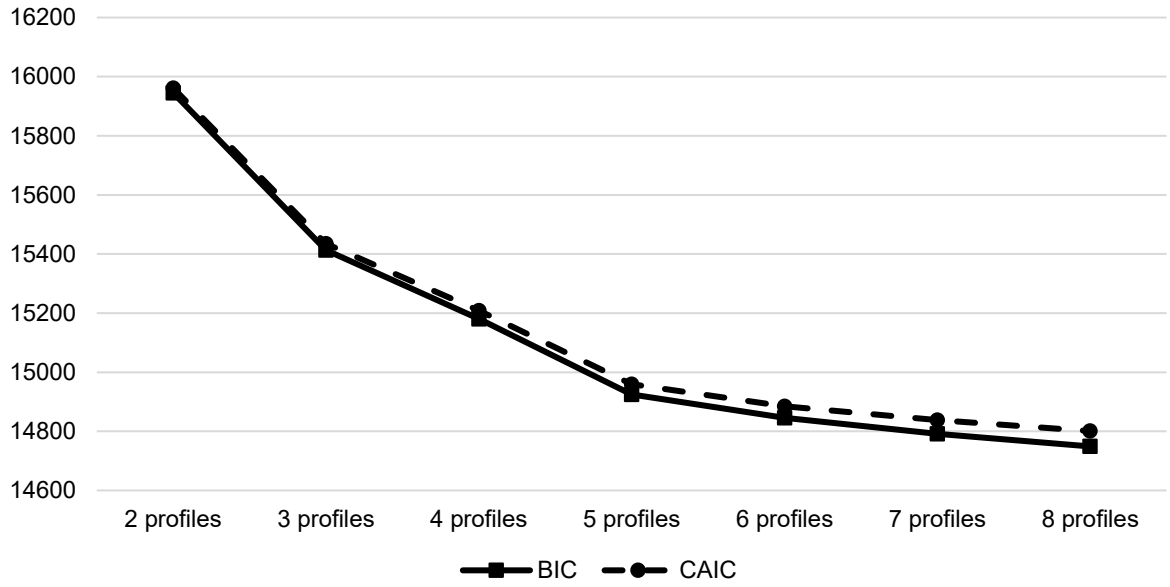
The fit statistics for the different profile solutions are displayed in Table 4.2. The models with freely estimated variances did not converge when modeling more than three profiles. Therefore, we based our results on a model with equal variances across profiles (e.g., Chawla et al., 2020; Gabriel et al., 2018; Morin et al., 2016). Results showed that entropy was slightly larger for the two-profile solution than for the three-profile solution, but the slope of the elbow plot flattened after the three-profile solution (see Figure 4.2). Like the two-profile solution, the three-profile solution had a significant LMR statistic and produced theoretically interpretable profiles. The four- or five-profile solutions produced profiles that differed quantitatively rather than qualitatively from each other, and they had lower entropy

[2] To model the hypothesized structure on Level 1 and Level 2, we tested whether the five leadership constructs are best modeled by a five-factor structure compared with a solution in which all leadership constructs are collapsed into one single factor and a three-factor solution in which CR, MBE-A, and MBE-P are collapsed into one factor. The hypothesized five-factor model showed a good fit to the data ($\chi^2_{(320)} = 1307.17$, $p < .001$, CFI = .90, RMSEA = .05, $SRMR_{within}$ = .05), and the model was superior to the one-factor ($\chi^2_{(340)} = 5139.84$, $p < .001$, CFI = .51, RMSEA = .11, $SRMR_{within}$ = .16; $\Delta\chi^2 = 3832.67$, $df = 20$, $p < .001$) and the three-factor solution ($\chi^2_{(334)} = 3950.84$, $p < .001$, CFI = .63, RMSEA = .09, $SRMR_{within}$ = .14; $\Delta\chi^2 = 2643.67$, $df = 14$, $p < .001$). Furthermore, we tested if the hypothesized three-factor solution on Level 1 and Level 2 for the well-being outcomes (i.e., emotional exhaustion, positive affect, negative affect) showed a better fit to the data than a model in which all well-being variables loaded on one factor or a two-factor model in which the positive and negative affect items were collapsed into one factor. Again, the hypothesized three-factor model ($\chi^2_{(334)} = 1692.83$, $p < .001$, CFI = .86, RMSEA = .06, $SRMR_{within}$ = .05), was superior to the one-factor ($\chi^2_{(340)} = 3416.99$, $p < .001$, CFI = .67, RMSEA = .09, $SRMR_{within}$ = .20; $\Delta\chi^2 = 1724.16$, $df = 6$, $p < .001$) and two-factor solution ($\chi^2_{(338)} = 2808.62$, $p < .001$, CFI = .74, RMSEA = .08, $SRMR_{within}$ = .19; $\Delta\chi^2 = 1115.79$, $df = 4$, $p < .001$).

values than the three-profile solution. Thus, we decided on the latter. Figure 4.3 shows a graphical representation of the profiles, and Table 4.3 summarizes the profile values.

Figure 4.2

Elbow Plot for BIC and CAIC in Determining Profile Solution



Note. BIC = Bayesian information criterion; CAIC = consistent Akaike information criterion (calculated as the BIC value plus the number of free parameters).

Table 4.2

Latent Profile Enumeration Fit Statistics (Research Question 1)

Number of profiles	LL	FP	AIC	BIC	SSA-BIC	CAIC	LMR (*p*)	Entropy
2	–7915.443	16	15862.886	15945.347	15894.523	15961.347	.0012	.897
3	–7627.883	22	15299.765	15413.150	15343.267	15435.150	.0000	.867
4	–7490.238	28	15036.477	15180.784	15091.842	15208.784	.0004	.786
5	–7341.010	34	14750.020	14925.250	14817.249	14959.250	.0000	.806
6	–7279.494	40	14638.987	14845.141	14718.081	14885.141	.0355	.817
7	–7231.275	46	14554.549	14791.626	14645.507	14837.626	.0033	.808
8	–7188.461	52	14480.923	14748.922	14583.745	14800.922	.2337	.818

Note. LL = log-likelihood; FP = free parameters; AIC = Akaike information criteria; BIC = Bayesian information criteria; SSA-BIC = sample-size adjusted BIC; CAIC = consistent AIC; LMR = Lo, Mendell, and Rubin (2001) test. CAIC is calculated by adding the number of free parameters to the BIC value.

The profile with the largest membership (65.05%) reflected days on which leaders reported high levels of TFL (M = 3.66) and CR (M = 3.84), medium levels of MBE-A (M = 2.36), and low levels of MBE-P (M = 1.54) and LF (M = 1.66). Therefore, we called this profile *transformational-rewarding*. On days leaders belonged to this profile, they engaged a lot in meaningful interactions with their followers. For example, they dealt with each follower's needs, encouraged followers to find new solutions for existing problems, communicated expectations, or rewarded followers for task completion. To a smaller extent, leaders proactively dealt with errors and complaints that day. The low levels of passive behaviors indicate that leaders did not withdraw from their leadership responsibilities, such as supporting followers or making decisions.

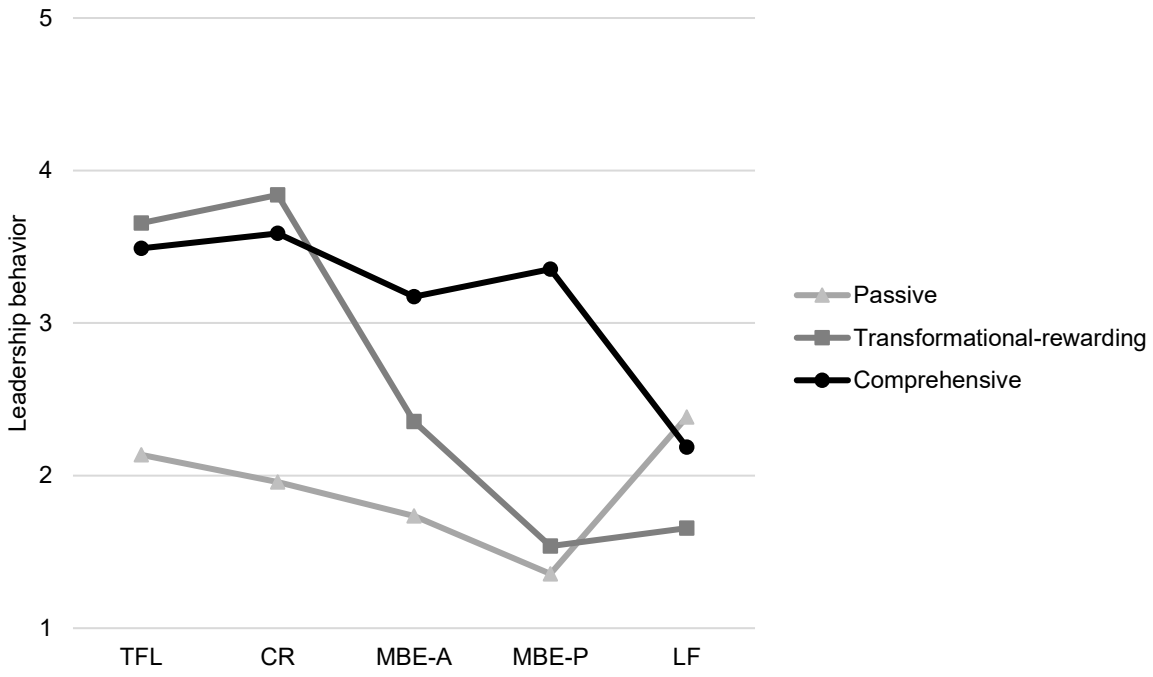
The profile with the second largest membership (26.51%) was reflected by days with high levels of TFL (M = 3.49), CR (M = 3.59), MBE-A (M = 3.17), and MBE-P (M = 3.35), and medium levels of LF (M = 2.19). Thus, we called this profile *comprehensive*. On days leaders belonged to this profile, they showed multiple different behaviors to a great extent. In addition to the meaningful transformational-rewarding behaviors outlined above, they led through proactive and reactive control. For example, they proactively searched for errors, made the followers aware of them, and pursued the errors. In addition, leaders reacted to other problems and concerns that became serious, or they waited for problems to occur multiple times before reacting.

The third profile was the one with the smallest membership (8.44%) and was characterized by higher LF values (M = 2.38) compared to TFL (M = 2.14), CR (M = 1.96), MBE-A (M = 1.74), and MBE-P (M = 1.36). Even though the mean levels for LF and TFL were similar, the level of TFL in this profile was much lower than the TFL levels in the other two profiles. This profile was characterized by low levels of transformational and transactional behaviors and, compared to the other profiles, by the presence of LF behaviors.

Therefore, we called this profile *passive*. On days leaders belonged to this profile, they primarily acted passively in their leadership role, mostly withdrawing from their leadership responsibilities. They engaged only to a very low extent in transformational rewarding behaviors or the proactive or reactive handling of errors and complaints. Consequently, they were, for example, not available to their followers when needed or did not make decisions in time.

Figure 4.3

Latent Profiles of Daily Leadership Behaviors



Note. The y-axis refers to leaders' level of each leadership behavior (1 = *totally disagree*, 5 = *totally agree*). TFL = Transformational leadership, CR = Contingent reward, MBE-A = Management-by-exception active, MBE-P = Management-by-exception passive, LF = Laissez-faire.

Table 4.3

Descriptive Information for Within-Person Latent Leadership Profiles (Research Question 1)

Profile	Percentage of days	TFL		CR		MBE-A		MBE-P		LF	
		M	95% CI	*M*	95% CI	*M*	95% CI	*M*	95% CI	*M*	95% CI
Passive	8.44	2.14	[1.60, 2.67]	1.96	[1.49, 2.43]	1.74	[1.48, 1.99]	1.36	[1.17, 1.54]	2.38	[1.94, 2.83]
Transformational-rewarding	65.05	3.66	[3.56, 3.75]	3.84	[3.71, 3.97]	2.34	[2.23, 2.48]	1.54	[1.47, 1.61]	1.66	[1.59, 1.72]
Comprehensive	26.51	3.49	[3.39, 3.59]	3.59	[3.49, 3.69]	3.17	[3.01, 3.33]	3.35	[3.23, 3.45]	2.19	[2.07, 2.30]

Note. TFL = Transformational leadership; CR = Contingent reward; MBE-A = Management-by-exception active; MBE-P = Management-by-exception passive; LF = Laissez-faire; CI = confidence interval. All variables rated on a 5-point scale.

