

Exploring Leader-Follower Interactions from the Leaders' Perspective

Unveiling the Relationship between Leader Behaviours, Follower Behaviours,
Emotion Work Demands, and Leaders' Well-Being

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I dedicate this dissertation to my late grandparents Herbert and Annelies Weckbrodt,
who not only nurtured my thirst for knowledge from my earliest days
but also showered me with immense love.

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MANUSCRIPTS INCLUDED IN THIS DISSERTATION

This dissertation incorporates three manuscripts. These manuscripts have been subtly reformatted to align with the structure of the dissertation while retaining their original content. They can be read independently. The manuscripts included are as follows:

Manuscript 1: Richter-Killenberg, S., & Volmer, J. (2022). How leaders benefit from

engaging in high-quality leader-member exchanges: A daily diary study. *Journal of Managerial Psychology*, 37(7), 605-623. <https://doi.org/10.1108/JMP-06-2021-0370>

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[Manuscript in preparation]. Work and Organizational Psychology Group. University of Bamberg.

Manuscript 3: Richter-Killenberg, S., & Volmer, J. (2023). *Emotion-rule dissonance in*

leader-follower interactions and its impact on leaders' self-regulatory resources at

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AUTHOR CONTRIBUTION

Based on the CRediT taxonomy¹, the authors' contributions for each of the three manuscripts are as follows.

Stefanie Richter-Killenberg played the lead role in conceptualization, data curation, formal analysis, investigation, methodology, writing the original draft, and reviewing and editing the manuscripts.

Prof. Dr. Judith Volmer provided support with the conceptualization, methodology, and supervision of the research, as well as contributed to the manuscripts' review and editing of the manuscripts.

Both authors have read the final versions and agreed to the submitted versions of the manuscripts.

¹ See <https://credit.niso.org>

SUMMARY

The relationship between leaders and their followers is one of the most prominent social dynamics in the workplace and has received much attention in various areas of psychological research. However, while an extensive body of literature exists on how leaders may shape employee outcomes such as motivation, performance, and health, the impact of leader-follower interactions on leaders has received limited attention to date. Understanding and supporting the well-being of leaders within the context of their leadership responsibilities is crucial for fostering a healthy and successful organizational environment.

The objective of this dissertation was to elucidate factors influencing the well-being of leaders within the context of leader-follower interactions. The research was primarily grounded in the theoretical framework of the Conservation of Resources (COR) theory (Hobfoll, 1989, 2001). Three distinct aspects were in the focus of my investigation. Firstly, I explored elements of leader-follower interactions that contribute positively to leaders' well-being (research goal 1). Secondly, I extended this perspective by unravelling factors within leader-follower interactions that may undermine leaders' well-being (research goal 2). Lastly, I delved into the effects on various facets of leaders' well-being, encompassing both leaders' professional and private lives (research goal 3). This dissertation comprises three separate manuscripts, detailed in Chapters 2 to 4, which collectively provide comprehensive answers to these research questions.

The first manuscript (Chapter 2) investigated the impact of leaders' own leader-member exchange (LMX) behaviours, i.e., leadership behaviours striving to create and uphold high-quality exchange relationships with their followers. I proposed that leaders' LMX behaviours are positively related to well-being indicators at work, i.e., positive affect and perceived competence. Moreover, I suggested that these variables act as a linking mechanism between leaders' LMX behaviours and their well-being at home, including job

satisfaction and psychological detachment. Additionally, the proposed relationships were assumed to evolve at both between- and within-person levels. Hypotheses were tested based on data from leaders ($N = 85$; 376 daily observations) collected via a daily diary study over the course of five consecutive working days. Results of multilevel path analyses supported the positive, direct links between leaders' LMX behaviours and positive affect and perceived competence at work. Moreover, I found partial support for the indirect effect of leaders' LMX behaviours and well-being at home through leaders' well-being at work. While all assumed direct and indirect effects were significant on the between-person level, there was no significant indirect effect of LMX behaviours on psychological detachment via perceived competence on the within-person level.

In the second manuscript (Chapter 3), I investigated organizational follower behaviours as a potential antecedent of leader well-being and perceptions of LMX based on an online experimental between-subject study manipulating vignettes on three different types of follower behaviour: task performance (TP), organizational citizenship behaviour (OCB), and counterproductive work behaviour (CWB). I suggested that TP and OCB should be positively associated with leader positive affect and ratings of LMX, as well as negatively with leader negative affect when compared to CWB. Moreover, I assumed that leader personality, i.e., trait agreeableness, would act as a boundary condition in these relationships. As expected, the findings revealed that leaders benefit from constructive follower behaviours, showing elevated levels of positive affect, higher LMX ratings, and lower levels of negative affect. Moreover, leader agreeableness moderated these relationships, indicating that highly agreeable leaders benefit from follower OCB.

The third manuscript (Chapter 4) focused on the emotion work demands of leaders, particularly emotion-rule dissonance, evolving from leader-follower interactions. I assumed that leaders' emotion-rule dissonance in interactions with their followers depletes leaders'

self-regulatory resources at work. Furthermore, I proposed that this effect extends into leaders' non-work domain, such that self-regulatory resource depletion is related to stronger work-life interference and impaired mental recovery, as reflected in enhanced negative work reflection. The suggested relationships were presumed to exist at both between- and within-person levels. In sum, the results of an online daily diary study ($N = 85$ leaders; 376 daily observations) mainly supported the assumed hypotheses, showing that emotion-rule dissonance in leader-follower interactions is positively linked to leaders' self-regulatory resources at work, which spills over into their private life by increasing negative work reflection and work-life interference. Although all assumed direct and indirect effects were significant at the within-person level, there was no significant indirect effect of emotion-rule dissonance on negative work reflection via self-regulatory resources at the between-person level.

In conclusion, the findings presented in this dissertation corroborate the pivotal role of leader-follower interactions in leaders' daily lives, with the potential to either enhance or harm different facets of leaders' well-being across work and non-work domains. Furthermore, this research underscores the substantial influence of leaders and followers in shaping leaders' well-being and the overall quality of leader-follower relationships. The manuscripts included in the dissertation are discussed in terms of their theoretical implications and limitations. Furthermore, I delineate avenues for future research and insights for practitioners.

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CHAPTER 1:
GENERAL INTRODUCTION

The interplay of leadership and well-being represents an area that has garnered increasing attention within the realm of organizational psychology and leadership research as well as from practitioners (Barling & Cloutier, 2017; Donaldson-Feilder et al., 2013; Inceoglu et al., 2021). The conventional understanding of leadership as a unidirectional influence process (cf. Uhl-Bien et al., 2014) has led to a tremendous amount of research focusing on how leadership, e.g., in terms of leadership styles or behaviours, is related to followers' well-being (e.g., Montano et al., 2017; Skakon et al., 2010). Several pathways have been assumed through which leaders may exert their influence on their followers, with one referring to leaders' immediate person-focused actions, such as leader behaviours, and another pointing to leaders' serving as role models (Wegge et al., 2014). The prerequisite to set a good example as leaders in terms of health and well-being, as well as to engage in behaviours that are favourable for their employees, is to maintain a state of good well-being themselves (e.g., Byrne, Dionisi, et al., 2014; Franke et al., 2014).

Surprisingly, research on leaders' own well-being has been widely neglected but has gained growing attention in recent years (Bachman et al., 2023; Barling & Cloutier, 2017). Leaders have a pivotal role as navigators of organizational complexities (Yukl, 2012); thus, their well-being may influence their decision-making, strategic planning, and overall leadership efficacy (Hambrick et al., 2005; Michailidis & Banks, 2016). Consequently, recognizing leaders' importance for organizational functioning underscores further the urgency to investigate the factors contributing to or hampering their well-being.

This dissertation focuses on leaders' interpersonal role requirements and, thus, seeks to delve into different aspects of leader-follower interactions and their relationship to the well-being of leaders—an area hitherto underexplored within the academic discourse. The research incorporated in this dissertation pursued three overarching research goals. Firstly, aspects of leader-follower interactions that may drive leader well-being should be

investigated. Secondly, factors should be examined that may harm a leader's well-being. Finally, this dissertation may shed light on different facets of leaders' well-being across the work and non-work domains.

Understanding the relevance of leader-follower interactions for leader well-being is not only merely an academic pursuit but also bears implications reaching beyond individual leaders to the broader organizational landscape, with the vision of cultivating healthy work environments for all organizational members.

The upcoming section will begin with a review of previous research on leaders' well-being, placing particular emphasis on the relevance of leader-follower interactions as the next step. Subsequently, the conceptualization of well-being will be considered before explaining the conservation of resources (COR) theory (Hobfoll, 1989), which served as the shared underlying theoretical basis for the included manuscripts. Lastly, an outline of the subsequent chapters will be provided.

Leader Well-Being at Work

Initially, clarification is needed concerning what the term "leader" means. Leadership has been referred to as "the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives" (Yukl, 2010, p. 8). This definition emphasizes the interpersonal role requirements of leaders (cf. Dierdorff et al., 2009). However, leaders typically also have to deal with conceptual (e.g., planning, decision-making, problem-solving), technical, and administrative issues, including budgeting, monitoring operations, and performance (Dierdorff et al., 2009; Mintzberg, 1971; Yukl, 2012). Therefore, a strict distinction between leaders and managers fails to reflect organizational realities (Alvesson & Spicer, 2014). Therefore, this dissertation uses the term "leader" to refer to leaders and managers with leadership responsibilities.

Several streams in the literature on leaders' well-being can be identified. Bachman et al. (2023) provided a comprehensive, multilevel framework on factors influencing leader well-being, accounting for (intra-)individual factors, the dyad and group context, as well as organizational and environmental context. Most research focused on individual factors related to work requirements. Existing literature suggests that leaders face high job demands but also hold crucial resources such as high job control (Rixgens & Badura, 2011; Skakon et al., 2011), which should be associated with lower job stress according to the job demand-control model (Karasek, 1979). Previous research examined whether job demands and resources differ for leaders and non-leaders, showing that leaders have more possibilities to participate in organizational processes, higher autonomy, and greater satisfaction with organizational conditions (Rixgens & Badura, 2011). Apart from that, leaders also reported longer working hours and poorer work-life balance (Rixgens & Badura, 2011). Based on data from over 50,000 managers with leadership responsibilities, the Gallup organization identified similar challenges and benefits of being in the lead. Challenges encompassed, e.g., unclear expectations, heavy workload and distractions, job stress, and frustration (Gallup, 2019). Positive aspects include involvement in decision-making, autonomy and control over their work, and a collaborative work environment (Gallup, 2019). These findings align with studies focusing on the transition from non-leadership to leadership roles, revealing steeper upward trajectories in job demands and control for those transitioning into leadership roles compared with those remaining in non-leader roles (W.-D. Li et al., 2018).

Regarding leader well-being, Fletcher and French (2021) examined the longitudinal effects of job transitions into leadership positions, finding that new leaders experienced increased tension at the time of transition. Leaders report changes in their subjective well-being, with more anger after the first year of holding their leadership positions, although this effect attenuates in the years after (Asselmann & Specht, 2023). In a cross-sectional study,

Skakon et al. (2011) found that leaders experience less emotional stress than non-leaders, which is attributed to leaders' stronger positive prosocial work environment. Wallis et al. (2021) reported that leaders show higher levels of flourishing and satisfaction with life. Interestingly, they also explored well-being at the work-life interface, revealing that leaders face greater challenges concerning children and parenthood responsibilities (Wallis et al., 2021). Furthermore, their results supported the idea that leaders' autonomy explains their higher well-being compared to non-leaders. However, leaders' perceptions of lower peer support mediated the relationship between leadership status and reduced well-being. In sum, leaders' work is characterized by high demands and resources, whose interplay may enable higher well-being compared to non-leaders.

A limitation of these studies comparing leaders with non-leader samples is that they do not account for job demands and resources specific to leadership roles. Hambrick et al. (2005) emphasized the need to close this gap, highlighting the qualitative differences in work at various levels of an organization. Subsequent studies investigated leader-specific work requirements, such as performance demands and centralization (Knudsen et al., 2009), task complexity (Doci & Hofmans, 2015), dynamic tasks (Mohr & Wolfram, 2010), role ambiguity (Tafvelin et al., 2023), and role overload (Eissa & Lester, 2017), providing evidence for their relationship to diminished leader well-being. Leaders' work also includes more strategic components (Dierdorff et al., 2009), as they are at the forefront of dealing with global trends, societal and economic developments affecting organizations, including globalization and accelerating complexity in business (Quick et al., 2002). Crises such as the COVID-19 pandemic impact leaders' work (Hartlaub et al., 2023), and the associated work intensification has been found to increase leaders' emotional exhaustion (Venz & Boettcher, 2022; Wittmers & Maier, 2023). While this stream of research was still not focused on leaders' interpersonal requirements, these findings highlight the context in which leader-

follower interactions are settled. Thus, it is of great importance to know how far leader-follower interactions add to the long list of leaders' demands or bolster their resources.

The following will focus on the dyadic context of leader well-being, as this dissertation aims to advance research on the impact of leader-follower interactions.

Relevance of Leader-Follower Interactions for Leaders' Well-Being

Literature on relationships between leaders and followers has been dominated by the focus on leader-member exchanges (LMX), emphasizing the development of high-quality leader-member relationships characterized by respect, trust, and mutual obligation (Graen & Uhl-Bien, 1995). The advantages of such relationships are well-documented, particularly in terms of their impact on employee outcomes (Dulebohn et al., 2012; Gerstner & Day, 1997; Martin et al., 2016), including employee well-being (Harms et al., 2017; Martin et al., 2023; Montano et al., 2017). Initial evidence proposes a link between LMX and leaders' well-being (Bernerth & Hirschfeld, 2016). However, this perspective has been largely neglected.