Research Question 2: Stability of Daily Leadership Profiles

Regarding our second research question, we calculated the percentage of leaders who belonged to the same profile throughout the week. We found that 34.60% of the leaders belonged to the *transformational-rewarding profile* every day, whereas 16.60% belonged to the *comprehensive profile* and 5.88% belonged to the *passive profile* throughout the week. In summary, more than half of our sample (57.08%) belonged to the same profile across the week, with the *transformational-rewarding profile* showing the highest stability.

In the second step, we examined changes in profile membership from one day to the next. Results are shown in Table 4.4. We found that 87% of the leaders who belonged to the *transformational-rewarding* profile on Day 1 also belonged to the *transformational-rewarding* profile on Day 2. Similarly, 86% of the leaders who belonged to the *comprehensive profile* on Day 1 also belonged to the same profile on Day 2. For the *passive profile*, the stability of membership from Day 1 to Day 2 was lower (68%). Across the week, results were similar to the results of Day 1 to Day 2 for the *transformational-rewarding* and the *comprehensive profile*, with stability ranging from 87% to 97%. The variation of profile membership in the *passive profile* was much higher. Stability was lowest from Day 3 to Day 4, with only 32% of leaders belonging to the *passive profile* on both days, and it was highest from Day 2 to Day 3, with 91% of the leaders belonging to the *passive profile* on both days. The findings regarding the stability were also reflected in the average stabilities across the week, which were lower for the *passive profile* (63%) than for the *transformational-rewarding* and the *comprehensive profile* (90%, respectively). The numbers in brackets in Table 4.4 indicate the standard deviation of the average stability, which was highest for the *passive profile* (24%), underlining a greater variability across the week. We also observed that changes in membership from all three profiles to every other profile existed.

Table 4.4

Day-to-Day Changes in Profile Membership (Research Question 2)

Profile membership on former day	Profile membership on consecutive day	Day 1 → Day 2 (*n* = 216)	Day 2 → Day 3 (*n* = 249)	Day 3 → Day 4 (*n* = 241)	Day 4 → Day 5 (*n* = 221)	Average
Passive	Passive	68%	91%	32%	60%	63% (24%)
	Transformational-rewarding	22%	9%	63%	14%	27% (25%)
	Comprehensive	11%	0%	5%	26%	11% (10%)
Transformational-rewarding	Passive	0%	10%	3%	4%	4% (4%)
	Transformational-rewarding	87%	87%	97%	90%	90% (5%)
	Comprehensive	13%	3%	0%	6%	6% (6%)
Comprehensive	Passive	3%	2%	5%	0%	3% (2%)
	Transformational-rewarding	11%	4%	9%	7%	8% (3%)
	Comprehensive	86%	94%	87%	93%	90% (4%)

Note. Sample size varied across days due to missing data (*n* = 216-249). Standard deviations of the average values across the week are reported in parentheses.

Overall, the *transformational-rewarding profile* seemed to be the most stable one in our study, as indicated by the highest stability in profile membership across the week compared to the other two profiles and a high stability in profile membership from one day to the next. In contrast, the *passive profile* was the least stable across our multiple stability indicators.

Research Questions 3 and 4: Outcomes of Daily Leadership Profiles

In the last step, we examined whether our daily leadership profiles were differentially related to thriving, time pressure, emotional exhaustion, and positive and negative affect. The results are shown in Table 4.5. On days leaders belonged to the *passive* ($M = 2.15$) or the *transformational-rewarding profile* ($M = 2.09$; difference between the values non-significant, $p = .637$), they reported lower emotional exhaustion compared to days they were in the *comprehensive profile* ($M = 2.69$; these and the following pairwise comparisons are all significant, at least $p < .05$). On days leaders were in the *transformational-rewarding profile*, negative affect was lower ($M = 1.34$) than on days they were in the *passive* ($M = 1.55$) or the *comprehensive profile* ($M = 2.28$). Negative affect was also lower in the *passive* compared to the *comprehensive profile*. Days in the *transformational-rewarding profile* were characterized by higher values of positive affect ($M = 3.48$) than days in the *comprehensive profile* ($M = 3.25$); these, in turn, were characterized by higher values of positive affect than days in the *passive profile* ($M = 2.91$).

Regarding the afternoon outcomes, all profiles differed significantly in time pressure and thriving. Time pressure was highest in the *comprehensive profile* ($M = 3.06$), followed by the *transformational-rewarding profile* ($M = 2.59$), followed by the *passive profile* ($M = 1.90$). Thriving was highest in the *transformational-rewarding profile* ($M = 3.61$), followed by the *comprehensive profile* ($M = 3.35$), followed by the *passive profile* ($M = 2.86$).

Table 4.5

Three-Step Results for Leader Outcomes (BCH; Research Question 3)

	Passive	Transformational-rewarding	Comprehensive	Chi-square (χ^2)
Afternoon				
Time pressure	1.90	2.59	3.06	60.02***
Thriving	2.86	3.61	3.35	56.49***
Evening				
Positive affect	2.91	3.48	3.25	25.62***
Negative affect	1.55	1.34	2.28	89.47***
Emotional exhaustion	2.15	2.09	2.69	70.59***

Note. The BCH procedure uses full information maximum likelihood estimation. The chi-squared value reflects the significance of the omnibus difference test. All pairwise comparisons are significant (at least $p < .05$), except *passive* vs. *transformational-rewarding* for emotional exhaustion.

*** $p < .001$.

Taken together, compared to the other profiles, days in the *transformational-rewarding profile* were associated with the second-highest value for time pressure, the highest value for thriving and positive affect, and the lowest value for negative affect and (together with the *passive profile*) emotional exhaustion. Days in the *passive profile* were associated with the lowest value for time pressure, thriving, positive affect, and (together with the *transformational-rewarding profile*) emotional exhaustion, and the second-highest value for negative affect. Days in the *comprehensive profile* were associated with the highest value for time pressure, negative affect, and emotional exhaustion and the second-highest level for thriving and positive affect.

Therefore, there seems to be a pattern of the associations of the profiles with the leader-related outcomes. We observed high levels of positive (i.e., thriving, positive affect) outcomes and low to medium levels of negative (i.e., time pressure, negative affect, emotional exhaustion) outcomes for the *transformational-rewarding profile*. For the *passive profile,* we found low levels of positive outcomes but also low to medium levels of negative outcomes. The *comprehensive profile* was reflected by medium levels of positive but also high levels of negative outcomes.

Results from linear regression analyses (see Table 4.6, results without control variables) showed that afternoon thriving was positively related to positive affect (B = .66) and negatively related to negative affect (B = –.26) and emotional exhaustion (B = –.49). Time pressure during the work day, in turn, showed a positive link with negative affect (B = .23) and emotional exhaustion (B = .41) and a negative link with positive affect (B = –.08). All coefficients were significant at $p < .001$. Taken together, thriving was positively related to the positive indicator of well-being and negatively to the negative indicators of well-being, whereas time pressure was negatively related to the positive indicator of well-being and positively to the negative indicators of well-being.

The results of our analyses with control variables are shown in Table 4.7. Time pressure and thriving explained additional variance in emotional exhaustion, and both stayed significant predictors of emotional exhaustion. However, for positive and negative affect as outcomes, only thriving explained additional variance in both outcomes and stayed a significant predictor.

Table 4.6

Regression of Leader Well-Being on Time Pressure and Thriving

	Emotional exhaustion			Positive affect			Negative affect		
	B	*SE*	R^2	*B*	*SE*	R^2	*B*	*SE*	R^2
Model			.46			.33			.17
Constant	2.89***	.11		1.30***	.11		1.90***	.12	
Time pressure	.41***	.02		−.08***	.02		.23***	.02	
Thriving	−.49***	.03		.66***	.03		−.26***	.03	

*** $p < .001$.

For our mediation analyses, we first compared the *transformational-rewarding profile* with the *passive profile* (i.e., our reference profile). We found a significant relative indirect effect of profile membership on emotional exhaustion via thriving (negative) and time pressure (positive), a significant positive relative total effect, and a significant relative indirect effect on positive affect via thriving (positive) and time pressure (negative), and a significant negative relative total and a significant relative indirect effect on negative affect via thriving (negative) and time pressure (positive). Next, we compared the *comprehensive profile* with the *passive profile*. We found a significant positive relative total and a significant relative indirect effect of profile membership on emotional exhaustion via thriving (negative) and time pressure (positive), a significant positive relative total and a significant positive relative indirect effect on positive affect via thriving, a significant negative relative total effect on positive affect via time pressure, and a significant positive relative total and a significant relative indirect effect on negative affect via thriving (negative) and time pressure (positive) (see Table 4.8 for the exact coefficients).

In sum, the pattern for the mediation analyses was relatively similar for the *transformational-rewarding* and the *comprehensive profile*. We found support for the mediation assumption for most of the associations and could show that the relative indirect effects via thriving were negative for the negative well-being indicators, whereas they were positive for the positive well-being indicator. In turn, the relative indirect effects via time pressure were positive for the negative well-being indicators and negative for the positive well-being indicator.

Table 4.7

Regression of Leader Well-Being on Time Pressure and Thriving With Control Variables

Variable	*B*	*SE*	R^2	ΔR^2
	Emotional exhaustion			
Step 1			.60	.60***
Constant	3.00	.14		
Sleep	−.15***	.02		
Job control	−.12***	.02		
Evening activities	−.15***	.02		
WFC	.42***	.02		
Step 2			.66	.06***
Constant	3.15***	.13		
Sleep	−.11***	.02		
Job control	−.07***	.02		
Evening activities	−.11***	.02		
WFC	.33***	.02		
Time pressure	.17***	.02		
Thriving	−.26***	.02		
	Positive affect			
Step 1			.27	.27***
Constant	1.19***	.17		
Sleep	.23***	.02		
Job control	.11***	.03		
Evening activities	.24***	.03		
WFC	−.01	.02		
Step 2			.41	.14***
Constant	.43**	.16		
Sleep	.15***	.02		
Job control	.04	.02		
Evening activities	.16***	.02		
WFC	−.02	.02		

Table 4.7 Continued

Variable	*B*	*SE*	R^2	ΔR^2
Time pressure	−.01	.02		
Thriving	.49***	.03		
	Negative affect			
Step 1			.36	.36***
Constant	1.62***	.16		
Sleep	−.02	.02		
Job control	−.14***	.02		
Evening activities	−.04	.02		
WFC	.37***	.02		
Step 2			.37	.01**
Constant	1.79***	.17		
Sleep	−.00	.02		
Job control	−.13***	.02		
Evening activities	−.02	.02		
WFC	.37***	.02		
Time pressure	.01	.02		
Thriving	−.09**	.03		

Note. WFC = Work-family conflict.

** $p < .01$. *** $p < .001$.

Table 4.8

Results of Mediation Analyses (Research Question 4)

Paths	Thriving	Time pressure	Emotional exhaustion	Positive affect	Negative affect
Individual paths					
Profile 2 (vs. Profile 1)	$a = .66^{***}$	$a = .64^{***}$	$c'^{a} = .30^{**}$ $c'^{b} = -.29^{**}$	$c'^{a} = .08$ $c'^{b} = .58^{***}$	$c'^{a} = -.04$ $c'^{b} = -.25^{***}$
Profile 3 (vs. Profile 1)	$a = .21^{***}$	$a = .55^{***}$	$c'^{a} = .36^{***}$ $c'^{b} = .04$	$c'^{a} = .01$ $c'^{b} = .18^{***}$	$c'^{a} = .41^{***}$ $c'^{b} = .17^{**}$
Thriving			$b^{c} = -.51^{***}$ $b^{d} = -.50^{***}$	$b^{c} = .64^{***}$ $b^{d} = .67^{***}$	$b^{c} = -.18^{***}$ $b^{d} = -.29^{***}$
Time pressure			$b^{c} = .40^{***}$ $b^{d} = .38^{***}$	$b^{c} = -.13^{***}$ $b^{d} = -.05$	$b^{c} = .14^{***}$ $b^{d} = .31^{***}$
Relative indirect effect (via thriving)					
Profile 2 (vs. Profile 1)			$ab = -.34$, $SE = .05$ 95% CI [–.45, –.24]	$ab = .42$, $SE = .06$ 95% CI [.31, .54]	$ab = -.12$, $SE = .03$ 95% CI [–.18, –.07]
Profile 3 (vs. Profile 1)			$ab = -.11$, $SE = .03$ 95% CI [–.16, –.06]	$ab = .14$, $SE = .03$ 95% CI [.08, .21]	$ab = -.06$, $SE = .02$ 95% CI [–.11, –.02]
Relative indirect effect (via time pressure)					
Profile 2 (vs. Profile 1)			$ab = .26$, $SE = .05$ 95% CI [.16, .35]	$ab = -.08$, $SE = .02$ 95% CI [–.13, –.05]	$ab = .09$, $SE = .02$ 95% CI [.05, .13]
Profile 3 (vs. Profile 1)			$ab = .21$, $SE = .03$ 95% CI [.16, .27]	$ab = -.03$, $SE = .02$ 95% CI [–.07, .02]	$ab = .17$, $SE = .03$ 95% CI [.12, .24]

Table 4.8 Continued.

Paths	Thriving	Time pressure	Emotional exhaustion	Positive affect	Negative affect
Relative total effect					
Profile 2 (vs. Profile 1)			c = –.04, SE = .09 95% CI [–.22, .14]	c = .50***, SE = .08 95% CI [.33, .67]	c = –.16*, SE = .06 95% CI [–.28, –.05]
Profile 3 (vs. Profile 1)			c = .25***, SE = .05 95% CI [.16, .34]	c = .15**, SE = .05 95% CI [.06, .24]	c = .34***, SE = .06 95% CI [.24, .45]

Notes. a indicates the path from predictor to mediator, *b* indicates the path from mediator to outcome variable, *c'* indicates the direct effect of predictor on outcome variable after controlling for the effect of mediator, *ab* indicates the indirect effect of predictor on outcome variable through mediator, *c* indicates the direct effect of predictor on outcome variable. CI = confidence interval.

Profile 1 = *Passive profile*; Profile 2 = *Transformational-rewarding profile*; Profile 3 = *Comprehensive profile*.

[a] With thriving as mediator. [b] With time pressure as mediator. [c] Profile 2 vs. Profile 1. [d] Profile 3 vs. Profile 1.

* $p < .05$. ** $p < .01$. *** $p < .001$.

Discussion

The present study builds upon previous daily diary studies on leadership and leader well-being, which adopted a variable-centered approach examining the distinct effects of leadership behaviors (Lanaj et al., 2016; Liao et al., 2020) and upon previous person-centered studies that investigated the association of leadership profiles and leader well-being on a between-person level (Arnold et al., 2017; Doucet et al., 2015). We combined the within-person and person-centered approaches, accounting for the fact that leadership fluctuates daily and that leaders can draw on different combinations of leadership behaviors from day-to-day. Based on COR theory, we examined how leader behaviors interplay on the day-level and how they are associated with leader well-being.

In our daily diary study across one work week, three daily leadership profiles emerged: a *transformational-rewarding profile* dominated by TFL and CR behaviors, present on around two-third of the days (based on the total number of completed days across the entire sample); a *comprehensive profile* with elevated levels of transformational and all transactional behaviors, present on around a quarter of the days; and a *passive profile* with low levels of transformational and transactional behaviors and higher levels of LF behaviors, present on less than 10% of the days.

We also investigated the stability of our daily profiles across the week. We found that the stability of profile membership was rather high across the week (around half of the leaders stayed in the same profile each day of the week) but differed across profiles. The stability was higher for the *transformational-rewarding* and the *comprehensive profile* than for the *passive profile*.

Last, the profiles were differentially related to central leader-related variables, indicating that the profiles have important implications for leaders' daily well-being. Specifically, days in the *transformational-rewarding profile* seemed to be most beneficial for

leaders, as indicated by higher values for thriving and positive affect and lower values for negative affect and emotional exhaustion. In contrast, days in the *passive* and the *comprehensive profile* partly reflected a double-edged sword for leaders' well-being. Specifically, the *passive profile* was associated with lower levels for rather negative but also rather positive outcomes, whereas the *comprehensive profile* was related to *higher* levels for rather positive but also rather negative outcomes. We also showed that leaders' experience of time pressure and thriving are relevant factors for leader well-being. For example, days in the *passive profile* were reflected by low time pressure and low thriving, which was associated with lower emotional exhaustion and negative affect but also lower levels of positive affect in the evening. In contrast, time pressure and thriving were higher on days in the *comprehensive profile,* which was related to higher levels of emotional exhaustion, negative affect, and positive affect in the evening.

Theoretical Implications

Daily Leadership Profiles

We can discuss our daily leadership profiles by comparing them with those in Arnold et al.'s (2017) between-person study. Regarding similarities, we also did not find a daily profile in which TFL behaviors occurred without other leadership behaviors (i.e., TFL was only present in combination with other leader behaviors). Thus, the sole consideration of TFL, as done in previous (day-level) studies, might miss essential nuances of daily leadership behaviors. Furthermore, two of Arnold et al.'s (2017) profiles are very similar to our *transformational-rewarding* and *passive profile*, indicating that these profiles cannot only be found when comparing leaders with each other (i.e., between-person level) but also when comparing days with each other (i.e., within-person level).

Regarding differences, our *comprehensive profile* had a different shape. Compared to the other leadership behaviors, it included lower levels of LF behaviors than Arnold et al.'s

(2017) profile. Furthermore, we did not detect a profile with low levels of all behaviors. Taking these differences together, it seems as if leaders, on a daily-basis, always show some behaviors of the full-range leadership model and either act more actively (as in the *transformational-rewarding* and *comprehensive profile*) or withdraw from interactions with their followers (as in the *passive profile*). In contrast, a combination of acting actively and passively at the same time seems to be observable at the between-person level when leaders draw on a greater repertoire of behaviors ”matching their behavioral approach to the needs of situation” (Arnold et al., 2017, p. 1048) but not on the day-level. This assumption also aligns with the idea that individuals make summary evaluations (i.e., they aggregate their experiences) when asked to provide information over a longer period, which is likely to differ from reports of daily experiences (Gabriel et al., 2019).

Stability of Daily Leadership Profiles

Our dynamic approach that considers day-to-day changes in leadership behavior builds on previous studies that showed that leadership varies daily within leaders (Kelemen et al., 2020). In the same line, we found changes in profile membership from one day to the next, and almost half of our sample belonged to more than one profile across the week. Similarly, we observed changes from all three profiles on one day to all others on the consecutive day. These findings demonstrate that leaders, to a certain degree, can draw on different leadership behaviors of the full-range model of leadership from day to day, for example, as an adaptation to day-specific tasks and challenges.

The finding of high variability of different leadership behaviors within one leader across one week contrasts more traditional perspectives on leadership. These perspectives assume that leadership behaviors represent leaders’ stable behavioral tendencies over time that are driven by stable leader characteristics (e.g., personality, Judge et al., 2002, 2009; Judge & Bono, 2000). With our study, we do not neglect that this stable perspective has its

true parts, as indicated by extant research showing between-person differences in leaders' behaviors (e.g., Bass et al., 2003; Lord et al., 2017). At the same time, with our day-level approach, we add a complementary perspective on leadership, acknowledging that leadership behaviors can also differ within one leader, that is, on the within-person level (McClean et al., 2019). This finding aligns well with recent research on the daily variability of leadership (Kelemen et al., 2020). Even though leaders might have a stable behavioral tendency over time, their daily behavior can still deviate from this stable tendency from time to time. In the present study, we were not able to investigate (daily) causes for leaders' daily leadership behaviors (compare also the limitations section). However, based on recent research, it is reasonable to assume that daily situational requirements, such as daily job demands and tasks (Nielsen & Cleal, 2011; Rosen et al., 2019; Sherf et al., 2019), can shape leaders' daily leadership behaviors.

When comparing the *passive* with the *transformational-rewarding* and *comprehensive profile*, we note two crucial differences in the membership stability across one week. First, the stability was lower in the *passive profile* than in the other two. Only a small part of our sample stayed in the *passive profile* every day of the week. Second, the variability of the percentage of leaders who belonged to the *passive profile* on two consecutive days was higher than in the other two profiles. For some days, we observed that almost all leaders who belonged to the *passive profile* on one day stayed in the *passive profile* the next day. In contrast, on other days, we observed that around two-third of the leaders belonging to the *passive profile* on one day changed to the *transformational-rewarding* or *comprehensive profile* on the next day. These findings show that it is rather unlikely that leaders act passively all the time but that they can change their behavior according to day-specific demands. Therefore, they are not passive leaders per se but can also draw on more active behaviors when necessary.

In contrast, leaders belonging to the *transformational-rewarding* or the *comprehensive profile* at the beginning of the week were likely to stay in the respective profile for the rest of the week. This low probability of change was also reflected in the fact that only a few leaders (maximum 10%) changed from the *transformational-rewarding* or the *comprehensive profile* to the *passive* one. We assume that the benefits for leaders associated with these two profiles (e.g., higher positive affect, cf., Research Question 3) might motivate leaders to show the same combinations of behaviors daily.

Daily Leadership Profiles and Emotional Exhaustion

Our study builds on prior research on leadership behaviors and leader well-being (Kaluza et al., 2020; Lanaj et al., 2016; Lin et al., 2019). We extend previous findings by investigating the association of a *combination* of leadership behaviors with important daily leader experiences and well-being. Previous findings showed a dark side of TFL for leaders' emotional exhaustion (Lin et al., 2019; Zwingmann et al., 2016). The results of our study indicate that TFL per se is not automatically related to higher emotional exhaustion but that the relationship depends on other leadership behaviors that leaders demonstrate on the same day. The level of emotional exhaustion on days leaders belonged to the *transformational-rewarding profile* was comparably low as on days leaders belonged to the *passive profile* (which is reflected by lower levels of TFL). This finding is interesting because TFL comprises resource-intensive behaviors that make resource investment necessary (Lin et al., 2019) and that could have been associated with reduced resources for leaders (i.e., higher emotional exhaustion).

However, we could only detect elevated levels of emotional exhaustion on days leaders belonged to the *comprehensive profile*. These days, leaders showed not only TFL and CR but also MBE-A and MBE-P behaviors. Based on COR theory, it could be that leaders need to invest a higher amount of resources (e.g., time, energy, cognitive resources) in their

behavior when belonging to that profile compared to days they primarily show TFL and CR behaviors. On days in the *comprehensive profile*, leaders have to cover various behaviors (e.g., dealing with individual followers' needs, clarifying goals and expectations, proactively and reactively dealing with errors), leaving them with fewer energy resources at the end of the day. Another reason could be that leaders show different conflicting leadership behaviors on that day (e.g., TFL behaviors focusing on empowering and trusting the followers vs. MBE-A behaviors reflecting micromanagement focusing on controlling followers and searching for errors). Demonstrating conflicting behaviors could be associated with a drain of leaders' resources (Arnold et al., 2017), as indicated by higher emotional exhaustion.

Our findings on the *passive profile* contrast previous meta-analytic evidence (Kaluza et al., 2020), which showed that passive leadership was associated with lower well-being. They also contrast previous between-person pattern-oriented research showing that a profile dominated by passive behaviors poses a risk to leaders' well-being (Arnold et al., 2017). The results of our daily approach suggest that daily passive behaviors can also benefit leaders, as indicated by lower levels of emotional exhaustion. One reason for this association might be that leaders withdraw from leadership responsibilities these days. Therefore, they may invest fewer resources (e.g., time, energy) in follower-oriented behaviors on days they belong to the *passive profile*, which is related to more resources at the end of the day (i.e., lower emotional exhaustion). Taking our results and the ones of previous research together, it seems that belonging to the *passive profile* might have short-term positive associations with leaders' well-being due to lower resource expenditure. However, given that individuals need to invest resources to gain new ones (Hobfoll et al., 2018), the long-term associations with leaders' well-being seem to be negative (Arnold et al., 2017).