Leader-follower interactions can be examined from further different angles, among others, with regard to what each side brings to these interactions (cf. Wilson et al., 2010). In recent years, scholars have emphasized considering the leaders' perspective, highlighting the potential costs of high-quality leadership (Barling & Cloutier, 2017) as one aspect of leaders' contribution to leader-follower interactions. Research on leadership behaviours and their links to different indicators of leader well-being has revealed that engagement in leadership behaviours may be related to costs and benefits for leaders themselves. For instance, transformational leadership promotes leaders' positive affect (Lanaj et al., 2016) and work engagement (Nielsen, 2013) but may lead to elevated emotional exhaustion over time (Zwingmann et al., 2015). The effects of servant leadership also showed differential effects. Depending on leaders' ability to take others' perspectives, servant leadership either increases (for low levels of perspective taking) or decreases (for high levels of perspective taking) the

depletion of leaders' self-regulatory resources (Liao et al., 2021). Servant leaders also experience higher need satisfaction, which is linked to reduced leaders' psychological strain (F. Li et al., 2023). At the same time, they face more role conflicts, increasing leaders' psychological strain. A study on authentic leadership found a positive link to leaders' work engagement and a negative association with job stress (Weiss et al., 2018). Previous research also investigated more specific, concrete behaviours relevant to leader-follower interactions, showing that, e.g., apologizing benefits a leader's psychological health and positive affect (Byrne, Barling, & Dupre, 2014). A recent meta-analysis summarized the literature on leadership behaviours and leader well-being and has shown positive associations of constructive leadership behaviours with leader well-being while reporting negative relationships between destructive leadership behaviours and leader well-being (Kaluza et al., 2020). Taken together, leaders' behaviours targeted at followers represent one aspect of leader-follower interactions with great relevance for leaders' own well- and ill-being. Therefore, the role of leaders' behaviours in leader-follower interactions built the focus in Manuscript 1 (Chapter 2). More precisely, leaders' engagement in behaviours fostering LMX relationships was examined and assumed to relate to leaders' well-being.

The emphasis on leaders' own leadership behaviours aligns with the traditional, unidirectional perspective on leadership. However, growing interest in the followers' role in leadership processes has challenged this perspective (e.g., Baker, 2007; Carsten et al., 2010; Oc & Bashshur, 2013; Uhl-Bien et al., 2014) and, thus, inspired investigations on the impact of followers on leaders' well-being. Interview studies indicated that followers' behaviours may constitute a resource or stressor for leaders (Gesang & Süß, 2021; St-Hilaire et al., 2017). Leaders appreciate followers who, e.g., accomplish their assigned tasks, propose solutions to problems, provide help in stressful situations, or take over tasks when the leader faces work overload (St-Hilaire et al., 2017). In contrast, poor-performing followers are

associated with leaders' emotional exhaustion (Shen et al., 2021). Similarly, followers' destructive resistance, i.e., passive-aggressive and avoidant behaviour, was positively linked to leaders' emotional exhaustion (Brett et al., 2016). In contrast, constructive resistance from followers, i.e., behaviour focused on improving a situation, was beneficial for leaders' well-being (Brett et al., 2016). Interestingly, leaders also benefit from constructive behaviours not targeted at themselves but at other team members. Decoster et al. (2014) showed that followers' organizational citizenship behaviours (OCB) directed at coworkers are linked to reduced leader hindrance stress. To conclude, having followers who take over responsibility and support their coworkers and the leader may facilitate leaders' work and, thus, contribute to leaders' well-being. However, followers who do not work sufficiently towards shared goals may constitute a stressor for leaders. Therefore, followers' behaviours were at the centre of Manuscript 2 (Chapter 3), delving into the role of followers' task performance, OCB, and counterproductive work behaviour in relation to leaders' affective well-being and perceptions of leader-member exchanges.

Previous research on leader-follower interactions not only examined leaders' and followers' behaviours but also the relevance of affective processes. Repeatedly, leadership has been highlighted as an inherently emotional process (Gooty et al., 2010; Haver et al., 2013), specifically with respect to the development of high-quality LMX relationships (Cropanzano et al., 2017; Tse et al., 2018). Key topics include, amongst others, how leaders' emotions and behaviours may influence followers' emotions to foster favourable outcomes, and the role of emotional competencies and emotion regulation (Gooty et al., 2010). Both parties, leaders and followers, engage in emotion regulation when interacting; leaders apparently even more (Glasø & Einarsen, 2008). In this regard, scholars discussed the relevance of emotional labour (in the work context also referred to as emotion work) and associated strategies for emotion regulation (e.g., Humphrey et al., 2008; Zapf et al., 2021),

such as deep and surface acting (Hochschild, 1983). These emotion regulation strategies have been shown to differentially relate to individuals' positive and negative well-being (e.g., Hülshager & Schewe, 2011), with some studies providing evidence specifically for leaders (e.g., Huyghebaert et al., 2018). Although emotion work is a central aspect of leaders' roles, research on specific emotion work requirements, particularly in the context of their interactions with followers and their impact on leaders' well-being, has remained scarce. Accordingly, Manuscript 3 (Chapter 4) adopts this perspective and investigates the frequency of situations interacting with their followers characterized by a conflict of felt emotions and required emotions.

Conceptualization of Well-Being

Well-being is a multifaceted concept, with the literature providing a broad spectrum of diverse conceptualizations. Often, well-being is used synonymously with the term "health". In this regard, this dissertation follows the reasoning of Lomas and VanderWeele (2022), suggesting that health is the quality of an individual's objective state, whereas well-being focuses on the quality of subjective experiences. Moreover, this dissertation adopts the perspective of Ryan and Deci (2001), who characterized well-being as individuals' "optimal psychological functioning and experience" (p.142) and consider both hedonic and eudaimonic approaches to well-being. The hedonic approach focuses on happiness and pleasure. It has been linked to Diener's (1984) conceptualization of subjective well-being, focusing on life satisfaction, positive affect, and low levels of negative affect. Eudaimonic well-being emphasizes personal growth and meaningfulness in individuals' lives, autonomy, environmental mastery, self-acceptance, and positive relationships (Ryff, 1989, 2014). Although these approaches are not context-specific, both perspectives have been addressed in research on well-being in the workplace (Ilies et al., 2015; Tims et al., 2016; Turban & Yan, 2016).

So far, these conceptualizations have referred to well-being without considering time or context. Well-being differs between and also fluctuates within individuals (Sonnentag, 2015). Previous research demonstrated that stressor-strain relationships may vary depending on whether examinations focus on between or within-person levels (Pindek et al., 2018), resulting in different implications. Within-person effects are associated with relatively infrequent events, whereas between-person effects are associated with more enduring exposure to a stressor (Pindek et al., 2018). Acknowledging the dynamic and fluctuating nature of well-being, shaped by individual and contextual factors, is fundamental to grasping its complexities. This also includes the consideration of different life domains, e.g., the private and work domains. Each domain is characterized by specific demands and resources affecting individuals' well-being, whereby the demands and resources of one domain may also affect the well-being of the other (Brummelhuis & Bakker, 2012). Previous studies underscore this perspective by showing that, e.g., leaders' family-to-work conflict and family-to-work enrichment are related to leaders' job burnout and engagement (Brummelhuis et al., 2014), or that leaders' family-to-work conflict resulted in more abusive supervision toward followers (Courtright et al., 2016).

By acknowledging the dynamic, context-specific, and subjective nature of well-being, this research seeks to contribute to a holistic understanding of leader well-being. The current dissertation addresses several indicators of well-being throughout the three manuscripts. The first manuscript (Chapter 2) focused on leaders' positive well-being and, thus, examined hedonic well-being, i.e., positive affect and job satisfaction. An eudaimonic perspective is also considered by shedding light on leaders' perceived competence (cf. Ryan & Deci, 2001). Additionally, leaders' well-being at the intersection of work and non-work domains is investigated, specifically their psychological detachment, which represents a crucial aspect of recovery (Fritz & Sonnentag, 2005; Sonnentag, 2012; Sonnentag et al., 2022). The second

manuscript (Chapter 3) focuses on both positive and negative well-being indicators, including leaders' affective (positive and negative affect) and social well-being (LMX) at work.

Finally, Manuscript 3 considers leaders' self-regulatory resources at work and investigates negative well-being at the intersection of work and non-work domains, addressing leaders' work-life interference and negative work reflection.

Investigating Leader-Follower Interactions from the Perspective of Conservation of Resources Theory

Central assumptions of the Conservation of Resources theory

The conservation of resources theory (COR; Hobfoll, 1989) has evolved into a widely acknowledged stress and motivational theory, garnering significant attention in the organizational psychology and behaviour literature (Halbesleben et al., 2014; Hobfoll et al., 2018). Its fundamental tenet posits that individuals seek to obtain, maintain, and enhance resources they value. Resources are characterized 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 may take various forms. Object resources may include items such as a home or a car, while conditions refer to aspects such as marriage or employment. Personal characteristics such as self-esteem, self-efficacy, and optimism are considered psychological resources. Energies encompass, e.g., knowledge, money, and time (Hobfoll, 1989; Hobfoll et al., 2018). Halbesleben et al. (2014) refined the definition of resources, proposing that resources generally refer to anything that may help individuals achieve their goals.

According to COR theory, the potential or actual loss of resources and a lack of resource gain after resource investment result in psychological stress (Hobfoll, 1989). Furthermore, processes evolving around resource losses and gains are described by four principles (Hobfoll et al., 2018). Firstly, resource loss is more salient than resource gain.

Secondly, individuals must invest resources to protect against loss, recover after resource loss, and gain further resources. Thirdly, resource gain becomes more important in light of resource losses. Fourthly, those lacking resources will likely adopt a defensive posture to conserve resources. From these principles, a set of three corollaries emerged (Hobfoll et al., 2018). Individuals possessing more resources are less prone to resource loss and more likely to gain further resources, while individuals with fewer resources are more likely to lose resources and less capable of resource gain (corollary 1). Corollary 2 describes resource loss cycles, i.e., initial resource loss provokes future losses, while corollary 3 states that resource gain may also occur in cycles, whereby loss cycles are more impactful than gain cycles.

Although much research based on COR theory has been used to explain stress and burnout in the workplace (Westman et al., 2004), this theory also offers explanations for the development of positive well-being. When individuals are not confronted with the threat of resource loss, they are still motivated to increase their resources in order to buffer potential future resource losses, which may, in turn, fuel resource gain cycles and be linked to the experience of positive well-being (Chen et al., 2015; Hobfoll, 2002, 2011).

Extending COR theory to address well-being at the work-home interface

The Work-Home Resources Model (W-HR) by ten Brummelhuis and Bakker (2012) offers an insightful extension of the COR theory (Hobfoll, 1989). This model provides an additional layer of understanding by acknowledging the interconnectedness between work and home domains, offering a holistic perspective on the resources that working individuals can draw from. The W-HR model emphasizes the bidirectional relationship between work and home life, illustrating that positive experiences and resource gains in the workplace can spill over into the home domain and vice versa. The same accounts for resource loss processes across both domains.

Using COR theory to investigate leader well-being

COR theory offers a valuable lens to understand, analyze, and enhance leader well-being. Leaders constantly balance multifaceted roles (Dierdorff et al., 2009), managing their resources, such as time and effort, to achieve their own and the organisation's goals. An extensive list of resources identified in research on COR theory (Hobfoll, 1998, 2001) states that the role of a leader is a resource itself, which aligns with prior literature demonstrating that leaders have more resources at their disposal than non-leaders (Rixgens & Badura, 2011). The current dissertation assumes that leader-follower interactions are a source of resource gains and losses. Based on leaders' objective to effectively lead their teams towards the achievement of shared goals, an investment of resources in building high-quality relationships with their followers (see Manuscript 1, Chapter 2) may initiate resource gains contributing to a resource-rich work environment that leaders themselves can benefit from in terms of increasing well-being.

Moreover, followers may increase leaders' resources, e.g., by supporting their work (see Manuscript 2, Chapter 3). On the other hand, leader-follower interactions may also pose a demand on leaders (see Manuscript 3, Chapter 4). Thus, investing resources is necessary to protect from further resource loss, fueling a detrimental resource loss cycle. Additionally, leaders, often navigating demanding work schedules, benefit from recognizing that resources gained or depleted in one domain can significantly influence their well-being in the other (see Manuscripts 1 and 3).

Outline of the Dissertation

The current dissertation consists of three manuscripts that delve into the potential impact of leader-follower interactions on leaders' well-being. These manuscripts are underpinned by the Conservation of Resources (COR) theory (Hobfoll, 1989) as their central theoretical framework, supplemented by other theories and models to provide novel insights

from various angles. Moreover, they share a common perspective, specifically, leaders' perceptions of leader-follower interactions and their own well-being. Nevertheless, the three manuscripts differ regarding the specific aspects of leader-follower interactions they explore and the facets of leader well-being they examine. Consequently, each manuscript offers a distinct contribution to the three overarching research goals, and they can be read independently in Chapters 2 to 4.

As previously mentioned, the Leader-Member Exchange (LMX) literature underscores the positive effects of high-quality leader-member exchange relationships on employee outcomes (Dulebohn et al., 2012; Martin et al., 2016; Montano et al., 2017), while leaders' perspectives have been notably overlooked. Therefore, the first manuscript (Chapter 2) aimed to address this gap by examining leaders' LMX behaviours and how far leaders may benefit from engaging in such behaviours. Unlike most LMX research focused on between-person level effects, this manuscript built on prior evidence emphasizing the value of adopting a within-person perspective in leadership research (Ellis et al., 2018; Kelemen et al., 2020). It explored the impact of leaders' LMX behaviours on both within- and between-person levels, drawing from COR theory (Hobfoll, 1989) in conjunction with the success resource model of job stress (Grebner et al., 2008, 2010). The proposed hypothesis posited that leader LMX behaviours are related to enhanced positive affect and perceived competence at work. Furthermore, based on the COR theory's assumption of resource gains leading to resource-gain spirals (Hobfoll, 1989, 2001), it was suggested that leaders' immediate positive experiences at work, such as positive affect and perceived competence, spill over into leaders' non-work domains, specifically affecting leaders' job satisfaction and psychological detachment at bedtime. Manuscript 1 is based on data from a broader research project on leadership and leader well-being, conducting a daily diary study with a leader sample over five consecutive workdays.

The second manuscript (Chapter 3) expands on the perspective of the first manuscript by exploring the impact of followers' behaviours in leader-follower interactions and their effects on leaders' well-being. Scholars have underlined that followers play an active role in leadership processes, particularly concerning the exchange of resources in leader-follower relationships (Uhl-Bien et al., 2014; Wilson et al., 2010). Followers not only passively receive resources but also contribute valuable resources in exchanges with leaders (Wilson et al., 2010; Zhou & Schriesheim, 2009). Drawing on COR theory (Hobfoll, 1989; Hobfoll et al., 2018), this manuscript examined three different types of organizational follower behaviour, specifically task performance (TP), organizational citizenship behaviour (OCB), and counterproductive work behaviours (CWB), as means to either facilitate or hinder leaders' goal progress and thus, influencing leaders' immediate affective well-being and their perceptions of leader-member exchange. It was hypothesized that follower TP and OCB are associated with higher positive affect and LMX, as well as lower negative affect, compared to follower CWB. Additionally, this manuscript investigated the role of leader personality in shaping leaders' reactions to followers' behaviours, responding to the call for more research on leader agreeableness (Blake et al., 2022). Hypotheses were tested based on an experimental vignette study utilizing a between-subjects design.

While Manuscripts 1 and 2 examined leaders' affect as an outcome variable, the third Manuscript (Chapter 4) explored the role of leaders' affective experiences in leader-follower interactions from a work-psychological perspective. This manuscript focused on leaders' emotional work demands, specifically, the frequency of situations with followers in which emotional display rules necessitate the expression of emotions even though they are not genuinely felt or the inhibition of emotions that are typically experienced (cf. Zapf et al., 2021), i.e., emotion-rule dissonance resulting from leader-follower interactions. Similar to Manuscript 1, it was assumed that this leader-specific demand is linked to leaders' well-being

in both work and non-work domains. Drawing from COR theory (Hobfoll, 1989, 2001) and the strength model of self-control (Baumeister et al., 2000; Baumeister et al., 2007), it was hypothesized that emotion-rule dissonance resulting from leader-follower interactions is associated with the depletion of self-regulatory resources at work, which, in turn, has a spillover effect that hinders leaders' recovery, i.e., increased negative work reflection, as well as increases their work-life interference. This model was examined at both within- and between-person levels. Manuscript 3 was based on data from the same research project as Manuscript 1, utilizing diary study data from a leader sample.

In the general discussion section (Chapter 5), the results of the three manuscripts are summarized and discussed within the framework of the existing research landscape and the dissertation's overarching research questions. The limitations of the manuscripts are considered, and valuable avenues for future research are highlighted. The section also extracts implications for practitioners and proposes potential strategies at both the individual and structural levels.

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2

CHAPTER 2:

HOW LEADERS BENEFIT FROM ENGAGING IN HIGH- QUALITY LEADER-MEMBER EXCHANGES: A DAILY

DIARY STUDY

(MANUSCRIPT 1)

Richter-Killenberg, S., & Volmer, J. (2022). How leaders benefit from engaging in high-quality leader-member exchanges: A daily diary study. *Journal of Managerial Psychology*, 37(7), 605-623. <https://doi.org/10.1108/JMP-06-2021-0370>

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Abstract

Purpose

Drawing from the conservation of resources theory and the success resource model of job stress, we investigated the role of leader behaviours in the context of leader-member exchanges (LMX) as a driver of leaders' job-related well-being and recovery. Specifically, we hypothesized positive affect and perceived competence as potential mechanisms enhancing leaders' job satisfaction and psychological detachment.

Design/ Methodology/ Approach

Daily diary data was collected from 85 leaders over five consecutive working days (376 daily observations) and analysed using multilevel path analyses.

Findings

Leader LMX behaviours were positively associated with leaders' positive affect and perceived competence at work at the person and day level. Additionally, results provided support for most of the assumed indirect effects of leader LMX behaviours on leaders' job satisfaction and psychological detachment via positive affect and perceived competence.

Practical implications

Leadership development activities should raise leaders' awareness of the relevance of resourceful interactions with followers for leaders' own well-being. Organisations should create a working environment that facilitates high-quality exchanges amongst their members. The current trend towards increasing digital and less face-to-face collaboration may pose a risk to this important resource source for leaders.

Originality

These findings emphasise the day-to-day variation in leadership behaviours and that leaders' engagement in high-quality leader-follower interactions has the potential to stimulate a resource-building process for the benefit of leaders themselves.

Keywords: leadership, leader-member exchange, leader well-being, diary study, positive affect, perceived competence, job satisfaction, psychological detachment

Introduction

Leaders' crucial role for organisations' functioning and success has been emphasised repeatedly in past research. From the perspective of occupational health psychology, the question of how leaders exert influence to guarantee safety and health at the workplace is an important research area, and in this vein effects of both constructive and destructive leadership behaviours have been addressed (cf. Montano et al., 2017). However, the literature's focus has been dominated by research on the consequences of specific leadership styles or behaviours on employee health and well-being. Recently, scholars have highlighted the need to take leaders' well-being into particular consideration (Barling & Cloutier, 2017). Current meta-analytical evidence confirmed a link between leadership behaviours and leaders' self-rated well-being (Kaluza et al., 2020). Scholars in leadership research also called for overcoming the focus on employee-related outcomes in examinations on leader-follower interactions. Research should explicitly consider effects on leaders themselves, e.g., in terms of individual leader outcomes such as energy, burnout, or motivation (Uhl-Bien et al., 2014). The present study aims to integrate these two streams of research and address respective gaps in the literature.

First, we focus on leader-member exchange (LMX) behaviours as a form of relationship-based leadership. LMX behaviours involve leaders' behaviours aiming to establish and maintain a high-quality LMX relationship, i.e., a relationship characterised by respect, trust, and mutual obligation (Graen & Uhl-Bien, 1995). Past research on leader-follower interactions is primarily based upon LMX theory (Gottfredson et al., 2020; Graen & Uhl-Bien, 1995) and has yielded extensive evidence for the beneficial effects of high-quality relationships, e.g., in terms of employees' stress and health (e.g., Harms et al., 2017). However, previous research mainly applied a follower-centric perspective by linking followers' perceptions of leaders' contribution to the LMX quality to employee-related

outcomes. Over the last decade, leadership scholars emphasised the need for closer investigations of leaders' perceptions in LMX relationships (Tse et al., 2018) and the potential consequences for leaders themselves (cf. Zhou & Schriesheim, 2009). Empirical evidence on the link between leader-follower interactions and leader outcomes has remained scarce (for an exception, see, e.g., Bernerth & Hirschfeld, 2016). Thus, we aim at advancing the current state of research by investigating the role of leader LMX behaviours as a potential driver of leader well-being.

Second, we advance the understanding of how LMX behaviours are associated with leaders' well-being by focusing on the benefits leaders may obtain by engaging in LMX behaviours. Drawing on the conservation of resources theory (COR; Hobfoll, 1989) and the success resource model of job stress (SRM; Grebner et al., 2008, 2010), we argue that leader LMX behaviours elicit subjective task-related and prosocial success experiences at work. Subjective occupational success is defined as "positive and meaningful work events that are related to work goals and one's working behaviour and which are salient for the individual in terms of subjective goal attainment or reasonable goal progress" (Grebner et al., 2010, p. 70). Specifically, we propose that the subjective success associated with LMX behaviours fosters leaders' positive affect at work and induces elevated perceptions of competence. Moreover, as COR theory suggested that resource gains may stimulate a resource-gain spiral, we hypothesised that these favourable affective and cognitive experiences spill over into leaders' non-work domain and promote leaders' job-related well-being (i.e., job satisfaction) and recovery (i.e., psychological detachment) outside work.

Third, even though LMX was considered a relatively stable construct and, therefore, investigated at the between-person level in the past, scholars underlined the importance of adopting a within-person perspective in the research on leadership and leader-follower interactions (Kelemen et al., 2020). First empirical evidence indicated that LMX represents a

job resource that may vary on a day-to-day basis (e.g., Ellis et al., 2018). We assume that these daily LMX fluctuations should also be observable in leaders' reports. Thus, we conducted a diary study to investigate leader behaviours and leaders' personal experiences in a more natural context, i.e., as a part of their everyday work. Using this approach, we were able to disentangle between within- and between-person effects. Therefore, we will draw conclusions on inter-individual and intra-individual effects of leaders engaging in LMX behaviours offering valuable insights and implications for practice and future research.

Theoretical Background and Hypotheses

We build our theoretical argumentation on the COR theory (Hobfoll, 1989) complemented by the assumptions of the SRM (Grebner et al., 2008, 2010). The COR theory's key tenet describes that individuals "strive to retain, protect, and build resources" (Hobfoll, 1989, p. 516). Additionally, the investment of resources is necessary to protect oneself against or recover from the loss of resources and acquire further resources.

Individuals equipped with more resources are assumed to be more resilient in the face of resource loss and to more likely enter spirals of resource gain. Even though COR theory was often used to explain the emergence of stress and burnout at the workplace, it likewise offers assumptions for examining positive experiences because the availability of more resources is beneficial for individuals' positive well-being and health (Hobfoll, 2011). Moreover, COR theory considers that resources are not necessarily stable but fluctuate between phases of conservation and acquisition (Halbesleben et al., 2014).

The SRM (Grebner et al., 2008, 2010) shares common features with the COR theory. While originally resources were defined as objects, conditions, states, and other things people centrally value (Hobfoll, 1989), Halbesleben et al. (2014) revised the definition by emphasising resources' relevance in supporting individuals' goal attainment. Similarly, Grebner et al. (2008, 2010) described the role of subjective achievements, i.e., subjective

occupational success, as essential resources in the job stress process promoting well-being and health. Additionally, they put emphasis on the event character of subjective occupational success experiences. Interestingly, both approaches recognised that a leadership role itself may represent a resource (Hobfoll, 2001) or is closely linked to subjective occupational success (Grebner et al., 2008, 2010). The SRM described two types of immediate subjective success resulting from an individual's effort, i.e., task-related and prosocial success.

Subjective task-related success comprises the achievement or progress of personal goals or performance-related goals. Prosocial success occurs when people succeed in improving the situation of others (Grebner et al., 2010). Leadership responsibilities, e.g., supporting and motivating followers and initiating followers' development, represent an in-role prosocial type of success (Grebner et al., 2010). These immediate success experiences were expected to positively affect individuals' well-being and health (Grebner et al., 2010).

Engaging in High-Quality Leader-Follower Exchange Behaviours as a Driver of Leader Well-Being

Taxonomies of managerial behaviours, e.g., by Yukl (2012), accentuated the importance of relationship-oriented behaviours as an aspect of effective leadership and, thus, a means to accomplish organisational goals. From the perspective of SRM, holding a leadership position is particular in that the two sources of achievements, i.e., goal attainment and pro-social success, that stimulate subjective occupational success are considerably intertwined in this work role (Grebner et al., 2008). By taking care of followers' working conditions and health, leaders actively improve their employees' situation while simultaneously achieving organisational objectives. Therefore, we propose that establishing high-quality interactions with their followers facilitates leaders' goal progress and prosocial success as a part of leaders' everyday work.

LMX theory focuses on the dyadic relationship between leaders and their followers, emphasising that the relationships are not equal but individually negotiated with each team member (Henderson et al., 2008). Moreover, LMX relationships are characterised by the mutual exchange of resources whereby the specific resources vary depending on the exchange relationship stage and quality (Graen & Uhl-Bien, 1995). We suggest that leaders who engage in beneficial mutual exchanges with their followers experience goal progress and prosocial success. Grebner et al. (2008) pointed out that such success experiences in turn may elicit an upwards spiral, i.e., by generating and protecting leaders' own resources and subsequently promoting leaders' health and well-being. COR theory acknowledged the value of goal attainment and success as a resource itself. Hobfoll (2001) provided a comprehensive list of COR resources, of which several are related to feelings of success and being a leader. Thus, we believe that the success experiences provoked by relational leadership behaviours translate into positive outcomes for leaders themselves.