Daily Leadership Profiles and Affectivity

We showed that the profile discussed as most beneficial for followers (i.e., the *transformational-rewarding profile*) was associated with the highest levels of positive affect and the lowest levels of negative affect. It is noticeable that leaders reported only slightly lower levels of positive affect on days they belonged to the *comprehensive profile* compared to the *transformational-rewarding profile*. At the same time, the *comprehensive profile* was associated with considerably higher values of negative affect than days in the *transformational-rewarding profile*. Hence, it seems as if this comprehensive daily profile includes beneficial aspects for leaders (e.g., meaningful and inspiring interactions with followers) but also detrimental ones (e.g., dealing with followers' mistakes and deriving consequences).

The *passive profile* seemed to be the least beneficial one for leaders' affect, as days in the *passive profile* were associated with the lowest value on positive affect compared to the other two profiles, and negative affect was the second highest after days in the *comprehensive profile*. Therefore, we assume that days dominated by acting passively towards followers do not include many events or interactions that leaders can benefit from and, at the same time, might even be connected to fewer resources, as indicated by increased negative affect. Nevertheless, we note that the *passive profile*'s absolute level of negative affect was still relatively low ($M = 1.55$).

Daily Leadership Profiles, Time Pressure, and Thriving

We found time pressure and thriving to be variables that can help explain the profile differences in leaders' well-being. However, even though we found support for the mediating role of the two variables between leadership and leader well-being, we cannot rule out the possibility that situational characteristics of the working day (and associated experiences of a certain amount of time pressure and thriving) shape leaders' behavior on that day, which is

then associated with their evening well-being. Therefore, the high levels of time pressure in the *comprehensive profile* might, on the one hand, reflect the situation in which leaders are actively involved in all kinds of different behaviors throughout the day. These multiple behaviors, in turn, can be associated with increased time pressure as leaders need to invest time in their leadership behaviors (e.g., interactions with their followers, searching for errors, etc.). On the other hand, days in the *comprehensive profile* might be characterized by high demands, deadlines, and workload (i.e., high time pressure), connected with the need to draw on a greater behavioral repertoire to deal with the demands. Our results support the assumption that on days leaders belong to the *comprehensive profile*, they have to deal with a greater amount of time pressure (i.e., either due to the leadership behavior or due to other characteristics of the working day) that might be associated with resource expenditure, reflected in higher levels of emotional exhaustion and negative affect.

The finding that time pressure is higher on days in the *transformational-rewarding* compared to days in the *passive profile* is not surprising. On the one hand, being actively involved in transformational and rewarding interactions with followers requires time and effort for leaders. It requires investing resources in leadership behavior (Lin et al., 2019), which can be associated with increased time pressure (Arnold et al., 2017). On the other hand, it could also be that days in the *passive profile* reflected a "slow day" (i.e., low time pressure) with a lack of opportunities for leaders to engage in activity with their followers. Interestingly, the higher level of time pressure for the *transformational-rewarding* versus the *passive profile* was not reflected in the level of emotional exhaustion or positive and negative affect. Thus, there seem to be aspects of the *transformational-rewarding profile* that can compensate for the reduced resources associated with higher time pressure and buffer negative associations with well-being.

Thriving was highest on days in the *transformational-rewarding profile* and could thus be a compensatory factor. Again, different directions of the associations are conceivable. On the one hand, engaging in combined TFL and CR behaviors seemed to be beneficial for leaders as it could be an opportunity for them to experience greater vitality and learning. Hence, for example, parts of these transformational-rewarding behaviors, such as encouraging oneself and the followers to try new approaches to tackle problems, can help enrich the leader's resource pool and acquire new knowledge and competencies for oneself. Although to a slightly lower extent, these higher resources could also be observed on days in the *comprehensive profile*. We suppose that the level of thriving was particularly associated with the transformational-rewarding behaviors.

In contrast, the lowest levels for thriving on days in the *passive profile* might reflect that the lack of active constructive behaviors reduces the opportunities for the outlined resource gains for leaders. However, on the other hand it could also be that on days leaders (due to whatever situational characteristics) experienced greater thriving, they engaged more strongly in transformational-rewarding behaviors, given the higher levels of vitality and learning they felt. In contrast, on days with lower vitality levels and lower learning focus, leaders might did not want or were not able to engage in active exchange with their followers, and therefore belonged to the *passive profile*.

Implications for COR Theory

Overall, the present study has important implications for COR theory (Hobfoll et al., 2018). We showed that daily leadership behavior is a factor that is relevant for leaders' daily resource pool. Additionally, leaders' daily experience of time pressure and thriving are relevant daily factors associated with leaders' resources. Comparing our findings with previous variable-centered studies (e.g., on transformational leadership; Lanaj et al., 2016; Lin et al., 2019), we additionally demonstrated that the specific combinations of daily

leadership behaviors make a difference in leaders' well-being compared to when considered alone. For example, leaders reported different levels of well-being on days they demonstrated elevated levels of TFL and CR (i.e., the *transformational-rewarding profile*) compared to days they additionally showed high levels of MBE-A and MBE-P (i.e., the *comprehensive profile*). This finding aligns with the assumption that combined resources can relate differently to psychological outcomes than single resources (Halbesleben et al., 2014).

We also showed that our daily leadership profiles differed in their resource-draining and resource-gaining potential and that these processes occurred simultaneously. For example, we found a profile associated with low resource investment but also low resource gains (*passive profile*) and a profile with high resource investment but also medium to high resource gains (*comprehensive profile*), as indicated by different levels of affect and emotional exhaustion. Therefore, leadership is not necessarily exclusively beneficial or detrimental to leaders' resource pool but depends on the specific resources (e.g., indicators of well-being) under investigation.

One aspect we did not examine in the present study that could help enrich the theory on the association of leadership and leader well-being is the possibility of lagged effects from one day to the next or across multiple days. This aspect tackles the question of the timing of effects. However, previous research lacks a clear theory on the periods over which effects can occur or even change in directionality (Kaluza et al., 2020; Kelemen et al., 2020). For example, a study showed that daily abusive leader behaviors were associated with enhanced leader recovery at the end of the day and enhanced next-day leader work engagement. In contrast, engaging in abusive behaviors was negatively related to leaders' work engagement after several days (Qin et al., 2018). This exemplary finding shows that resource-draining or resource-gaining effects can be short-lived and that the associations can be different when investigating them across extended periods (e.g., from one day to the next, across one week).

Individuals need to invest resources to preserve existing or gain new ones. Therefore, it could also be that the low level of daily resource investment associated with the *passive profile* can harm leaders' well-being on the next day or after multiple days because of a lower chance of gaining resources through the behaviors. Similarly, the profile that turned out to be the most beneficial one for leaders' daily well-being (i.e., the *transformational-rewarding profile*) might also have negative consequences for leaders' well-being after a few days because the stronger resource investment comes into effect (e.g., in case no new resources can be gained). COR theory states that resource gain increases in salience in the context of resource loss and that resource loss is more powerful than resource gain (Hobfoll et al., 2018). Therefore, an interesting question in this regard is whether (and if yes, at what time) resource gains can offset resource losses (or vice versa), which could produce a net resource gain or loss.

Practical Implications

The present findings have important implications for leaders and organizations. First, leaders can be sensitized to the fact that their leadership behaviors can vary daily and that they might use different combinations of leadership behaviors from day to day. This awareness can help leaders adapt their leadership behaviors to the working day's characteristics and develop their own situational leadership repertoire based on their followers' daily needs. Connected to this, our study suggests that leadership training should not solely incorporate TFL (Arthur & Hardy, 2014; Dvir et al., 2002; Kelloway et al., 2000) but other behaviors as well, especially CR. This approach also aligns with the full-range leadership model, which proposes that a combination of TFL and CR behaviors is associated with higher leadership effectiveness (Avolio, 2011).

Second, in line with previous findings (Arnold et al., 2017; Kaluza et al., 2020), our study suggests that leadership training should also focus on leaders' well-being, as leadership

behaviors are associated with the latter. Specifically, training should incorporate that certain combinations of leadership behaviors can simultaneously be beneficial and detrimental to leaders' well-being. Leaders should be aware of these relationships and potential trade-offs. This knowledge can help motivate leaders for constructive leadership even if these behaviors might be associated with resource expenditure at some point. The knowledge can also guide leaders' self-reflection about their well-being on days characterized by resource-intensive leadership. These days, it might be even more critical for leaders to engage in effective evening recovery (Sonnentag et al., 2017).

Limitations and Future Research

We note some limitations of our study that should be considered when interpreting our results. First, we assessed leadership behaviors with leader ratings only. This approach is adequate for variables reflecting internal states that are difficult to determine from an outside perspective (i.e., time pressure, thriving, well-being). Nevertheless, the ratings on leadership behaviors can be susceptible to common-method bias (P. M. Podsakoff et al., 2003). However, especially in larger teams, in which leaders interact with multiple followers, assessing leadership behavior from the perspective of only a limited number of followers can also bias the leadership ratings. We argue that, across one work day, the leaders are the best source to rate their extensive behaviors towards all their followers on a certain day because the followers might not perceive the complete variety of their leaders' behaviors. We perceive this approach as adequate, especially as we were interested in multiple leadership behaviors simultaneously. Nevertheless, we encourage future research to include follower ratings or ratings by third-party observers of leadership behaviors to overcome the potential biases of our study.

Second, we did not investigate antecedents of profile membership. Future research could examine factors that increase the likelihood of belonging to one profile versus another,

both on the person level (e.g., motivation to lead, leadership experience) and the daily level (e.g., recovery experiences, work engagement, work demands). For example, in line with the role of daily situational characteristics discussed below, passive leadership behaviors might be a response to low work demands on that day. Additionally, even though we explored the dynamics of profile membership across one week, we could not assess factors that can explain shifts in profile membership from one day to the next. Future studies should apply latent transition analysis with covariates (LTA, e.g., Kam et al., 2016) to examine variables that are associated with changes in profile membership across time. An additional interesting aspect for future research related to the dynamic of profile membership could be exploring adaptability throughout the week in more detail. For example, it could be that more adaptation (i.e., more frequent changes of profile membership) is related to more exhaustion over time, especially at the end of a week. Vice versa, reduced well-being might also affect a leader's ability to adequately adapt one's leadership behaviors to work demands.

Third, our study only covered one week. Therefore, we can only draw our conclusions based on these five days, and the results might look different when conducting the study over more than one week. However, we employed several strategies to ensure that the timing of the study did not profoundly affect the results. For example, the participants came from different organizations and different industries, therefore minimizing the risk that there are outstanding (work-related) events that affect every participant in the same way at the same time. Additionally, we informed the leaders that they should only participate in the study when the survey week is a standard working week for them. Furthermore, our within-person approach minimizes the risk of the influence of external factors as we conducted intrapersonal (vs. interpersonal) analyses.

Fourth, even though we separated the assessment of leadership behaviors (afternoon) and well-being (evening), we assessed our mediators time pressure and thriving at the same

time as the leadership behaviors, which increases the risk of common-method bias (P. M. Podsakoff et al., 2003). Moreover, we cannot draw causal conclusions because we did not apply an experimental design. Therefore, for instance, we cannot rule out that time pressure and thriving had an effect on leaders' well-being, mediated through leadership behaviors. For example, we cannot say whether leaders reported lower levels of time pressure because they demonstrated more passive behaviors on that day or whether it was a "slow day" with low time pressure (i.e., time pressure as a situational characteristic of the working day) which resulted in the enactment of passive behaviors. This possibility is supported by recent research on situational antecedents of leadership (Rosen et al., 2019; Stempel et al., 2023). In sum, we can not rule out the issue of endogeneity, that is, the problem that omitted variables predict our study variables. We encourage future research to use experimental designs to make causal inferences (P. M. Podsakoff & Podsakoff, 2019) and to apply an instrumental variable approach (Schowalter & Volmer, 2023).