Meta-analytical results endorse a positive relationship between successful goal striving and subjective well-being ($\rho = .43$; Klug & Maier, 2015). Drawing from the SRM framework, Kronenwett and Rigotti (2020) demonstrated that task-related and prosocial achievements reduce the risk of depressivity. Considering specifically the effects of prosocial achievements, meta-analytical evidence indicated that prosociality is beneficial for the psychological functioning of the giver (Hui et al., 2020). Lanaj, Johnson, and Wang (2016) reported perceived prosocial impact restores the helpers' daily resources. Prosocial impact refers to "the degree to which employees feel that their actions benefit other people" (Grant, 2008, p. 110). We argue that this feeling is closely linked to leaders' prosocial and task-related success experiences.

Previous research in the working context found favourable effects of perceived prosocial impact on positive affect (Sonnentag & Grant, 2012; Sonnentag & Starzyk, 2015).

Positive affect is defined as a state characterised by being “enthusiastic, active, and alert” (Watson et al., 1988, p. 1063). According to affective events theory (H. M. Weiss & Cropanzano, 1996), work-related events congruent with an individual’s goals stimulate positive affect. Thus, positive affect at work can be viewed as an indicator of daily goal progress or attainment, as shown by Harris et al. (2003). Furthermore, previous literature emphasized the relevance of dynamic affective experiences in the context of LMX development, e.g., with regard to processes of emotional contagion and mutual entrainment of emotions that may contribute to positive affective spirals between leaders and their followers (Cropanzano et al., 2017; Tse et al., 2018), whereby the leader typically initiates exchanges and creates affective events at work. Leaders engaging in high-quality LMX behaviours may experience elevated levels of positive affect as they strengthen relationships with their followers and, thus, progress both with task-related and prosocial goals.

A further benefit of (prosocial) achievement experiences refers to elevated feelings of self-efficacy or competence (Bandura, 1978), representing a major personal resource (Brummelhuis & Bakker, 2012). Perceived competence is described as “an individual’s belief in his or her capability to perform activities with skill” (Spreitzer, 1995, p. 1443). In their diary study, Sonnentag and Grant (2012) found higher levels of prosocial impact to be associated with increases in perceived competence. Moreover, task-related achievements elicit competence need satisfaction (Kronenwett & Rigotti, 2020). We assume that leaders experience occupational mastery when offering their followers appropriate resources that fit the individual’s needs and perceiving the effectiveness of these leadership endeavours, e.g., increased follower satisfaction and performance. This mastery experience is likely to raise leaders’ judgments of their own competence.

Taken together, we propose that leaders’ engaging in LMX behaviours represent goal-relevant work events characterised by task-related and prosocial achievement experiences

that stimulate a resource gain spiral and result in leaders' enhanced positive affect and perceived competence.

As prior empirical evidence revealed considerable within-person-variability considering the processes relevant to our assumptions (Kronenwett & Rigotti, 2020; Sonnentag & Starzyk, 2015) and due to our interest in inter- and intra-individual processes, we specify our hypotheses at both the within- and the between-person level. More precisely, we assume that on days on which leaders have shown more LMX behaviours, they report an enhanced perception of their competence and higher positive affect at the end of the workday (within-person level). Those leaders who generally engage in more LMX behaviours show higher positive affect and perceived competence on average than leaders who engage in less LMX behaviours (between-person level).

Hypothesis 1: Leader LMX behaviours are positively related to leaders' positive affect, at a) the within-person and b) the between-person level.

Hypothesis 2: Leader LMX behaviours are positively related to leaders' perceived competence at a) the within-person and b) the between-person level.

An Affective Process Linking LMX Behaviours to Leader Well-Being

According to COR theory (Hobfoll, 1989), individuals with greater resources are more prone to gain further resources, resulting in resource gain spirals. Grebner et al. (2008, 2010) also explained that subjective success experiences are likely to provoke further resources, such as resilience and recovery. Therefore, we assume that the immediate positive experiences originating from engaging in LMX behaviours may spill over into leisure time and promote favourable non-work experiences. Specifically, we suggest that positive affect and perceived competence experienced at the end of the workday translate into higher job satisfaction and psychological detachment at bedtime.

Job satisfaction has been suggested as an outcome of resource gaining processes (Brummelhuis & Bakker, 2012) and refers to an individual's attitude towards one's job. Empirical evidence inspired by affective events theory (H. M. Weiss & Cropanzano, 1996) indicated that positive affect elicited by affective work-events is related to increases in job satisfaction in both between-person (e.g., Wegge et al., 2006) and within-person studies (e.g., Niklas & Dormann, 2005). Meta-analytical results corroborated a positive association of positive affect and job satisfaction ($\rho = 0.34$, Thoresen et al., 2003). Therefore, we propose that on days on which leaders engage in more LMX behaviours, the resulting elevated level of positive affect at work promotes them to be more satisfied with their job at the end of the day (within-person level). On the between-person level, we propose that those leaders who generally show more LMX behaviours report on average higher positive affect that translates into a higher degree of job satisfaction than leaders who engage in less LMX behaviours.

Hypothesis 3: Leader LMX behaviours are indirectly related to leaders' job satisfaction via positive affect at a) the within-person and b) the between-person level.

Drawing on the SRM model, subjective success experiences should show advantageous effects on recovery (Grebner et al., 2008, 2010). We propose that affect plays a crucial role in linking leader LMX behaviours and leaders' psychological recovery. Positive emotions "broaden people's momentary thought-action repertoires and build their enduring personal resources" (Fredrickson, 2001, p. 3). Pleasant feelings due to, e.g., prosocial success experiences in leader-follower interactions, may facilitate engagement in a wide range of leisure activities. Non-work activities, such as exercise or joint activities with others, contribute positively to individuals' psychological detachment (cf. Feuerhahn et al., 2014).

Additionally, positive affect is beneficial for leaders' recovery because it reduces physiological arousal that may have arisen from encounters with negative experiences (Tugade & Fredrickson, 2004). Negative affect and a sustained, elevated physiological

arousal are related to perseverative cognitions, e.g., work-related rumination during leisure time (Brosschot et al., 2006), with both potentially leading to health impairments (Berset et al., 2011). Therefore, we propose that on days on which leaders show more LMX behaviours, they experience higher positive affect at work which in turn facilitates psychological detachment during non-work time in the evening (within-person level). On the between level, we suggest that those leaders who generally engage in more LMX behaviours report on average higher positive affect at work and in turn better psychological detachment than leaders who engage in less LMX behaviours.

Hypothesis 4: Leader LMX behaviours are indirectly related to leaders' psychological detachment via positive affect at a) the within-person and b) the between-person level.

A Cognitive Process Linking LMX Behaviours and Leader Well-Being

Apart from leaders' positive affect, we assume perceived competence to play a vital role in the resource gain spirals provoked by their LMX behaviours. As pointed out previously, success experiences are a crucial source of perceived competence or self-efficacy (Bandura, 1978). Achieving leadership-related goals and success by supporting their followers and providing individually fitting resources may lead to mastery experiences for leaders. The perception of having succeeded in the job is positively related to being satisfied with this job. The previous literature provides a wide range of empirical evidence for a positive relationship between generalised self-efficacy and job satisfaction (Judge & Bono, 2001). Research focusing specifically on occupational self-efficacy confirmed this association (e.g., Maggiori et al., 2016). Thus, we suggest that on days on which leaders engage in more LMX behaviours, the enhanced perceptions of their competence at work results in experiencing higher job satisfaction at the end of the day (within-person level). On the between level, we assume that those leaders who generally show more LMX behaviours

on average perceive themselves to be more competent which in turn is associated with higher job satisfaction than leaders who engage in less LMX behaviours.

Hypothesis 5: Leader LMX behaviours are indirectly related to leaders' job satisfaction via perceived competence at a) the within-person and b) the between-person level.

Understanding perceived competence as a sign of goal progress and success links this state to leaders' psychological detachment. Smit (2016) could show that completed work goals are related to increased psychological detachment. Converse effects were found for unfinished tasks being positively associated with work-related rumination (e.g., Syrek et al., 2017). Furthermore, Weigelt, Syrek et al. (2019) demonstrated that competence need satisfaction acts as a mediator in the association of unfinished tasks with work-related rumination. Translated to our research question, we argue that having engaged in LMX behaviours induces leaders to perceive themselves as competent in their leadership role. This state signals successful goal progress and, thus, facilitates mentally detaching from work during leisure time. From the perspective of COR theory, an accelerating resource gain spiral at work may spill over to the non-work domain with beneficial effects, e.g., in terms of quality time with the partner and family or new challenging leisure activities (Brummelhuis & Bakker, 2012; Hobfoll, 2011), that help to unwind from work.

Taken together, we propose that on days on which leaders show more LMX behaviours, the associated elevated perceptions of their competence at work facilitate leaders' psychological detachment during non-work time. Those leaders who generally engage in more LMX behaviours report on average higher perceptions of their own competence at work and in turn better psychological detachment than leaders who engage in less LMX behaviours.

Hypothesis 6: Leader LMX behaviours are indirectly related to leaders' psychological detachment via perceived competence at a) the within-person and b) the between-person level.

Methods

Participants and Procedure

We collected data using an online-based daily diary study. Interested people received detailed information about the study and a link to the general survey encompassing questions about sociodemographic data. Participants were also asked to select a week for the daily assessments. During the respective working week, participants filled out two daily questionnaires over five consecutive workdays. Participants completed the first daily questionnaire at the end of the workday. It included measures on day-specific leader LMX behaviours, positive affect, and perceived competence. The second survey was answered in the evening before going to bed and included measures on day-specific job satisfaction, psychological detachment, and the total amount of work hours of the respective day.

In sum, 96 leaders voluntarily agreed to participate in our study. We only included participants in the data analyses who completed the two daily questionnaires on at least two workdays. Our final sample consisted of 85 leaders with 376 complete daily observations (i.e., one observation corresponds to having answered both daily questionnaires). Included participants provided on average 4.42 complete daily data sets.

The sample was mainly male (77%), with age ranging between 25 to 64 years ($M = 45.14$, $SD = 8.95$). Most participants held a university degree (42%) or an apprenticeship (46%), i.e., vocational training or comparable education. Participants worked in different industries, e.g., manufacturing and processing industry, financial and insurance services, and public administration. On average, they worked 44.74 hours per week ($SD = 7.31$). Participants held a leadership position for, on average, 11.32 years ($SD = 8.06$).

Measures

All scales were administered in German and adapted to the day level. Unless otherwise stated, participants answered items based on a 5-point Likert scale from 1 (= *strongly disagree*) to 5 (= *strongly agree*). We report multilevel alphas based on the procedure by Geldhof et al. (2014) as estimates for scales' reliability.

Leader LMX behaviours

Participants rated their contribution to leader-member exchanges retrospectively concerning the respective workday based on an adapted version of the German LMX-7 (Schyns, 2002). Items were adapted to match the perspective of the leader and to target the respective leaders' followers (e.g., "Today, I have shown concern for the job problems and needs of my employees."). We deliberately chose this approach, i.e., leaders providing an overall evaluation of their own contribution to the relationships with their followers. This study does not intend to examine the impact of the exchange quality in distinct relationships. Moreover, taking into account the scarce temporal resources of leaders, we forwent asking for separate ratings of the relationships with each of their followers to reduce the participants' effort in completing the daily questionnaires. Previous research has already successfully applied similar adaptations (Harrison & Shaffer, 2005) and emphasized the value of using leaders' self-rated behaviour (cf. Walsh & Arnold, 2018). Within-person level alpha was .83, between-person level alpha was .90.

Perceived competence at work

We used three items from Spreitzer (1995), e.g., "Today, I was self-assured about my capabilities to perform my work activities." Within-person level alpha was .66, between-person level alpha was .96.

Positive affect at work

Participants indicated their momentary positive affect by rating six items (i.e., active, interested, excited, strong, inspired, and alert) from the Positive and Negative Affect Schedule by Watson et al. (1988) following the instruction “For each word, please indicate how much it applies to you at the moment.”. Within-person level alpha was .79, between-person level alpha was .92.

Job satisfaction

We measured daily overall job satisfaction with a single-item measure based on Baillod and Semmer (1994). Participants rated how satisfied they were with their job on the respective day based on a Kunin Faces Scale (1= extremely dissatisfied to 7 = extremely satisfied).

Psychological detachment

Participants rated four items from the German version of the Recovery Experience Questionnaire (Sonnentag & Fritz, 2007). A sample item is “Today during my leisure time, I have forgotten about work.”. Within-person level alpha was .79, between-person level alpha was .97.

Control variables

We included the following control variables to rule out other potential explanations for the results. Gender (0 = men, 1 = women) and age were used as controls on the person level and daily work hours as control variable on the day level. These variables were found to relate to well-being and recovery indicators in past research, e.g., older employees were shown to be more satisfied with their jobs (Ng & Feldman, 2010). Moreover, an increase in daily work hours may impede recovery processes, thus, is associated with reduced psychological detachment (e.g., Sonnentag & Bayer, 2005).

Construct validity

Before testing our hypotheses, we calculated multilevel confirmatory factor analyses (MCFA) with Mplus version 7.4 (Muthén & Muthén, 1998-2015) to our measures' construct

validity. We compared different models and specified a homologous factorial structure on both the within- and between-person model. We applied item parcelling to reduce the number of parameter estimates in relation to our sample size (Little et al., 2013). Thus, we created three-item parcels for leader-member exchange with two to three items each, three two-item parcels for positive affect, and two-item parcels for psychological detachment. For each variable, items were randomly assigned to parcels. Results of the MCFA supported a five-factor model over other alternative models ($\chi^2(93, N = 85) = 136.72, p = .002, CFI = .97, TLI = .96, RMSEA = .04$). Particularly, the hypothesized model showed a superior fit than a one-factor solution ($\chi^2(109, N = 85) = 1,112.52, p < .001, CFI = .40, TLI = .27, RMSEA = .16$) indicating that common method variance may not represent a major threat in this study (P. M. Podsakoff et al., 2003).

Analytic Strategy

To account for the non-independence in the data resulting from our data's hierarchical structure (daily reports nested in persons), we conducted multilevel path analyses in Mplus Version 7.4 (Muthén & Muthén, 1998-2015). We followed the recommendations for multilevel indirect effects by Preacher et al. (2010) and specified an overall 1-1-1 model with random intercepts and fixed slopes on both the within- and between-person level. This approach separates between the within-person and between-person variance in Level-1 variables and therefore corresponds to an implicit latent group-mean centring. Thus, as all between-variance is removed from the within-person relationships, no further centring was necessary for our focal variables. However, we centred variables that only accounted for variance at one level. Therefore, we chose grand-mean centering for the between-level control variable age to facilitate the interpretation (Enders & Tofighi, 2007). As we aimed at focusing at the within-person differences of the control variable working hours per day only,

we accordingly applied group-mean centring to eliminate the between variance for reasons of parsimony (Preacher et al., 2010).

Furthermore, we calculated 95% Monte Carlo confidence intervals with 20,000 repetitions (Selig & Preacher, 2008) for the indirect effects.

Results

Preliminary Analyses

Table 1 presents descriptive statistics and zero-order correlations among all study variables. We calculated ICCs for our focal variables to verify that a considerable proportion of the variance is attributable to intra-individual fluctuations. Calculations revealed considerable amount of variance attributable to the within-person level for our focal variables (46 – 70%).

Test of hypotheses

Following the recommendations by Becker (2005) we ran the multilevel path model with and without the control variables (i.e., age, gender, work hours per day). The results do not differ decisively indicating that the control variables are not responsible for the findings². Thus, we report the more parsimonious model without controls. The respective overall 1-1-1 indirect effects model that fitted the data well ($\chi^2(2, N = 85) = 2.80, p = .247$; CFI = 1.00; TLI = .95; RMSEA = .03). Examining R-squared values showed that on the within-level the model explained 4% of the variance of positive affect, 8% in perceived competence, 17% in job satisfaction, and 5% in psychological detachment. On the between-person level, the

² The published article includes the information that detailed results are available from the first author upon request.

Table 1

Means, standard deviations, and correlations between study variables

Variable	<i>M</i>	<i>SD</i>	1-ICC	1	2	3	4	5	6	7	8
Person-level measures ^a											
1. Gender ^b	0.24	0.43	—	—	—	—	—	—	—	—	—
2. Age	45.14	8.95	-.22*	—	—	—	—	—	—	—	—
Day-level measures ^c											
3. Work hours per day	8.95	1.53	-.18	.21	—	—	.02	-.07	-.13*	-.09	-.18**
4. Leader LMX behaviour	3.43	0.71	.70	-.02	-.00	—	—	.31**	.30**	.26**	-.01
5. Positive affect	3.05	0.70	.57	.03	.05	.44**	—	—	.18**	.45**	.27**
6. Perceived competence	4.38	0.57	.46	.03	-.18	.33**	.21	—	—	.43**	.20**
7. Job satisfaction	5.23	1.03	.58	.09	-.08	.29**	.50**	.54**	—	—	.22**
8. Psychological detachment	3.35	1.06	.47	.05	-.09	-.21	-.04	.29**	.25*	.25*	—

Note. Correlations below the diagonal are person-level correlations. Correlations above the diagonal are day-level correlations.

ICC = intra-class-correlation. 1-ICC = proportion of the total variance attributable to within-person variance. LMX = leader-member exchange.

^a $N_{persons} = 85$. ^b Gender is coded as 0 = male, 1 = female. ^c $N_{days} = 376$.

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

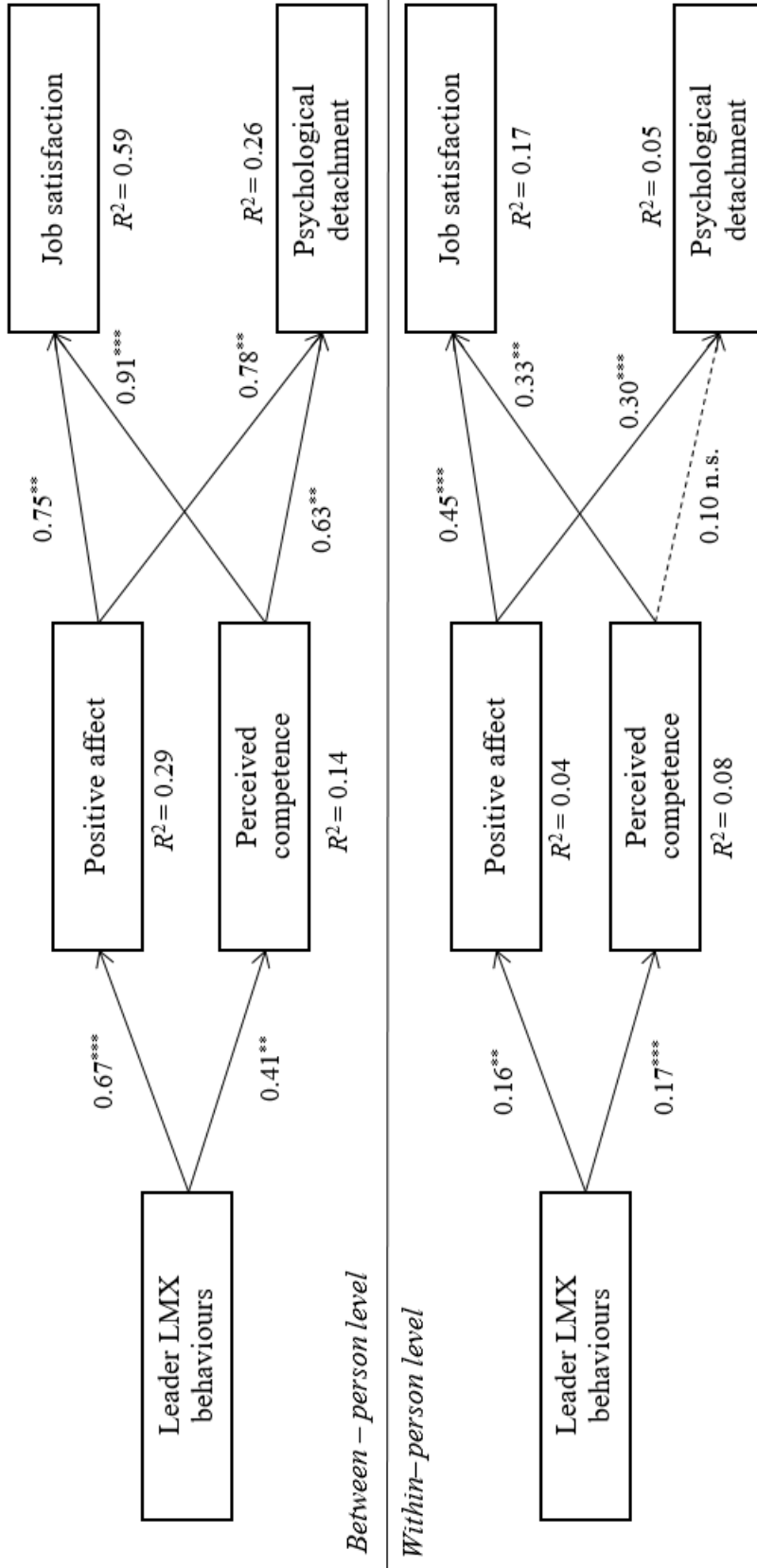
model explained 29% of the variance of positive affect, 14% in perceived competence, 59% in job satisfaction, and 26% in psychological detachment.

Unstandardized estimates and standard errors of hypothesized direct effects are depicted in Figure 1. As expected, leader LMX behaviours positively and significantly predicted positive affect both at the within- ($b = 0.16, SE = 0.05, p = .001$) and between-level ($b = 0.67, SE = 0.15, p < .001$), lending support for Hypotheses 1a and 1b. Results confirmed a positive and significant association of leader LMX behaviours with perceived competence on the within- ($b = 0.17, SE = 0.04, p < .001$) and between-level ($b = 0.41, SE = 0.12, p < .01$). Thus, Hypotheses 2a and 2b were supported.

Results showed that the indirect effect of leader LMX behaviours on job satisfaction via positive affect was significant at both levels (within: $b = 0.07, 95\% CI [0.02, 0.13]$; between: $b = 0.50, 95\% CI [0.20, 0.83]$). Thus, Hypotheses 3a and 3b were supported. In line with Hypotheses 4a and 4b, the indirect effect of leader LMX behaviours on psychological detachment via positive affect was significant at the within-person level ($b = 0.05, 95\% CI [0.02, 0.09]$) and the between-person level ($b = 0.52, 95\% CI [0.15, 0.99]$). Hypotheses 5a and 5b proposed indirect effects of leader LMX behaviours on job satisfaction via perceived competence. The results confirmed the indirect effect on the within-person level ($b = 0.06, 95\% CI [0.01, 0.11]$) and the between-person level ($b = 0.38, 95\% CI [0.12, 0.73]$). The indirect effect of leader LMX behaviours on psychological detachment via perceived competence was only significant at the between-person level ($b = 0.26, 95\% CI [0.05, 0.58]$), but not at the within-person level ($b = 0.02, 95\% CI [-0.03, 0.07]$). Therefore, Hypothesis 6a could be supported, while Hypothesis 6b had to be rejected.

Figure 1

Multilevel path coefficients of direct effects



Note. Estimates are unstandardized coefficients. Dotted lines represent nonsignificant relations. LMX = leader member exchange.

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

Discussion

Based on calls for research on leaders' well-being (Barling & Cloutier, 2017), its link to leader-follower interactions (cf. Uhl-Bien et al., 2014), we applied a leader-centric perspective to investigate the benefits of leaders' engagement in LMX behaviours for leaders' job-related well-being and recovery as well as potential underlying resource-building mechanisms.

Our findings offer valuable implications for the literature. First, they extend previous research on the interrelations between leadership behaviours and leader-related outcomes (cf. Lanaj, Johnson, & Lee, 2016; M. Weiss et al., 2018) by focusing on the advantages of engaging in LMX behaviours. Our results support the notion that showing behaviours aimed at providing individual support and creating a trustful relationship with their followers is related to higher positive affect and perceived competence at work for leaders. On days on which leaders reported engaging in more LMX behaviours, they were more likely to experience higher positive affect at work and perceived themselves to be more competent. This effect was also found at the person level, i.e., individuals who generally engaged more in LMX behaviours reported more positive affect and perceived competence during work than leaders showing less LMX behaviours. Thus, corresponding to the suggestions of the SRM (Grebner et al., 2010) and evidence on the effects of prosociality (e.g., Hui et al., 2020), supervisory tasks in terms of perceiving an individual's needs and knowing how to contribute to the followers' development may represent a source of prosocial success in leaders' everyday work.

Second, in line with COR theory (Hobfoll, 1989, 2011) we found evidence for a resource-gain spiral as leader LMX behaviours were linked to job satisfaction and leaders' psychological detachment with positive affect and perceived competence acting as linking mechanisms. On days on which leaders experienced enhanced levels of positive affect due to

a higher engagement in LMX behaviours in interactions with their followers, they also reported to be more satisfied with their jobs and to be able to better detach from work in their leisure time. The same pattern of relationships could be found on the between-person level. Thus, leader LMX behaviours elicit a resource growth that spills over into the non-work domain.

However, the indirect effect of leader LMX behaviours on psychological detachment via perceived competence was only significant at the between-person level. Leaders who generally showed more LMX behaviours seemed to feel more competent at work and, thus, detach better from work. On the day level, perceiving oneself as more competent did not contribute to leaders' detachment. This finding is surprising when considering that competence need satisfaction has been shown to reduce work-related rumination (Weigelt, Syrek, et al., 2019). However, previous research indicates that the interface of psychological detachment and pondering on work-related thoughts is in fact conceptually complex (Casper et al., 2019; Weigelt, Gierer, & Syrek, 2019). Previous research indicated that positive interpersonal experiences may also be associated with positive work reflection, i.e., thinking about the positive aspects of the job during the non-work time (Sonnentag & Grant, 2012). Accordingly, there may be positive causes in leaders' daily work hindering leaders from mentally detaching from work. The within-person link between leadership behaviours and leader recovery processes, therefore, deserves further attention.

Third, to our knowledge, we contribute to the literature by presenting the first diary study investigating LMX from the leaders' perspective. In agreement with a recent study showing that LMX assessed from followers' perspective may vary daily (Ellis et al., 2018), our findings corroborate the claim that LMX relationships substantially vary over one working week. We found a considerably higher percentage of variance being attributable to within-person variation (70%) than reported in the follower-centric study (36%) by Ellis et al.