Fifth, choosing our well-being indicators allowed us to shed light on the double-edged nature of certain leadership profiles for leaders' well-being. However, well-being is a broad concept that can be understood in many ways (Sonnentag, 2015). Therefore, we encourage future research to examine other well-being indicators, such as job satisfaction, work engagement, or basic needs satisfaction.

Last, even though we conducted several checks to ensure data quality (e.g., regarding response patterns, response time, or inconsistency within items assessing the same construct), insufficient effort responding poses a risk to data quality, especially in online surveys. We encourage future studies to use additional approaches to ensure data quality, such as the infrequency approach (J. L. Huang et al., 2015).

Conclusion

The combination of intra-individual, pattern-oriented, and leader outcome-centered streams in leadership research allowed us to investigate daily combinations of leadership behaviors and their associations with leader well-being. Our findings highlight the need to study the interplay of daily leadership behaviors within leaders to catch the entirety of leaders' daily leadership routines. Additionally, specific combinations of leadership behaviors, such as transformational and transactional elements, can be a double-edged sword for leaders regarding their well-being. Furthermore, leadership behaviors that harm leaders' well-being in the long run can partly be positive for leaders from a daily within-person perspective. Our results underline the necessity for a within-person approach to leader well-being and a differentiated investigation of multiple well-being indicators.

CHAPTER V:

GENERAL DISCUSSION

Previous research on leadership has shown that leadership behaviors are related to followers' (Inceoglu et al., 2018; Montano et al., 2022), and leaders' well-being (Kaluza et al., 2020). These results are a solid basis and clearly show that there is a leadership behavior-leader well-being relationship at the between-person level. However, important questions remain unanswered, especially regarding associations at the within-person level. Based on the intraindividual perspective, further open questions touch on the role of different conceptualizations of well-being, the joint consideration of multiple leadership behaviors, mediating mechanisms, the directionality of the associations, and the interplay of stable leader characteristics and daily behaviors.

Therefore, the overarching goal of this dissertation was to investigate the link between leadership behavior and leader well-being in more detail from a within-person perspective at the week- and day-level. Further, across the three studies, I investigated multiple well-being indicators that tap into different understandings (e.g., hedonic vs. eudaimonic) or valence of well-being. Besides transformational leadership, I examined the role of transactional and passive leadership behaviors, as they are relevant, but under-researched, parts of leaders' work. Additionally, I investigated different mediating mechanisms that could help explain the within-person relationship between leadership and leaders' well-being. Furthermore, I studied the directionality of the associations, that is, whether leadership predicts leader well-being, whether leader well-being predicts leadership behaviors, or whether the link is reciprocal. Lastly, I examined the role of (in)congruence between leaders' trait ideal and their daily actual leadership behavior for their well-being. I based my research on COR theory, given that resources play an important role for leaders and that leadership behaviors differ according to the amount of associated resources.

Summary of Results

In Study 1, I investigated potential reciprocal associations between transformational leadership and leader vigor and emotional exhaustion across three consecutive weeks. Furthermore, I assumed that leader resources (i.e., leader occupational self-efficacy, information exchange with followers, and leaders' experience of meaningful work) mediate these relationships. An additional goal was to apply a multilevel perspective and investigate the associations simultaneously at the within-person and between-person level.

At the within-person level, there was no evidence of relationships between transformational leadership and the other variables across weeks. Specifically, a higher or lower amount of transformational leadership, compared to a leader's typical score, was not reflected in a higher or lower amount of resources or well-being in the subsequent week. There was also no evidence of reciprocal relationships between transformational leadership and the other study variables. However, I found support for these associations within weeks. In weeks in which leaders reported a greater amount of transformational leadership than their typical score, they reported increased occupational self-efficacy, meaning of work, vigor, and decreased emotional exhaustion in the same week. These associations were mostly also present at the between-person level: Leaders who showed more transformational leadership than other leaders also reported higher occupational self-efficacy, information exchange, meaning of work, and vigor than other leaders.

The main goal of Study 2 was to examine the role of leaders' ideal leadership behavior for their daily well-being. Specifically, I proposed that not the daily levels of full-range leadership behaviors per se are important for leaders' well-being (i.e., daily basic need satisfaction and emotional exhaustion) but that it depends on the degree of congruence between leaders' general ideal behaviors and their daily actual behaviors, with congruence being most beneficial.

I found no support for the proposed congruence effects. On an exploratory basis, I detected linear and curvilinear associations but no interactions between ideal and actual behavior. Specifically, the curvilinear associations between transformational leadership and contingent reward behaviors for basic need satisfaction showed that leaders' well-being was particularly pronounced on days with higher levels of the respective behaviors. In contrast, leader well-being was linearly lower on days with more management-by-exception passive (lower basic need satisfaction and higher emotional exhaustion) or laissez-faire behaviors (lower basic need satisfaction). Overall, there was no support for an association between ideal leadership and leaders' well-being. Apart from the core focus of the study, an interesting additional finding was that the number of congruent or incongruent days differed depending on the leadership behavior. The distribution was relatively balanced for management-by-exception and laissez-faire behaviors. However, it was much more unbalanced for transformational leadership and contingent reward (i.e., most of the days, leaders showed less of the respective behaviors than ideal). In sum, leaders behaved congruently on only a quarter of the days.

Study 3 acknowledged that multiple daily full-range behaviors can co-occur within leaders and days and that these combinations of leadership behaviors can vary from one day to the next. Therefore, I investigated which daily leadership profiles exist, their stability across one week, and the association between daily leadership profiles and daily leader well-being (i.e., positive and negative affect, emotional exhaustion). Additionally, I proposed daily leader time pressure and thriving to mediate these associations. This study found support for three daily leadership profiles: *transformational-rewarding* (i.e., elevated levels of transformational and contingent reward behaviors), *passive* (i.e., elevated levels of laissez-faire behaviors), and *comprehensive* (i.e., elevated levels of transformational and all transactional behaviors). Regarding stability across one week, I found that approximately half

of the leaders stayed in the same profile each day of the week. Overall, the *passive profile* was the least stable across the week, whereas the *transformational-rewarding profile* was the most stable. In addition, I observed shifts from every profile to every profile, meaning that leaders did not stick to one profile but switched between all three profiles. Days in the *transformational-rewarding profile* were the most beneficial for leaders' well-being, as indicated by the lowest levels of time pressure, negative affect, and, together with days in the *passive profile*, emotional exhaustion. At the same time, these days were reflected by the highest levels of thriving and positive affect. In contrast, days in the *passive* and the *comprehensive profile* turned out to be a double-edged sword for leaders' well-being. On days in the *passive profile*, leaders reported low levels of negative and positive well-being, whereas they reported high levels of negative and positive well-being on days in the *comprehensive profile*. Additionally, there was support for the mediating role of thriving and time pressure between the daily profiles and leaders' daily well-being.

Theoretical Implications

The aim of this dissertation was to get a deeper understanding of the association between leadership and leaders' well-being. Specifically, I aimed to apply a more fine-grained perspective with a focus on day- and week-level and within-person associations. The findings of the three studies can help answer questions that have not been addressed in detail in previous research. I outline the theoretical implications of my findings regarding the main contributions of this dissertation.

Within-Person Level of Analysis

The first and overarching contribution of the present work is the investigation of the link between leadership behavior and leader well-being at the within-person level of analysis. This research goal extends to the other contributions outlined below; therefore, I will describe the detailed contributions with regard to the respective research question later. For the

moment, I apply a broader perspective on the contributions of this dissertation regarding the within-person level. The contribution of within-person studies can be described with the help of three value propositions, and I use these propositions to embed my work in the current literature (cf. McCormick et al., 2020).

First, within-person studies can enhance the temporal precision of associations. One way to increase temporal precision in studies is to consider *time* (i.e., acknowledge the existence of a dynamic relationship), *duration* (i.e., the strength of a relationship might vary over time), and *shape* (i.e., a specification of how a link between variables evolves over time; Pitariu & Ployhart, 2010). With respect to the present work, my focus on day- and week-level studies has already increased temporal precision by itself, because it is explicitly acknowledged and expected that change occurs across time. Regarding *duration*, I was able to show that the associations between leadership and leader well-being were restricted within one week, and they did not (against expectations) transfer from one week to the next. However, there are several options for future research to further enhance temporal precision. For instance, based on the finding that relationships did not transfer across weeks, the investigation of lagged effects from one day or week to the next is a valuable aspect. This point could be supplemented by examining factors that enhance or reduce the probability of carry-over effects. As an example, one way to include the shape and duration components could be to hypothesize that leaders experience higher job satisfaction in the first hour after a positive interaction with their followers, but that the relationship is non-existent in the second hour after this interaction.

The second contribution of within-person studies is to show construct variability over time, as this allows us to understand the extent to which phenomena change over time. The variability of the constructs in my studies were comparable to that reported in other studies (N. P. Podsakoff et al., 2019). Hence, the present work again highlights the meaningful

amount of intraindividual change in leadership behavior and well-being, and the necessity to consider this variability in research on these constructs. Furthermore, with the demonstration of the number of congruent versus incongruent days (i.e., regarding trait ideal and daily actual behavior; Study 2) or the day-to-day change of leadership profile membership (Study 3), I add valuable knowledge about the daily variability of leadership. However, as there are constructs with greater variability and others with smaller variability, future research should consider the degree of variability of specific constructs more explicitly. Closely aligned with this point is the aspect of different dynamics across time. Common forms of dynamism, as conceptualized for leadership (McClean et al., 2019), are shift, growth and decay, and ebb and flow. *Shift* describes change as a singular occurrence (e.g., triggered by an event), in which time is not explicitly considered. This is different for *growth and decay*, where time is an explicit factor. It describes a unidirectional, unfolding process over time, for example due to traits or the cumulation of experiences and interactions. Finally, for *ebb and flow*, situational factors or psychological states are responsible for bidirectional change over time. As most studies on leadership and leader well-being (including the present dissertation) have applied the *ebb and flow* perspective, future research could more strongly consider other forms of change, particularly *growth and decay*. This perspective would allow, with a long-term scope, the investigation of whether growth or decay of leadership behavior correlates with the growth or decay of leader well-being (and vice versa) within leaders. An associated question is how (and at what point) short-term ebbs and flows in leadership or well-being can change to a more steady growth or decay within leaders.

The third contribution of within-person research is the ability to provide novel insights, for example by showing different associations at the within- and between-person level. A more detailed description of the different novel insights in the present work can be found below in a further outline of the contributions. In sum, there were several remarkable

findings across the three studies that could not have been detected by a between-person design, such as the change in the affiliation of leadership profiles from one day to the next, the double-edged nature of passive behaviors for leaders' daily well-being, or the daily congruence or incongruence of leadership behavior. Furthermore, the finding of mostly homology across levels (cf. Study 1) is still valuable given the inconsistency observed in previous research. Nevertheless, there are several avenues for future research to provide additional novel insights and it is central to make use of the within-person level of analysis. For example, as outlined in more detail below, it is essential to examine the interplay of within- (i.e., varying) and between-person (i.e., stable) factors with respect to leadership and leader well-being, or to specify a difference in theoretical processes (i.e., mediating mechanisms) at the different levels.

Multiple Well-Being Indicators

Another contribution of the present dissertation is the investigation of multiple well-being indicators that differ in their valence and understanding of well-being to examine the double-edged nature of leadership behavior. The majority of my results suggest that the valence (i.e., positive vs. negative indicator) or understanding (i.e., hedonic vs. eudaimonic indicator) of well-being does not make a difference. For example, this result aligns with meta-analytic (Kaluza et al., 2020) and between-person findings showing the same pattern of results for burnout and job satisfaction (i.e., more transformational leadership was associated with less burnout and higher job satisfaction; more laissez-faire leadership was associated with more burnout and less job satisfaction; Tóth-Király et al., 2023). Existing between-person studies commonly argue that leaders practicing active and constructive leadership experience enhanced well-being, as these behaviors foster a resourceful work environment (e.g., high performance or follower satisfaction), ultimately benefiting leaders' well-being over time (cf. Kaluza et al., 2020).