(2018). A recent study demonstrated that the average within-person variation for leadership was about 47% (ranging from 35% to 75%; N.P. Podsakoff et al., 2019). This stands in clear contrast to the vast majority of LMX research in which followers are often asked to report their aggregated perception, i.e., providing information about how they perceive their leaders in general. These judgments are most likely contaminated with retrospective bias (Ohly & Gochmann, 2017). Thus, it becomes clear that examining within-person variability of leadership behaviours, e.g., daily or weekly fluctuations, represents a critical approach to better understand the evolving processes. The reasons why leaders do not consistently engage in the same extent of LMX behaviours towards their followers may be manifold. Due to other tasks and responsibilities, leaders may not have the opportunity to interact with their followers every day. Furthermore, evidence shows that constructive leadership behaviours require the mobilisation of resources. If other events or experiences in their work or private life drain relevant resources, the engagement in resourceful leadership behaviours becomes less likely (cf. Byrne et al., 2014). Nevertheless, our results indicate that research should consider both the within- and between-person perspective (cf. McCormick et al., 2020) on the association between leadership behaviours and leader well-being. In line with a recent meta-analysis on findings in diary studies (Pindek et al., 2018), our effects at the between-person level turned out to be stronger than at the within-person level. For instance, leader LMX behaviours could explain 29% of the differences in positive affect between persons, while on the day level LMX behaviours could only account for 4% of the variance in positive affect. Between-person effects of LMX behaviours represent the relatively stable, habitual tendency to show these behaviours and may be related to stable personal characteristics such as leaders' relational identity (Chang & Johnson, 2010). In contrast, within-person effects of leader LMX behaviours are contingent on the specific situation. Taken together, we could show that even though there is a high amount of within-person variability in our focal

variables and favourable resource-gain spirals were observable on a daily level, it may be particularly crucial for leaders to acknowledge the importance of enduring commitment in high-quality exchanges with their followers in order to benefit from these efforts and not only to occasionally engage in relationship-oriented behaviours.

Limitations and directions for future research

As with most studies, the findings of this investigation have to be seen in the light of some limitations. First, self-reports may raise the risk of common method bias (CMB; P. M. Podsakoff et al., 2003). However, leaders themselves were the best source for the purpose of our research as we were especially interested in their personal perceptions and aimed at answering calls for more leader-centric examinations (Tse et al., 2018). In general, applying a daily diary design has the advantage of collecting data close to the actual event or experience, thus, reducing potential retrospective bias (Ohly et al., 2010). Additionally, we separated the data collection temporally by assessing the data on two measurement occasions throughout a working day to minimize the probability of potential CMB (P. M. Podsakoff et al., 2003). We further investigated the within-person correlations of our focal variables (Tims et al., 2014) that did not turn out to be extremely high ($r = .18$ to $.45$), thus, indicating differentiated answers by our study participants to the daily surveys. Furthermore, results from our MCFAs comparing different models (i.e., hypothesized five-factor vs. one-factor model) showed that the one-factor model could not account for the majority of variance in our data. Combining the stated arguments, we are convinced that CMB cannot fully explain the findings of the current study. Nevertheless, we recommend future research to undertake additional steps to reduce the risk of CMB by the use of objective measures of leader well-being and recovery (e.g., objective sleep parameter, saliva cortisol) or the integration of multi-source data.

Second, our measure of leader LMX behaviours may be a target of criticism as we did not differentiate single leader-follower relationships. However, we purposely assessed

leaders' overall evaluation of their engagement in leader-member exchanges and used an adapted version of a traditional LMX measure (i.e., LMX-7). Still, it is important to note that the conceptualization of LMX and, particularly, its measurement has been repeatedly criticized in the past (e.g., Gottfredson et al., 2020). For example, LMX-7 items do not explicitly address the concrete exchanges or resources being exchanged (cf. Wilson et al., 2010). We endorse future research that applies a rigorous methodology to fully capture leaders' experiences based on the simultaneous maintenance of exchange relationships with each of their followers. Network analyses may represent a promising approach as was previously demonstrated by studies on energizing relationships within teams (Cullen-Lester et al., 2016). Besides quantitative approaches, the collection of additional qualitative data may help to gain further in depth insights (cf. Martinaityte & Sacramento, 2013; Zhou & Schriesheim, 2010). For example, open-ended questions in surveys or interviews could be used to gain a better picture about the concrete situation in which leaders have interacted with their followers and how exactly leaders have behaved or what they have said during these interactions as well as how followers have reacted.

Further, we focused on the resource-enhancing impact of daily interactions with followers and therefore neglected potential downsides. Previous research showed that several interactions, e.g., helping followers with personal issues, may pose the risk of negative consequences for leaders themselves (Lanaj & Jennings, 2020). In this regard, it appears promising to draw on the mentoring literature which provides insights into negative relational experiences from a mentor's perspective, e.g., protégé performance problems or destructive relational patterns (Eby, 2011). Future research may also identify boundary conditions on the person as well as day level that hinder or additionally stimulate the resource gain process elicited by engaging in leader LMX behaviours, e.g., other positive or negative work events. Furthermore, social exchanges are based on the premise of reciprocity. If their followers do

not reciprocate leaders' efforts and offered resources, leaders' resources may be drained over the short- and long term.

Practical implications

From a practical point of view, it appears important to raise leaders' awareness of the various advantages of engaging in relational leadership behaviours. Not only do such behaviours contribute to employees' motivation, performance, and well-being, but they are also beneficial for leaders' experiences and well-being. Such resourceful interactions show effects that endure several hours during the day and, thus, even enrich leaders' non-work domain. Therefore, leadership development activities should aim at enabling and motivating leaders to build and maintain high LMX-relationships with their followers on a regular basis. In LMX trainings, leaders could be taught, e.g., active listening, empathically discussing followers' concerns and mutual expectations (cf. Graen et al., 1982) as well as feedback skills and how to invigorate existing LMX relationships (Mayfield & Mayfield, 1998). Supplemental coaching sessions would be useful to individually prepare difficult conversation scenarios. Moreover, HR managers and consultants should integrate strategies for stress management and self-care as crucial components into leadership development activities as constructive leadership behaviours require the investment of leaders' resources, (c.f. Byrne et al., 2014). Additionally, leaders of organisations should apply a holistic approach to act as enablers of high-quality relationships amongst their members. Respective strategies may focus on, e.g., a job design that explicitly considers the relational nature of jobs with supervisory responsibilities (Grant, 2007). A central characteristic of enriched relational job design encompasses the possibility of frequent, deep, and extended contact with beneficiaries (Grant, 2007). Especially in times of accelerating digital collaboration, e.g., due to the COVID-19 pandemic, it remains a challenge to find and apply appropriate tools and

strategies to ensure continuous, resourceful leader-follower exchanges. Thus, leaders should be mindful of current structural and logistical changes in work settings and possibly restructure their ways of communication with their followers in order to avoid the crucial of resource of high quality relationships to be dramatically reduced.

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3

CHAPTER 3:
**EXAMINING LEADERS' RESPONSES TO
ORGANIZATIONAL FOLLOWER BEHAVIOUR AND THE
MODERATING ROLE OF LEADER AGREEABLENESS
(MANUSCRIPT 2)**

Richter-Killenberg, S., & Volmer, J. (2023). *Examining leaders' responses to organizational follower behaviour and the moderating role of leader agreeableness.*

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Abstract

Prior leadership research has mostly neglected the influence of followers on leaders. In contrast, this study explored the association between counterproductive work behaviour (CBW), organizational citizenship behaviour (OCB), and task performance (TP) with leaders' affect and their ratings of leader-member exchange (LMX). Furthermore, we considered the potential moderating role of leader personality. The findings of an experimental vignette study ($N = 278$ participants) revealed that constructive follower behaviours (TP and OCB) were associated with higher positive affect, more favourable LMX ratings, and lower negative affect compared to CWB. Furthermore, leader agreeableness moderated these associations, indicating that highly agreeable leaders experienced greater benefits from follower OCB. These results emphasize the significance of considering followers as active agents within leader-follower interactions. Implications for research on leadership and well-being are discussed.

Keywords: leader-follower interactions, follower behaviour, organizational citizenship behaviour, task performance, counterproductive work behaviour, affective well-being, agreeableness

Introduction

Leader-follower interactions have received considerable attention due to their fundamental role in organizational functioning. For a substantial period, leadership research primarily focused on how leaders shape followers' behaviours, attitudes, and well-being, portraying followers as passive recipients of leaders' actions. In recent years, scholars have emphasized the necessity of viewing followers as active agents in leadership and, thus, shed light on "the nature and impact of followers and following in the leadership process" (Uhl-Bien et al., 2014, p. 89).

The objective of our study is threefold and integrates multiple streams of research. Firstly, we aim to expand research on leader-follower interactions by incorporating a followership approach. Previous literature has highlighted that followers can bring valuable resources into leader-follower relationships, with leaders mainly focusing on followers' contribution of service resources, i.e., follower behaviours linked to task-related performance and efforts (Wilson et al., 2010; Zhou & Schriesheim, 2010). Accordingly, we concentrate on three prominent aspects of organizational follower behaviour, namely task performance (TP), organizational citizenship behaviour (OCB), and counterproductive work behaviour (CWB). TP relates to an employee's formal job duties and responsibilities. OCB incorporates voluntary, prosocial behaviours that contribute to the organization but are not explicitly required as part of the job (Viswesvaran & Ones, 2000). CWB describes a wide range of voluntary behaviours that violate organizational norms and, thus, are likely to harm organizations, their members, or their stakeholders (Bennett & Robinson, 2000; Marcus et al., 2002).

A further aim of our study is to examine the extent to which these follower behaviours affect leaders. The impact of leadership and followership processes on leaders themselves has been largely overlooked in prior research. However, initial evidence from qualitative studies

indicated that follower behaviours may be relevant to leaders' well-being (Gesang & Süß, 2021; St-Hilaire et al., 2017). Specifically, we assume differential effects on leaders' affective well-being, encompassing positive and negative affect. Additionally, we test the association with leaders' perceptions of leader-member exchanges (LMX), which represent the individualized perspective of leaders regarding the resources followers bring into the exchange relationship (Uhl-Bien et al., 2022). Previous research has demonstrated that leaders' LMX behaviours are related to leaders' well-being (Richter-Killenberg & Volmer, 2022). However, the input from followers in this context has received only limited attention.

Lastly, we are interested in investigating leader personality as a potential boundary condition in the relationship between follower behaviours and leader outcomes. Specifically, we aim to address recent calls for research on the role of leaders' agreeableness, a personality trait of significant importance in interpersonal relationships (Barrick, 2005; Graziano et al., 1996) that has received relatively little attention in leadership research (Blake et al., 2022). However, leader agreeableness is linked to a multitude of positive leadership styles and behaviours (e.g., Judge & Bono, 2000; Washington et al., 2006) and is also positively associated with leader emergence and effectiveness (Blake et al., 2022). Thus, agreeable leaders are more likely to engage in high-quality leader-follower interactions.

Our study adopts an experimental approach, providing participants with a leader workplace scenario to immerse themselves in and to manipulate follower behaviour using vignettes.

The impact of follower behaviour on leaders' affect and LMX

We base our argument on the Conservation of Resources (COR) Theory (Hobfoll, 1989, 2001), which posits that individuals strive to acquire, maintain, and protect valuable resources, including objects, personal characteristics, conditions, or energies, in order to achieve their goals and well-being (Hobfoll, 2001). In this context, follower behaviours can

be relevant in several ways. They can serve as resources by directly contributing to leaders' or organizational goal attainment or indirectly by either bolstering or depleting leaders' resources, thereby facilitating or hindering goal achievement. Goal progress and attainment relate positively to individuals' subjective well-being (Klug & Maier, 2015). Tepper and Simon (2015) present a similar argument by introducing the concept of employee maintenance, which refers to "managers' perception of the extent to which a focal employee requires tangible and/or less tangible resources in order to satisfactorily contribute to organizational functioning" (p.5f). Accordingly, leaders may perceive followers as more or less demanding in terms of maintenance depending on their organizational behaviours. Furthermore, the perception of employee maintenance is expected to relate to immediate outcomes for leaders, such as their emotional state (Tepper & Simon, 2015).

In alignment with the assumptions of this model and the existing literature, we suggest that TP and OCB constitute follower behaviours that lead leaders to perceive employees as relatively low-maintenance. In other words, these employees contribute to leaders' and organizational goals without requiring a high investment of resources or close monitoring. Consequently, leaders conserve or gain resources, leading to enhanced levels of leader positive affect, reduced negative affect, and an elevated perception of followers contributing to their exchange relationship. Initial evidence from cross-sectional studies corroborates this claim (Uhl-Bien et al., 2022). Furthermore, followers' OCB has been shown to preserve and augment leaders' resources, e.g., by reducing leaders' hindrance stress (Decoster et al., 2014) or elevating team performance and effectiveness (Podsakoff et al., 2009).

In contrast, follower CWB may have adverse consequences for leaders, as they must invest resources, such as time and energy, to address and mitigate the effects of followers' harmful actions. Previous research has demonstrated various unfavourable affective,

attitudinal, and behavioural outcomes for the targets of CWB, including reduced energy levels and heightened negative affect (Schilpzand et al., 2016).

Based on theory and empirical evidence, we propose the following hypotheses:

Hypothesis 1: Follower TP and OCB are associated with higher leader positive affect (compared to follower CWB).

Hypothesis 2: Follower TP and OCB are associated with lower leader negative affect (compared to follower CWB).

Hypothesis 3: Follower TP and OCB are associated with higher leader LMX (compared to follower CWB).

The moderating role of leader agreeableness

Agreeableness refers to individuals' tendency to be "kind, gentle, trusting and trustworthy, and warm" (Judge & Bono, 2000, p. 752), encompassing subfacets such as trust, altruism, straightforwardness, compliance, modesty, and tender-mindedness (Costa et al., 1991). Agreeableness is associated with numerous positive outcomes, including enhanced well-being, academic and career success, and the cultivation of high-quality interpersonal relationships (Jensen-Campbell et al., 2010). Moreover, this trait consistently correlates positively with constructive leadership styles, such as transformational leadership (Judge & Bono, 2000) and servant leadership (Washington et al., 2006), whereas it exhibits negative associations with destructive leadership behaviours, such as abusive supervision (Breevaart & Vries, 2017).

The situational congruence model (Diener et al., 1984; Emmons et al., 1986) proposed that individuals experience more positive affect and less negative affect when a situation is congruent with an individual's personality. Accordingly, agreeable individuals may experience heightened stress, e.g., higher negative affect, when confronted with situations misaligned with their interpersonal orientation, such as interpersonal conflicts (Ilies

et al., 2011; Suls et al., 1998). Moreover, agreeable individuals are more sensitive to positive stimuli (Bresin & Robinson, 2015). Thus, agreeableness may shape leaders' responses to follower behaviours that differ in their alignment with leaders' and organizational goals (cf. Tepper & Simon, 2015).

In light of these insights and aligned with findings on the situational-congruence model (Diener et al., 1984; Emmons et al., 1986), we propose that leader agreeableness moderates the relationship between follower behaviour and leaders' affect and LMX. We argue that leaders with high levels of agreeableness are more likely to experience higher positive affect and reduced negative affect, and to rate LMX more favourably when follower behaviour aligns with leaders' goals and fosters positive workplace relationships. Conversely, leaders high in agreeableness may experience decreased positive affect and increased negative affect when confronted with follower behaviours that diverge from their goals, potentially leading to conflict.

Therefore, we suggest the following hypotheses:

Hypothesis 4: When compared to CWB, the associations between follower a) task performance and b) OCB with leader positive affect will be stronger when leaders' agreeableness is high.

Hypothesis 5: When compared to CWB, the association between follower a) task performance and b) OCB with leader negative affect will be weaker when leaders' agreeableness is high.

Hypothesis 6: When compared to CWB, the associations between follower a) task performance and b) OCB with leader LMX will be stronger when leaders' agreeableness is high.

Method

Participants

Participants ($N = 307$ students) were recruited through various channels, including email notifications, distribution of flyers, announcements during university lectures (affiliated with the authors), and social network posts. Participants were excluded if they had missing data on the focal variables ($n = 9$), answered fewer than three out of four attention check questions correctly ($n = 17$), or found the scenario entirely lacking in credibility or immersion ($n = 3$).

Thus, the final sample consisted of 278 students (73.0% female, 27.0% male) aged 18 to 49 years ($M = 23.70$; $SD = 4.71$). Most participants studied psychology (51.8%) or business studies (19.9 %).

Procedure and materials

Consistent with previous experimental studies on leader-follower interactions (e.g., Walter et al., 2015), we employed an experimental between-subjects design using vignettes to manipulate the independent variable. The materials were presented in German and provided via the online survey platform Unipark.

As an initial step, participants provided socio-demographic information and responded to items measuring their current positive and negative affect (pre-manipulation). The study's second phase introduced the scenario of a leader's workplace, which was identical for all experimental conditions. Subsequently, participants were randomly assigned to one of the three follower behaviour conditions via vignettes: CWB ($n = 91$), TP ($n = 95$), and OCB ($n = 92$). After completing the attention check questions, participants filled out again state measures of positive and negative affect (post-manipulation) to capture their immediate emotional reactions to the vignettes. They then responded to the manipulation check questions about the follower behaviour presented in the respective vignette. In the final

phase of the experiment, participants were asked to fill out measures of leader LMX and agreeableness.

Vignettes

We followed the recommendations outlined by Aguinis and Bradley (2014) to create vignettes. Providing detailed information to immerse participants in the scenario is crucial, particularly in a between-subjects design. Participants were informed that they were team leaders within a company's human resources department. The team was engaged in a critical project, the results of which were to be presented to the top management at an upcoming meeting. The significance of this meeting was emphasized for the leader, the team, and the organization as a whole. Participants were told that they had delegated the task of meeting preparations to one of the team members, assigning three distinct tasks with a clear deadline.

Three vignettes were designed to show how the employee reacted and completed the assigned tasks. Vignettes were structured to reflect selected items from validated measures for TP (Williams & Anderson, 1991), OCB (Brief & Motowidlo, 1986; Lee & Allen, 2002; Rupp & Cropanzano, 2002), and CWB (Bennett & Robinson, 2000; Marcus et al., 2002; Stewart et al., 2009). In the TP condition, the employee completed the tasks on time and as requested, without exerting extra effort. In the OCB condition, the employee completed the requested tasks ahead of schedule and proactively contributed additional effort by anticipating further helpful information and suggesting improvements, even without being asked. In the CWB condition, the employee reacted too late, put minimal effort into completing the assignment, left the leader to complete the work, and neglected to follow the instructions. Different experts in work and organizational psychology reviewed the vignettes in several rounds. The introductory information and vignettes are available in the Appendix.

Positive and Negative Affect (post-manipulation)

We measured leaders' current levels of positive affect and negative affect using eight items each (e.g., "excited" for positive affect and "nervous" for negative affect) from Kessler and Staudinger (2009) rated on a 5-point Likert scale (1 = not at all to 5 = extremely). Cronbach's α for positive affect was 0.95, and for negative affect, $\alpha = 0.84$, respectively.

Leader LMX

We utilised nine items from Uhl-Bien et al. (2022) to assess leaders' LMX (e.g., "Managing this employee requires little effort on my part"). Items were adapted to refer to the employee in the vignettes. Participants responded on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). Cronbach's α for leader LMX was 0.92.

Agreeableness

We assessed leaders' agreeableness using 12 items of the Big Five Inventory 2 (BFI-2; Danner et al., 2016; Soto & John, 2017). Participants responded to a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree, sample item "I am someone who has a forgiving nature"). Cronbach's α was 0.83.

Manipulation Check

Participants were presented with the items used for vignette construction. They rated the extent to which each item applied to the behaviour described in the vignette on a 5-point Likert scale (1 = not at all, 5 = completely). Items were combined into a composite index of perceived follower TP ($\alpha = 0.96$), OCB ($\alpha = 0.91$), and CWB ($\alpha = 0.91$), respectively.

Control Variables

In the respective regression models, we included controls for age and sex (0 = female, 1 = male) and pre-manipulation levels of positive and negative affect. We used the same items to assess the outcome variables. Cronbach's α for positive affect was 0.86, and for negative affect, it was $\alpha = 0.82$.

Results

Manipulation check and descriptive statistics

Before proceeding with hypothesis testing, we conducted a manipulation check using one-way ANOVAS or Welch ANOVAs, as appropriate. The results indicated that ratings differed significantly between the three conditions (see Table 1).

Games-Howell post-hoc comparisons revealed that participants differed significantly in their TP, OCB, and CWB ratings across conditions, with two exceptions. Specifically, ratings of TP and CWB showed no significant difference between the TP and OCB conditions ($p = 0.221$ and $p = 0.218$, respectively). Accordingly, participants perceived that the task assignments were sufficiently completed in both the TP and OCB conditions, whereas extra effort was only associated with the OCB condition. Furthermore, participants perceived the employee in the TP and OCB conditions as equally low in counterproductive work behaviour. Thus, although TP and CWB ratings did not differ significantly between the TP and OCB conditions, we retained all three conditions for hypothesis testing.³ This choice reflects that the conditions were generally distinguishable and that OCB-related behaviours were clearly differentiated. Moreover, prior research highlights that TP and OCB are conceptually distinct, despite some overlap (cf. Hoffman et al., 2007). Combining the TP and OCB conditions would therefore have masked differences that are theoretically meaningful and central to the aims of this study.

Descriptive statistics for the study's variables are presented in Table 2.

³ Additional hypotheses tests have been conducted by grouping TP and OCB conditions together.

Results are available on request from the corresponding author.

Table 1*ANOVA results of the manipulation check*

Measure	TP condition		OCB condition		CWB condition		F-ratio	p	ω^2
	M	SD	M	SD	M	SD			
TP	4.28 _a	0.76	4.46 _a	0.67	1.73 _b	0.48	672.439	< 0.001	.785
OCB	2.10 _a	0.60	3.98 _b	0.70	1.56 _c	0.52	363.195	< 0.001	.740
CWB	1.61 _a	0.62	1.46 _a	0.60	3.83 _b	0.60	439.380	< 0.001	.759

Note: N = 278. TP = task performance. OCB = organizational citizenship behaviour. CWB = counterproductive

work behaviour. Means with different subscripts differ significantly at 0.05 level.

Table 2

Means, Standard Deviations, and Correlations Between Study Variables

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8
1 Age	23.70	4.71	—							
2 Sex ^a	0.27	0.45	.04	—						
3 Positive Affect (pre)	2.91	0.71	-.07	.14*	—					
4 Negative Affect (pre)	1.99	0.62	-.07	.03	-.42***	—				
5 Positive Affect (post)	1.77	0.70	-.07	.11	-.04	.29***	—			
6 Negative Affect (post)	2.60	1.12	.02	-.02	.18**	-.05	-.65***	—		
7 Leader LMX	2.94	0.97	-.06	-.09	.03	-.03	-.62**	.77***	—	
8 Agreeableness	3.88	0.54	-.04	-.37***	.17**	-.25***	-.18**	.10	.08	—

Note: *N* = 278. TP = task performance. OCB = organizational citizenship behaviour. CWB = counterproductive

work behaviour. LMX = Leader-Member Exchange. Pre = pre-manipulation. Post = post-manipulation.

^a Sex is coded as 0 = *female*, 1 = *male*.

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

Hypotheses testing

We tested our hypotheses using multiple regression analyses with the PROCESS macro (version 4.3) for SPSS (Hayes, 2022). The macro automatically handled creating and calculating dummy variables for multi-categorical variables. To contrast constructive (TP, OCB) vs. counterproductive follower behaviours (CWB), we used CWB as the reference category. We tested hypotheses 1 to 3 with the model 0 option for the respective regression analyses without moderation and applied the model 1 option for calculating simple

moderation analyses (hypotheses 4 to 6). In these analyses, we examined interactions between a multi-categorical predictor (i.e., follower behaviour) and a continuous moderator (i.e., agreeableness), allowing us to understand whether mean differences in the focal outcomes caused by the experimental conditions vary among individuals with different levels of the moderator (Hayes, 2022). We used 5,000 bootstrap samples to obtain 95% bias-corrected bootstrap confidence intervals. We tested all models with and without age and sex as control variables. As these variables were not significantly correlated with the outcome variables and did not substantially alter the results, we report the more parsimonious models without these controls. As emotional states can vary among individuals and may be influenced by other extraneous factors, we retained the pre-manipulation levels of positive and negative affect as covariates in the respective model with leader positive affect and leader negative affect as outcomes.

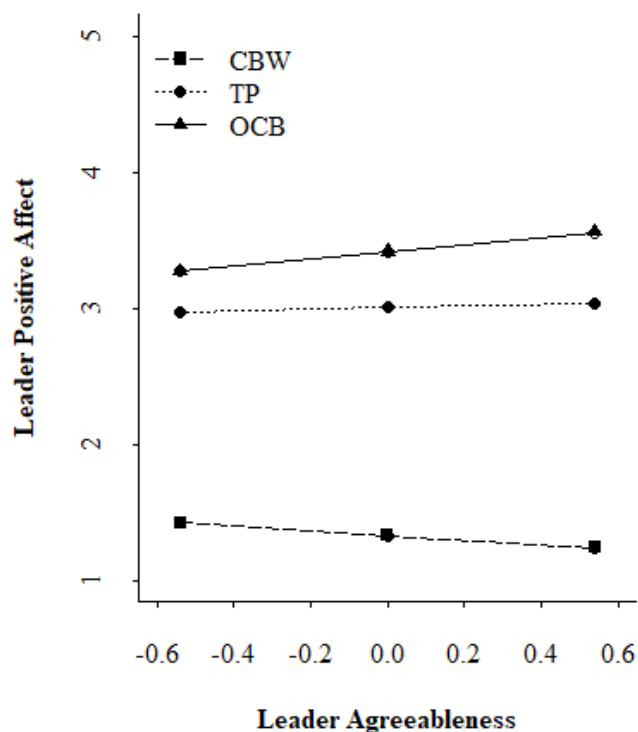
Leader Positive Affect

Consistent with Hypothesis 1, we found that the TP ($b = 1.667$, $SE = 0.096$, $t = 17.399$, $p < .001$, 95% CI [1.479, 1.856]) and OCB conditions ($b = 2.083$, $SE = 0.097$, $t = 21.562$, $p < .001$, 95% CI [1.893, 2.273]) were significantly associated with higher levels of leader positive affect compared to the CWB condition. Thus, Hypothesis 1 was supported.

Table 3 summarizes the results of the moderation analyses. Findings revealed a significant positive interaction between leader agreeableness and follower behaviour for OCB compared to CWB only. The interaction is illustrated in Figure 1, showing that the mean difference in leaders' positive affect between the OCB and CWB conditions varies depending on leaders' level of agreeableness. Leaders high in agreeableness experience more positive affect when confronted with follower OCB and less positive affect when faced with negative behaviours. Thus, Hypothesis 4b was supported. Hypothesis 4a, assuming that the association between follower task performance (when compared to CWB) with leaders' positive affect will be stronger when leaders' agreeableness is high, had to be rejected.