At the same time, my results contrast with several within-person studies that found simultaneous positive and negative associations between leadership behaviors and well-being, depending on the well-being indicator (Khan et al., 2023; Lin et al., 2019, 2022). This contrast is particularly interesting because all three studies investigated emotional exhaustion or burnout as a well-being indicator and found that resource-intensive leadership behaviors (i.e., transformational leadership, visionary leadership, and empathic concern) were associated with higher levels of exhaustion or burnout. The complementary within-person argumentation, based on COR theory's proposition that individuals need to invest resources first to gain more resources afterwards, is that leaders who engage more than normally in active constructive leadership feel more exhausted than normally because their behaviors drain their energy resources (Lin et al., 2019).

However, the majority of my within-person results contradict this argument because I found that engaging in more transformational leadership than usually was associated with less exhaustion than usually. At the same time, I also found that passive behaviors (i.e., management-by-exception passive) were related to more exhaustion at the within-person level. With this, I contribute to the literature by showing that, in contrast to previous assumptions, active constructive (e.g., transformational) leadership does not necessarily need to be associated with the depletion of leaders' energy resources and that engaging in less demanding behaviors (e.g., management-by-exception passive) does not necessarily help leaders preserve their energy resources. Regarding COR theory, my findings, in combination with previous between-person results, align with the assumption of resource caravans. I found that resource gain (for transformational leadership) or loss spirals (for passive leadership) start early and immediately when a leader shows more or less of a certain behavior than usual (i.e., within-person perspective), and then they unfold over time and are reflected as the amount of resources that differs between leaders (i.e., between-person perspective). In

contrast, I could not show the resource investment principle because I could not find a short-term resource loss (for transformational leadership) or gain (for passive leadership). It is an important area for future research to examine whether this short-term resource loss or gain does not happen at all, or whether it needs more fine-grained assessments or analyses (e.g., on an hourly or situational basis) to describe at which point the resource losses come into effect and at which point they change into gains, and vice versa. These temporal aspects are central to consider, as well as the fact that resources can differ in the time needed for gains and losses to unfold (Sonnentag & Meier, 2024).

In fact, one might argue that a reason for my findings could also be that leaders with more energy resources than usually engage in more transformational and less passive behaviors than usual. Nevertheless, even though this argument cannot be dismissed, it does not explain the differential results with the previous research as the mentioned studies were also unable to make causal statements but still came to conclusions other than I did.

However, parts of my results might give one answer regarding the differential results. Specifically, Study 3 contributes to the current literature by suggesting that the daily combination of different leadership behaviors within one leader (i.e., daily leadership profiles) can make a difference in well-being outcomes. While the combination of transformational and contingent reward behaviors was exclusively associated with higher leader well-being across all indicators, other combinations (the *comprehensive* and the *passive profile*) turned out to be a double-edged sword for leaders. I enrich the literature on leadership behavior and leader well-being by showing the necessity to simultaneously assess multiple leadership behaviors and their interaction with each other and to incorporate multiple indicators of well-being to draw differentiated conclusions on the role of each leadership behavior in leaders' well-being. Based on this study's results, it is not

transformational leadership per se that is associated with greater exhaustion, but it is the co-occurrence of transformational leadership with high levels of all transactional behaviors.

Another important contribution of Study 3 is that passive leadership can also benefit leaders (e.g., lower time pressure and exhaustion), even though it also comes at costs for leaders regarding other aspects of well-being (e.g., lower thriving and positive affect). With the beneficial part of passive leadership, I contradict between-person findings that found that passive behaviors were associated with lower leader well-being (Kaluza et al., 2020; Tóth-Király et al., 2023). On the other hand, my research aligns with other studies on abusive supervision, showing that destructive leadership can short-term be related to higher leader well-being (Qin et al., 2018). Nevertheless, the difference to between-person findings does not necessarily be a contrast, but rather might be the reflection of different levels of analysis in the light of COR theory's resource investment principle: On days leaders act passively, they preserve their energy resources on this day. However, given the ineffectiveness of passive behaviors (Banks et al., 2018), long-term resource loss (i.e., lower well-being) is likely when leaders constantly behave passively.

In sum, in line with other studies (Khan et al., 2023; Lin et al., 2019, 2022), parts of my findings give support for the assumption that resource gains and losses can happen simultaneously. Therefore, I show that it is worth differentiating between types of resources that tap into different domains and that the question of whether leadership behavior is beneficial or detrimental for leaders' resource pool depends on the specific resources (e.g., the understanding or the domain of well-being).

The final contribution of the present dissertation regarding well-being indicators touches on the association of leadership with eudaimonic well-being. Aligned with previous meta-analytic (Kaluza et al., 2020), between-person (Geibel et al., 2022), and within-person findings (Khan et al., 2023; Lin et al., 2019, 2022), my results across all studies as well show

that transformational leadership is associated with greater eudaimonic well-being (e.g., basic need satisfaction, meaning of work, self-efficacy). Therefore, transformational leadership seems to incorporate aspects related to the perception of personal growth and meaning for leaders, both at the within- and between-person level. Based on the results of Study 2, this study additionally contributes to this knowledge by showing that the association can also be curvilinear. Future research could explicitly account for non-linear relationships between transformational leadership and eudaimonic well-being to gain a deeper understanding of the relationship, for example, whether a certain amount of transformational leadership is needed for the positive association to come into effect. Further, I contribute to the literature on passive leadership by being the first to show at a within-person level that passive behaviors are correlated with lower eudaimonic well-being for leaders (e.g., basic need satisfaction and thriving).

Multiple Leader Behaviors

The present dissertation additionally contributes to a deeper understanding of the full-range leadership behaviors and their associations with leader well-being by investigating the behaviors separately as well as their interaction with each other. Four main insights can be derived from the findings of these three studies. First, at the within-person level (both daily and weekly), transformational leadership was consistently associated with greater leader well-being. Hence, this dissertation aligns with previous between-person (Kaluza et al., 2020; Tóth-Király et al., 2023) and within-person findings (Lanaj et al., 2016). The results show that leaders who demonstrate more transformational leadership than other leaders report greater well-being (i.e., between-person level), but also that leaders report more well-being when they show more transformational leadership compared to a different time point (i.e., within-person level). Therefore, I could not find evidence for a potential “dark side” of

transformational leadership for leaders, as suggested by previous between-person (Zwingmann et al., 2016) and within-person findings (Lin et al., 2019).

Second, to the best of my knowledge, this is the first study to investigate passive leadership behaviors at the daily and within-person level. By doing this, I followed a recent call (Kelemen et al., 2020) to address understudied leadership behaviors such as laissez-faire on a daily basis. In sum, the result patterns provide evidence for a homology assumption of relationships across levels. Specifically, meta-analytic between-person findings showed that passive behaviors are associated with lower leader well-being (Kaluza et al., 2020), which mirrors the majority of my within-person findings (i.e., leaders report lower well-being on days they act passively). Based on my results, passive behaviors seem to be associated with reduced daily leader resources. This finding is remarkable because passive behaviors are characterized by withdrawal from leadership responsibility and absence of leadership behaviors. From a COR theory perspective, they do not require much resource investment from leaders. Hence, it is possible that on a certain day, passive behaviors are a means for leaders to preserve their resource pool, for example, as suggested by studies showing the short-term benefits of abusive supervision for leaders' well-being (Qin et al., 2018). Nevertheless, my findings suggest the opposite, and therefore do not fully align with the assumptions of COR theory, which underlines the necessity to investigate associations across different periods and levels of analysis. However, as it was not possible to investigate the directionality of the associations, it could also be that leaders with lower resources showed more passive behaviors because they were less resource-intensive than other leadership behaviors. This idea is again in line with COR theory which states that individuals with fewer resources enter a defensive mode to maintain the remaining resources (Hobfoll et al., 2018; Qin et al., 2018).

Third, my findings clearly demonstrate that it is crucial to differentiate between all three transactional leadership behaviors (i.e., contingent reward, management-by-exception active and passive). Based on full-range leadership theory, these behaviors are collapsed as transactional because they focus on expectations and goals, as well as the control and reward of performance (Bass, 1985). However, based on the descriptions and in line with previous findings on the effectiveness of the behaviors (Banks et al., 2018), it becomes obvious that they differ from each other and, therefore, need to be treated separately. Similarly, my findings also show that, regarding the association with leaders' well-being, a higher degree of differentiation is valuable. For example, in Study 2 contingent reward was positively associated with leader well-being, whereas management-by-exception passive (and, tentatively, management-by-exception active) were related to lower leader well-being. Furthermore, in Study 3, the *transformational-rewarding profile* was related to higher leader well-being, whereas days with additional management-by-exception behaviors (i.e., *comprehensive profile*) were in parts also associated with lower leader well-being. These findings show that the pattern of results for contingent reward is comparable to transformational leadership, whereas the pattern of management-by-exception passive is comparable to laissez-faire leadership. In this way, previous studies that collapsed the three transactional behaviors into one (e.g., negative relationship between transactional leadership and leader well-being; Tóth-Király et al., 2023) did not consider the diversity of the behaviors and, therefore, might have missed important nuances of differential relationships. Future research could investigate the role of management-by-exception active in more detail because the present studies provided no clear results for this leadership behavior. Meta-analytic results point towards positive associations between task-oriented behaviors and leader well-being (Kaluza et al., 2020); however, in this study management-by-exception active was not considered individually. One might speculate that management-by-exception active (e.g.,

micro-management) behaviors drain leaders' resources because it can cost leaders' time and energy to constantly and proactively control the followers' work.

Fourth, another central contribution is the demonstration of the daily interplay of the full-range leader behaviors (i.e., daily leadership profiles) and the association with leader well-being. In line with previous findings (Arnold et al., 2017), I showed that the combination of multiple leadership behaviors makes a difference for leaders' well-being. I built on these results and found comparable leadership profiles. I further extended these findings by applying an intraindividual perspective which allowed me to investigate the dynamics of profile membership across time. Through this, I contribute to the full-range leadership literature by showing that many leaders switch their profile membership and draw on different behaviors in one week. Aligned with Arnold et al.'s (2017) between-person study, I also did not find a profile with high levels of only one leadership behavior at the within-person and daily level. For example, transformational leadership always co-occurred with other behaviors. This finding, together with the result that the associations with leaders' well-being looked different depending on which behaviors were demonstrated, suggests that variable-centered approaches focusing on only one leadership behavior might not accurately capture leaders' actual behaviors. In fact, this finding speaks to the necessity of incorporating multiple behaviors simultaneously and investigating their combinations. Knowing that it is not feasible to assess *all* possible leader behaviors, I would still like to emphasize previous calls (Arnold et al., 2017) for a complementary approach that does not need to be restricted to the full-range behaviors but could also include other relevant behaviors (e.g., servant leadership). Through this, research on leadership can continue to evolve further. Researchers can acknowledge that leaders draw on many different leadership styles and that there cannot necessarily be a clear and exclusive categorization of leaders into one leadership style only.

Mechanisms

A further contribution of the present work is the investigation of mediating variables; that is, variables that can help explain why leadership and leader well-being are related. In Study 1, I did not find support for mediation via occupational self-efficacy, information exchange, or meaning of work. However, within one week, changes in transformational leadership and leader well-being were associated with changes in occupational self-efficacy and meaning of work. Therefore, from a resource perspective, these two variables seem to represent relevant resources that fluctuate in accordance with leadership behavior and leader well-being. Consequently, I assume that it is worth to examine the role of these variables for the leadership-leader well-being link in more detail in future research.

In Study 3, however, there was evidence for the mediating role of time pressure and thriving, which is an important contribution of the present work for the literature on leadership and leader well-being. As these two variables are at a different level than previously researched mediators, combined with the preceding results, they can refine our picture of the associations and underlying processes. For example, one study found that visionary leadership was related to greater burnout via psychological distress (Khan et al., 2023). In combination with my results, one answer to the question of why leaders perceive greater stress when performing more visionary leadership might be that they experience greater time pressure. Similarly, other studies showed positive affect, competence (Richter-Killenberg & Volmer, 2022), or basic need satisfaction (Lanaj et al., 2016) to be relevant mechanisms. Based on my findings, the experience of greater thriving could explain why leaders profit from LMX (Richter-Killenberg & Volmer, 2022) or transformational (Lanaj et al., 2016) behaviors. These assumptions should be investigated further in future studies. However, it seems to be a valuable approach to examine mediators of different specificity in

order to establish some kind of process chain for the leadership-leader well-being relationship.

Additional avenues for future research could be to test the same mediators across different time frames in order to find out whether mediators with respect to short-term processes (e.g., days) differ from those for long-term relationships (e.g., across several months or years). For instance, occupational self-efficacy and meaning of work could be two variables that exhibit greater stability across time and, therefore, are more important in long-term processes than on the day-level. Furthermore, in line with previous suggestions (Kaluza et al., 2020), it is important to test different theories and specify whether different mediators are relevant for different leadership behaviors. In my work, which was based on COR theory, I found evidence that resources are important in the context of leadership and leader well-being and found no support for differing relationships dependent on the full-range leader behaviors. Therefore, future studies should explicitly test other theories (e.g., appraisal theories) and leadership behaviors (e.g., destructive or servant leadership) with regard to relevant mediators. Lastly, another approach could be to pursue a qualitative approach to the question of mediators, as this can yield valuable information on how leaders experience their leadership behavior, well-being, and the processes that occur in between.

Directionality

Another contribution of the present dissertation is the investigation of the directionality of the relationship between leadership behavior and leader well-being. However, based on my results (i.e., Study 1), it is not possible to make a clear statement regarding this question. I could neither find support for the assumption that leadership affects next-week leader well-being, nor for the assumption that leader well-being affects next-week leadership, nor for reciprocal relationships. Previous studies have already investigated the longitudinal relationship between leadership and leader well-being and found support for

reciprocal (Geibel et al., 2022) and one-sided (i.e., well-being affects authentic leadership but not vice versa; Bolschakow et al., 2023) associations. However, these studies examined the relationships at the between-person level, which is a different research question from the within-person focus of my studies. Additionally, these studies applied a much longer period between the measurement waves (i.e., several months). Nevertheless, another study investigated the leadership-leader well-being link at the between- and within-person level *and* across multiple months (Tóth-Király et al., 2023). This study mostly found associations only at the between-person level, with the exception of a positive within-person link of transformational leadership and subsequent leader job satisfaction.

Based on this unclear state of research, there are several possible avenues for future research on directionality. The first is a thorough investigation of between-person and within-person level differences. From a between-person perspective, the question is whether the rank order of individuals for well-being can be predicted by their preceding rank order for leadership (and vice versa). In contrast, the corresponding within-person question is whether (or to what degree) variations of an individual's expected well-being score can be predicted from their previous deviations from their expected leadership score, while controlling for the individual's variation of the prior expected score for well-being, and vice versa (Hamaker et al., 2015). These two questions differ from each other but are both relevant to study to enlarge our understanding of the processes on different levels of analysis.

Second, future research could systematically investigate the directionality with respect to different time frames (e.g., days, weeks, months, years). Through this, it is possible to determine how long it takes for associations to unfold and how long they are preserved. In this regard, an important question is whether directionality remains the same across time. For example, it might be that transformational leadership and well-being are reciprocally related from one day to the next because leaders gain resources through their transformational

behaviors, and leaders with greater well-being have more resources to invest in subsequent transformational leadership. However, it could be that from a long-term perspective, transformational leadership only affects well-being, and well-being does not affect transformational leadership, for example, because these behaviors are internalized.

The two outlined points can also be investigated in conjunction to gain a deeper understanding of whether short-term (e.g., day-level) associations can be equated with within-person associations and long-term associations (e.g., months or years) can be equated with between-person associations, or whether between-person associations are also relevant in shorter periods and within-person associations are relevant in longer periods. In sum, I encourage future research to make use of more multi-wave studies considering different levels of analysis, for example, with the help of the random intercept cross-lagged panel model (Hamaker et al., 2015).

Leader Characteristics

As a final major contribution, I investigated the role of a specific leader characteristic (i.e., trait ideal leadership behavior) for leaders' well-being in Study 2. With this, I built on previous studies that showed that certain properties of leaders, such as their gender (Lundmark et al., 2023), personality (e.g., Foulk et al., 2018; Lanaj et al., 2016; Shen et al., 2021), and their (leadership) experience (e.g., Lanaj & Jennings, 2020; Liao et al., 2020), can change the associations between leadership behavior and their well-being. In contrast to these studies, I did not examine trait ideal leadership behavior as a moderator but applied a congruence-based approach (Edwards & Cable, 2009). The idea that it is not the extent of a certain (ideal) behavior per se that is relevant for well-being but rather the degree of congruence (e.g., of ideal and actual behavior) is also highly relevant to the field of leadership (Tsai et al., 2022). In sum, I did not find evidence of a congruence effect between trait ideal leadership and daily actual leadership on leaders' well-being, and trait ideal

leadership did not turn out to be a relevant predictor of leader well-being. Nevertheless, this result still makes important contributions to the leadership literature and paves the way for future research in this field.

First, based on my findings, one tentative conclusion could be that ideal leadership does not play a role in leaders' well-being, neither in the interplay with actual behavior nor as a sole predictor. Hence, these results might suggest that the findings are valid for all leaders independent of their ideal leadership. For example, this would mean that daily passive leadership is related to lower daily well-being for all leaders, that is, also for those who generally see passive leadership as ideal. However, given the limitations of Study 2 as outlined in the respective section (e.g., no cubic response surface analysis, assessment of trait ideal leadership), more studies are needed to confirm or disprove these results.

Second, one contribution of the present work is the examination of the interaction of daily and general leadership processes, as recently suggested (Kelemen et al., 2020). Since leadership is a complex and multilevel phenomenon, such approaches can help obtain a deeper grasp of leadership behaviors and their respective outcomes. For example, I could (to the best of my knowledge for the first time) show distribution values of congruent or incongruent daily full-range leadership behaviors compared to a leader's trait ideal leadership. The results showed that, on average, leaders behaved congruently on only a quarter of the days. In this regard, future research could investigate relevant daily or general factors, such as leader work demands (Rosen et al., 2019), leader self-regulatory competencies (R. E. Johnson et al., 2018), or organizational culture (Schein, 2017) that determine whether one acts congruent or incongruent with one's ideal values. Similarly, although research proposes the importance of congruence for an individual's well-being or performance (Edwards & Cable, 2009), future studies could identify constellations when incongruence benefits the actor more than congruence does. Furthermore, regarding trait

ideal leadership, one future avenue could be to explore whether ideal leadership perceptions change over time and which role daily events or processes play in a potential change.

Third, with respect to congruence-focused leadership research, the present work extends previous studies because I focused on intraindividual congruence within leaders. Past research has mainly explored the outcomes of congruence between leader and follower characteristics, or the alignment of leadership perceptions between leaders and followers (Tsai et al., 2022). However, this approach misses that congruence of expectations and actual perceptions within one person can also be associated with well-being or behavior. For example, one study found that the fit of follower's ideal and their actually perceived leader sensitivity was related to lower follower negative affect and lower counterproductive work behavior, showing that both oversupply and undersupply of leader sensitivity can harm followers (Rupprecht et al., 2016). I extended the basic idea of this work and focused on leader well-being as an outcome, given that leaders play a crucial role in the context of leadership but have been overlooked in the context of congruence research so far. As a focus on leader-centered outcomes in general (and leader well-being in particular) is a promising avenue for future congruence research, the present work might only be a starting point for further studies. Exemplary research questions might be some as follows: Which role does the congruence between leaders' expectations of follower behavior and actual follower behavior play in leaders' well-being? How does the alignment of leader and follower characteristics (e.g., values and personality) affect leaders' well-being? How does the congruence between leaders' and followers' understanding of leadership roles influence leaders' well-being? What impact does the alignment of leaders' general expectations and actual perception of the (daily) degree of work-life integration have on leader well-being?

Practical Implications

The findings of the three studies outlined not only have important theoretical but also practical implications. These results can be included in leadership training and coaching. Specifically, leaders should learn about the association between their leadership behavior and their well-being, even though directionality could not be specified in the present work. For now, there is no clear answer as to whether leadership behavior predicts well-being, whether well-being predicts leadership behavior, or whether the link is reciprocal. Therefore, practical implications can start from two perspectives: leaders' leadership behavior or leaders' well-being. With regard to the first perspective, the key message could be that, in general, leadership behavior found to be beneficial for followers (and therefore often taught in training) is also positively associated with leaders' well-being. However, it is important to apply a more differentiated perspective that fits to the fine-grained results of the present work, as outlined below.

Across the studies, transformational leadership turned out to be most beneficially associated with leaders' well-being. Therefore, leaders should strive to demonstrate high levels of transformational behaviors. For example, leaders should communicate their vision to the team and regularly demonstrate how daily tasks are connected with the long-term vision. Additionally, leaders can stimulate their followers to engage in creative thinking to find new and innovative solutions to existing problems or processes. It is also beneficial if leaders act as role models for their followers and behave in a way that they expect from their followers. Leaders can also use regular one-on-one meetings with each of their followers to determine each follower's needs, expectations, and problems in order to shape the working situation and to support each follower in finding individually adequate solutions.

However, this dissertation aimed at a differentiated investigation of leadership and leader well-being. In line with my results, only demonstrating high levels of transformational

leadership is too vague. Therefore, the following specifications are central to consider. I found that the association between transformational leadership and leaders' well-being depends on the co-occurrence with other leadership behaviors. Specifically, days on which transformational leadership co-occurred with contingent reward behaviors were positively related to leaders' well-being, whereas days on which leaders additionally showed management-by-exception active and passive behaviors were simultaneously positively and negatively linked to leaders' well-being. Therefore, leaders should concentrate on transformational and contingent reward behaviors, whenever possible. They should aim to ensure goal accomplishment through transformational and contingent reward behaviors rather than actively or proactively dealing with errors. However, it is sometimes unavoidable that leaders need to deal with their followers' mistakes. On these days, leaders need to be aware that demonstrating these different (and partly conflicting) behaviors can be associated with increased emotional exhaustion at the end of the day. Therefore, it is particularly relevant that leaders know about and apply adequate evening recovery strategies to refill their resource pool.

Passive behaviors, in general, were found to be negatively associated with leaders' well-being. For example, management-by-exception passive and laissez-faire behaviors were associated with lower basic need satisfaction and higher emotional exhaustion. Based on these results, one implication would be to reduce passive behaviors and not withdraw from leadership responsibilities. Interestingly, there was tentative evidence that passive leadership behaviors are detrimentally associated with leaders' well-being, independent of their understanding of ideal leadership: Also for leaders who stated that higher levels of passive behaviors are part of their ideal leadership behavior, passive behaviors were linked to lower well-being. However, passive leadership can also be partly positively related to leaders' well-being – only short-term, and only regarding leaders' energetic, but not affective, well-being.

This information is important to be transported to leaders: even if daily laissez-faire behaviors might be tempting in the first place because they can be less exhausting than other leadership behaviors, this behavior is not beneficially associated with affective well-being. Furthermore, based on previous between-person findings (Arnold et al., 2017; Kaluza et al., 2020), it seems to be solely detrimental to them in the long run. Therefore, leaders should be encouraged to take over a long term perspective and engage in active and follower-oriented behaviors.

What is positively or negatively associated with leaders' well-being is not always a unidimensional answer, but some leadership behaviors can also show double-edged relations with leaders' well-being- Therefore, the answer to this question depends on the understanding of well-being. For example, in Study 3, I found that leaders sometimes need to deal with a trade-off of well-being; behaviors associated with lower affective well-being might also go along with less exhaustion, and vice versa. Therefore, after working days with high levels of respective behaviors, leaders might find themselves in a mixed state of well-being. To deal with this ambiguous state of well-being, leaders could benefit from engaging in self-reflection. These processes could help leaders analyze the reasons for their two-sided well-being, which in turn allows them to initiate targeted measures to increase their lower part of their well-being. For example, when they experience low levels of affective well-being, it can be beneficial to engage in positive and fulfilling activities that can be more strenuous (e.g., challenging mastery recovery experiences such as learning a new language or developing one's skills in sports or music). In contrast, on days when leaders feel exhausted, positive activities with a low activation level might be most beneficial for leaders to refill their energy resources (e.g., relaxing recovery activities like meditation).

The comparison of within- and between-person results shows that behavior generally positively linked to leaders' well-being is also positively linked to their well-being from a

within-person perspective (and vice versa; see the passive behaviors outlined above partly as an exception). Therefore, another implication is that leaders should be encouraged to a) generally show high levels of active constructive behaviors (e.g., transformational and contingent reward behaviors), but also b) to show more of this behavior than previously or normally (i.e., intrapersonal comparison). This means that even these leaders who typically exhibit lower levels of these behaviors (compared to other leaders) benefit when they increase these behaviors. As I could not detect detrimental associations between transformational or rewarding behaviors and leaders' well-being, a clear recommendation is that leaders should strive to show high levels of these behaviors.

With regard to the second perspective (i.e., the relevance of leaders' well-being for their leadership behavior), a further practical implication of the present work is to strengthen leaders' resources (i.e., their well-being). This implication is based on the finding that weeks or days with higher resources (e.g., higher vigor, lower emotional exhaustion, higher basic need satisfaction) were associated with more transformational leadership or that days with lower resources (e.g., lower basic need satisfaction, higher emotional exhaustion) were linked to more passive behaviors. Therefore, it could also be that leaders with a greater resource pool are more likely to demonstrate constructive leadership behaviors and engage in meaningful interactions with their followers to a greater degree. Organizations have several opportunities to strengthen their leaders' well-being, which might be particularly relevant for middle-level leaders who have leadership responsibility, but are still embedded in a greater organizational context. For example, based on the current evidence (cf. Sonnentag, 2015) organizations should aim to provide leaders with high levels of job autonomy in order to increase their job resources and should try to reduce the amount of job stressors (e.g., organizational constraints, role ambiguity) to reduce strain symptoms. Similarly, also leaders can actively work on their resources, both at a general and daily level. For example, they can

apply job crafting strategies to increase their experienced job autonomy or engage in self-reflection processes about their personal strengths to increase their (occupational) self-efficacy. Furthermore, with the help of adequate coping strategies, leaders can effectively deal with (job) stressors to reduce the taxing effects. Finally, leaders should regularly make use of recovery activities that allow them to detach and recover from job demands (Steed et al., 2021).

Limitations and Future Research

The present research has several strengths. For example, in my work, I focused on within-person associations, applied a day- and week-level perspective, or made use of elaborate methodological approaches (e.g., random intercept cross-lagged panel model, multilevel polynomial regression with response surface analysis, multilevel latent profile analysis) to answer novel and unique questions. Nevertheless, I note a few main limitations across all the studies. Along with those, I outline several avenues for future research that emerge from this work.

First, one limitation concerns the method of assessing my focal variables via self-report questionnaires. Self-rated questionnaire data always pose the risk of common-method bias (P. M. Podsakoff et al., 2003). Common-method bias describes a systematic error variance due to the same method of assessing the variables, which can in part serve as an alternative explanation for the associations between two variables (P. M. Podsakoff et al., 2003). In my studies, this could have resulted in a systematic over- or underestimation of leadership behavior, for example, due to the self-serving bias of leaders. However, one could argue that the within-person approach is one way to deal with this limitation, because leaders are compared with themselves and not with each other. This method has the advantage that potential biases in ratings are likely to be constant within one leader (Gabriel et al., 2019). Moreover, leader self-report data are adequate in the three studies of this dissertation because

they covered multiple days or weeks. Thereby, leaders are most likely to possess a comprehensive view of their leadership behaviors during the day or week, compared to their followers. The problem still is that questionnaire data does not assess real actions but only one's or others' perceptions and evaluations of actions (Güntner et al., 2023). Future research could use alternative ways to assess actual behavior, such as interaction coding (Güntner et al., 2023). Interaction coding is a quantitative method "that relies on unitizing and subsequently coding naturally occurring interaction behaviors between two or more individuals" (Güntner et al., 2023, p. 2). The coding is conducted by trained observers based on predefined rules and codes. Interaction coding could be a valuable extension of the assessment of leadership behavior. In the context of leadership and leader well-being, one option might be to observe and code interactions with one or more followers (e.g., a team meeting or dyadic performance review) and to put this coded behavior into relation with leaders' well-being.

A similar line of argument applies to the assessment of well-being. The use of questionnaire data is an adequate source of information, as well-being often refers to internal states that only the focal person can provide. An alternative to questionnaire-based well-being research is the use of physiological data. Physiological data have already been used in other domains of health and well-being (e.g., recovery; Dettmers et al., 2016), and incorporate, for example, cardiovascular (e.g., heart rate) and endocrinological variables (e.g., cortisol level). Physiological data can be indicators of an individual's momentary well-being. Therefore, its use could also be a valuable extension for research on leadership behavior and leader well-being. For example, it would allow us to relate specific situations or days in leaders' working routines to immediate or delayed physical reactions.

The second limitation is that the design of all studies does not allow causal claims but only inferences about associations. Therefore, it is not possible to answer the question of

whether leadership behavior influences leaders' well-being or vice versa. To make informed statements about the causality of the associations, it is central to apply experimental designs, including the instrumental variable approach (P. M. Podsakoff & Podsakoff, 2019; Sajons, 2020; Schowalter & Volmer, 2023). For example, future research could use randomized controlled trials with a pre-post design and a waitlist control group. The intervention group might receive some kind of intervention (e.g., a leadership training or regular leadership "challenges") and their well-being before and after the intervention could be compared with the one of the control group.

Third, I focused on leader variables only, such as their self-view about their ideal leadership behavior. Even though leader variables are central to study when focusing on leaders' well-being, this approach neglects the importance of follower-related variables. As leadership always occurs in interactions with followers, the sole focus on leaders might be too one-sided. For example, previous studies found that increases in emotional exhaustion associated with transformational leadership were higher when directed towards followers with low conscientiousness and competence (Lin et al., 2019), or that leaders report higher resources when they feel appreciated by their followers (Sheridan & Ambrose, 2022). In line with that, another interesting factor could be to consider followers' reactions to certain leadership behaviors. Based on research showing that follower reactions to transformational leadership are not always unrestrictedly positive (Tepper et al., 2018), it might be that followers' reactions to leadership behavior can affect whether the same leader behavior is rather positive or rather negative for leaders' well-being. This question can on the one hand be investigated from an interindividual approach that treats reactions to leadership as a constant variable that varies between followers. On the other hand, reactions might also differ within followers from day to day across various situations. Therefore, future research could apply a situational approach to account for the within-person variability. Future studies could

also build on previous work (e.g., Zheng et al., 2024) and focus more strongly on the role of a team in contrast to the focus on single followers. For instance, when a team is highly mature and requires minimal leadership, it may be more receptive to a higher level of laissez-faire behavior. This could ease the leader's responsibilities and contribute to improved leader well-being.

Fourth, my studies covered only two time frames: weeks and days. As there is currently no established theory on the association between leadership behavior and leader well-being over time, I am unable to draw conclusions on whether the findings of my studies apply to shorter (i.e., hours) or longer (i.e., months) periods. It could also be that associations not found in my studies may still be present during different periods. Future research should address this limitation by conducting studies at hourly or monthly levels to compare the findings with existing research. Related to this, another interesting approach could be to apply a more fine-grained approach and look at single meaningful interactions of leaders with their followers to obtain a detailed idea of what leadership does to leaders immediately. Additionally, a methodological approach to the issue of timing could be to use continuous time modeling. This approach allows for varying time intervals, both within and between individuals, because it considers time a continuous variable (Voelkle et al., 2018). Occupational health models typically describe continuous rather than discrete effects. Therefore, a continuous and time-varying approach might be advantageous (Rauvola et al., 2021).

Fifth, instead of studying leadership *styles* (e.g., transformational leadership), future research could more strongly incorporate specific leadership *behaviors* (Kelemen et al., 2020). One option could be to identify the different behaviors that form a leadership style and to study which types of behaviors are most (or least) strongly associated with leaders' well-being. Additionally, leadership behaviors, such as communication, negotiation, mentoring,

and strategic planning, occur regularly in leaders' work routines but are often not explicitly considered in typical leadership styles (Judge, 2023). As they form an important part of leaders' leadership work, they should be studied in more detail. Both approaches could help draw conclusions on a more specific, behavioral level in order to make differentiated statements on which concrete behaviors in which situations are most important for leaders' well-being.

Sixth, one contribution of the present work is the inclusion of multiple well-being indicators that represent different conceptualizations of well-being (i.e., hedonic and eudaimonic well-being) and the finding that relationships can differ depending on the understanding of well-being. However, I investigated the relationships with the indicators independent from each other. In line with other research (Sonnentag et al., 2023), I suggest that the literature on leader well-being can benefit from investigating the interplay between the different health and well-being components. For example, a central question is whether the various components (e.g., physiological health, positive affect, or meaningful work) have independent effects on leadership outcomes (i.e., additive contribution) or whether they show unique interactions (i.e., multiplicative contribution).

As a final and rather overarching way for future studies, like other fields, research on leadership (Johns, 2024) and (leader) well-being (Sonnentag et al., 2023) could be more strongly embedded in their respective contexts. In accordance with common frameworks to classify context (e.g., Johns, 2006), context can be viewed from a microscopic (e.g., individual or job characteristics, non-work life) to a macroscopic perspective (e.g., organizational or societal norms or culture; Inceoglu et al., 2021). In the present dissertation, I focused on the microscopic part, for example, by considering leader characteristics or investigating short-term fluctuations in leadership and well-being. However, there are still several ways for future research to consider context at every level, and the exemplary

research questions that follow should be seen as impulses for researchers to reflect on the different contexts in which leaders are embedded when conducting their studies. For example, on an individual level, research could build on recent work on circadian leadership (Volk et al., 2023) and investigate the role chronobiology might play in leaders' well-being in the context of daily leadership behavior (e.g., circadian self-regulatory resource depletion). At a slightly higher level, research on leadership and leader well-being could conduct more studies at the work-family interface, acknowledging that working and private lives are closely connected and that resources in one domain can transfer to the other and vice versa (D. Du et al., 2018; Ten Brummelhuis & Bakker, 2012). First evidence showed that positive family events are predictive of more daily transformational leadership at work (Lin et al., 2021). Future work can build on this result and focus, for instance, on how leadership behavior at work might enrich (or conflict with) private life. At the team or organizational level, research could examine in more detail the role of the job context in the association between leadership and leader well-being: What role does the leadership level or the number of followers play or whether it is a white- or blue-collar job? Additionally, qualitative results have shown that organizational constraints are relevant demands and sources of stress for leaders (M.-H. Gilbert et al., 2023). Research could investigate this aspect in more detail to identify the organizational barriers that harm leaders' well-being. Finally, at the highest macroscopic level, future studies could examine the role of societal or cultural norms, assuming that resources and demands for leaders, as well as expectations and behaviors might vary across cultures (Den Hartog & De Hoogh, 2024; Den Hartog & Dickson, 2017; Javidan et al., 2006; Takeuchi et al., 2020).

General Conclusion

Leaders' well-being is a promising, theoretically and practically highly relevant research topic that is closely connected with leadership behaviors. The present work

collectively underscores the multifaceted relationship between leadership behaviors and leader well-being, emphasizing the dynamic nature of this association. Across my studies, I highlight the role of a diverse understanding of well-being and the need to consider multiple leadership behaviors and their interplay. From a COR theory perspective, I show that leadership behaviors are differently associated with leaders' resources. Based on my findings, the practical implications include strengthening leaders' well-being and supporting them in demonstrating transformational-rewarding behaviors. With this dissertation, I hope to stimulate further research on the link between leadership and leaders' well-being. Possible future avenues incorporate the use of experimental studies to establish causality, a stronger focus on actual leader behaviors, and the contemplation of the microscopic and macroscopic context in which leaders are embedded.

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