Figure 1

Interaction effect between follower behaviour and leader agreeableness on leaders' positive affect



Note. Leader agreeableness was mean-centred. TP = task performance. OCB = organizational citizenship behaviour. CWB = counterproductive work behaviour.

Leader Negative Affect

In line with Hypothesis 2, the TP ($b = -0.972$, $SE = 0.073$, $t = -13.273$, $p < .001$, 95% CI [-1.116, -0.828]) and OCB conditions ($b = -0.966$, $SE = 0.074$, $t = -13.092$, $p < .001$, 95% CI [-1.111, -0.821]) were significantly associated with lower levels of leader negative affect compared to the CWB condition. Therefore, Hypothesis 2 was supported.

Moderation analyses (see Table 3 and Figure 2) revealed a negative, significant interaction between leader agreeableness and follower behaviour for OCB compared to CWB only. The mean difference in leaders' negative affect between the OCB and CWB conditions varies depending on leaders' level of agreeableness. Leaders high in agreeableness experience fewer negative affect when facing follower OCB. Therefore, Hypothesis 5b was supported. Hypothesis 5a, suggesting the association between follower task performance (when compared to CWB) with leaders' negative affect will be weaker when leader agreeableness is high, had to be rejected.

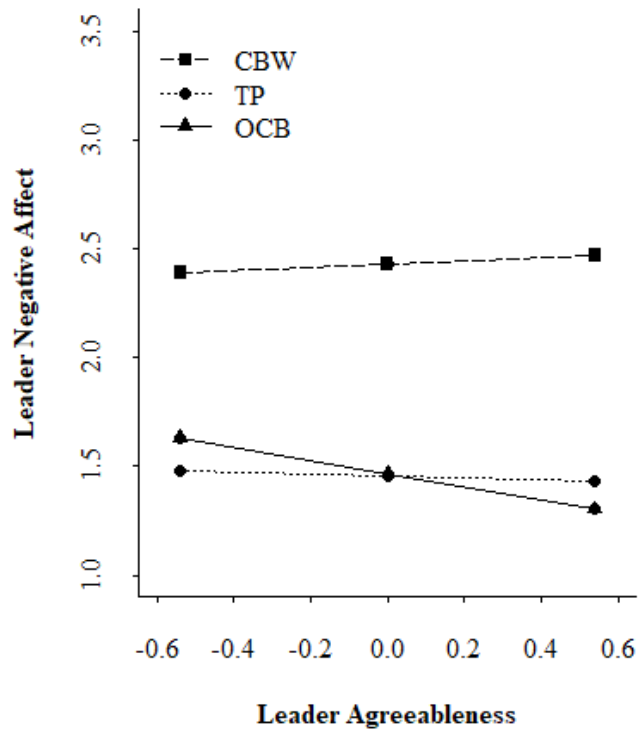
Leader LMX

Consistent with Hypothesis 3, the TP ($b = 1.313$, $SE = 0.082$, $t = 16.059$, $p < .001$, 95% CI [1.152, 1.473]) and OCB conditions ($b = 1.912$, $SE = 0.082$, $t = 23.211$, $p < .001$, 95% CI [1.750, 2.074]) were significantly associated with higher levels of leader LMX compared to the CWB condition. Thus, Hypothesis 3 was supported.

The mean difference in leaders' LMX between the OCB and the CWB condition varies depending on leaders' level of agreeableness (see Table 3 and Figure 3). Leaders high in agreeableness report higher LMX when facing follower OCB and slightly lower LMX when faced with CWB. Thus, Hypothesis 6b was supported. Hypothesis 6a, assuming that the association between follower task performance (when compared to CWB) with leader LMX will be stronger when leaders' agreeableness is high, had to be rejected.

Figure 2

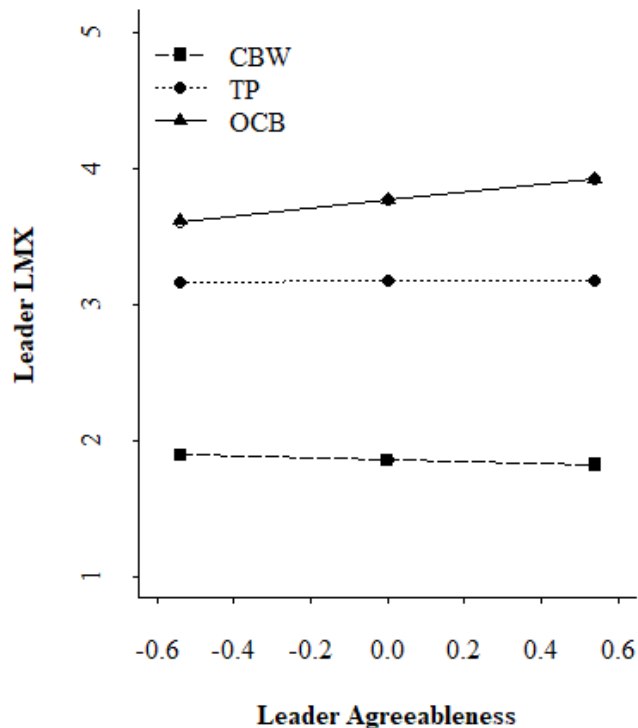
Interaction effect between follower behaviour and leader agreeableness on leaders' negative affect



Note. Leader agreeableness was mean-centred. TP = task performance. OCB = organizational citizenship behaviour. CWB = counterproductive work behaviour.

Figure 3

Interaction effect between follower behaviour and leader agreeableness on leader LMX



Note. Leader agreeableness was mean-centred. TP = task performance. OCB = organizational citizenship behaviour. CWB = counterproductive work behaviour.

Discussion

Building on the Conservation of Resources (COR) theory (Hobfoll, 1989, 2001) and assumptions of the employee maintenance model (Tepper & Simon, 2015), this study explored how organizational follower behaviour is associated with leaders' affect and their perceptions of LMX. Moreover, we hypothesized that the personality trait of agreeableness would play an amplifying role in these dynamics.

Our findings provide support for most of our hypotheses. Consistent with our expectations, we found that follower behaviours that align with leaders' goals (i.e., TP and

OCB) exhibited positive associations with leaders' positive affect and LMX while being negatively linked to leaders' negative affect when compared to behaviours hindering leaders' goals (i.e., CWB). These findings advance our understanding of the immediate effects of organizational follower behaviour on other organizational members by demonstrating the consequences for leaders. Additionally, they highlight followers' active role in shaping their relationships with leaders. Moreover, in line with previous literature (Wilson et al., 2010) and based on our experimental vignette design, we provide evidence that followers' service resources may lead to high-quality leader-follower exchange relationships.

Furthermore, it is crucial to recognize the impact of followers' behaviour on leaders' affect, i.e., leaders' subjective well-being. Previous research has shown a close link between leader well-being and leadership behaviours (Kaluza et al., 2020). Consequently, it becomes evident that followers are not merely passive recipients of leadership but also active crafters.

Moreover, our study underscores the significance of leaders' personality in shaping their reactions to follower behaviour. Notably, the moderating effect of leader agreeableness was significant only in the comparison between OCB and CWB. Agreeable leaders were more attuned to their followers' additional efforts and resources, resulting in heightened positive affect and a more favourable perception of higher LMX. Follower OCB aligns with agreeable individuals' objective of fostering positive interpersonal relationships. Even though agreeable leaders may view completing expected tasks as positively related to relationship maintenance, they may see OCB as an even more proactive attempt to strengthen the leader-follower relationship.

Limitations and Suggestions for Future Research

Despite the valuable insights gained from this study, it is essential to acknowledge several limitations. Firstly, the utilization of an experimental between-subject design and the recruitment of a student sample may constrain the generalizability of our findings. Future

research endeavours could consider employing event-sampling methodology to investigate leaders' immediate responses to followers' behaviours. This approach allows data collection within the natural workplace environment (Reis & Gable, 2000) and enables the exploration of potential fluctuations in followers' behaviours.

Secondly, we encountered challenges related to the partial conceptual overlap between TP and OCB in our vignette for the OCB condition. This vignette depicted highly conscientious accomplishment of the task and proactive behaviour, including extra effort beyond the requested requirements. However, OCB can also manifest as emphasizing other additional activities, e.g., supporting organizational initiatives, while core tasks are not completed successfully (Rubin et al., 2013). Therefore, future research could adopt a more nuanced approach to explore the interplay of various follower behaviours (cf. Lapierre et al., 2009). Additionally, it may be valuable to consider a broader spectrum of behaviours beyond TP, OCB, and CWB that could be relevant for leaders, such as information sharing (St-Hilaire et al., 2017).

Lastly, although we concentrated on leaders' affective experiences and perceived quality of the exchange relationship with the employee, future research should broaden this perspective and build upon previous research by examining behavioural reactions. This approach would provide a more comprehensive understanding of leader-follower interactions. For example, while previous research has frequently examined abusive supervision as a reaction to follower behaviours (e.g., Lyubych et al., 2022), it is essential to consider other behaviours, such as mentoring and withdrawal (cf. Tepper & Simon, 2015) to gain a more holistic view of the dynamics at play. In this context, leaders' personality, particularly the role of agreeableness, should be a point of consideration. For example, exploring its association with forgiveness (cf. Jensen-Campbell et al., 2010) could provide

valuable insights when investigating leaders' reactions to resource-draining follower behaviours.

Practical Implications

The findings of the current study offer several implications for practitioners. Organizations need to recognize the active role of employees in organizational processes and that they may represent a job demand or resource in leaders' everyday work. Health promotion initiatives should, therefore, explicitly address leaders' and followers' mutual responsibility for one another and that their well-being is closely intertwined (Eberz & Antoni, 2016; Inceoglu et al., 2021). In general, organizations should provide a positive culture that encourages collaboration and mutual support among their members (González-Romá, 2015). Furthermore, human resources activities should ensure employees fit into their jobs and the organization to enable them to perform well and be motivated to engage in OCB. Leaders should be trained to find and communicate clear and compelling goals so that their followers better know how to contribute to attaining the leaders' and the organization's goals. Additionally, training could incorporate effectively engaging with and appreciating constructive follower behaviours.

Conclusion

In conclusion, this study underscores the importance of followers in leadership research. Furthermore, these findings emphasize the importance of promoting constructive follower behaviours and corroborate the moderating role of leader personality in shaping leaders' reactions to work events. By incorporating these insights into leadership practices, organizations can foster healthier, more productive, and mutually beneficial relationships between leaders and followers, ultimately improving organizational performance and well-being for all stakeholders.

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Appendix

Complete experimental conditions

Introduction Leader Role

Imagine you are a manager in the human resources department of a mid-sized company. Due to the significant increase in the number of employees, the board of directors decided to expand the area of personnel development within the HR department and to assemble a new team for this purpose. You were hired to lead this team, design appropriate personnel development strategies for the company, and implement the corresponding measures. Specifically, your team's responsibilities include identifying employee motivation and the needs of both technical and managerial staff regarding training, workplace design, and scheduling. You and your team translate the results of employee surveys into actions, such as contracting with training providers for seminars or designing training initiatives yourselves.

Information about the current project

For the current fiscal year, you have agreed with the board of directors on the goal of conducting a comprehensive analysis of training needs to derive a basis for future personnel development initiatives. This project is of great importance to you, as you have been feeling for some time that there are certain problem areas in this area where you and your team can develop helpful and sustainable concepts.

Now, the results of the analysis are available. In your view, these results provide compelling arguments to persuade the board of the significance of various follow-up measures. You hope to secure substantial financial resources for these measures, including a training program specifically for sales staff. The execution of these subsequent projects will strengthen your team's position within the company. Furthermore, you have heard that the board takes such proposals very seriously, and your personal career progress may also depend on them.

Task description for employee

The results are now to be presented to the Head of Human Resources and the Board in a meeting. Since you have to undertake a business trip to one of the out-of-town production sites at short notice, you have personally assigned an employee, Mr. Müller, to assist you in preparing for the meeting and gathering important information for this session. As the meeting is scheduled for next Monday, you have instructed Mr. Müller to complete the following tasks and send you the results by Thursday afternoon at 2:30 PM via email:

- Task 1: Reserve a suitable meeting room equipped with appropriate presentation technology.
- Task 2: Prepare a PowerPoint presentation with bullet points summarizing the key findings from the analyses.
- Task 3: Obtain information on the total training costs for the last five years and planned new hires for the upcoming year, both of which should be requested from an employee in the department of personnel controlling.

TP Condition

As agreed, you receive an email from Mr. Müller promptly at 2:30 PM on Thursday. You can see that Mr. Müller has fulfilled the tasks assigned to him as follows: Mr. Müller has reserved room 02.10, which is equipped with an attached projector. Mr. Müller has created a PowerPoint presentation with bullet points summarizing the key findings from the analyses. Mr. Müller has provided a list of training costs for the last five years and the planned number of new hires for the upcoming year. At the end of his email, Mr. Müller wishes you a pleasant evening.

OCB condition

Earlier than agreed upon, you receive an email from Mr. Müller on Wednesday at 2:30 PM. You can see that Mr. Müller has fulfilled the tasks assigned to him as follows: Mr.

Müller has reserved room 02.10, which is pleasantly bright due to multiple windows and is equipped with an attached projector. Additionally, Mr. Müller has arranged for various beverages to be available for the meeting participants. Mr. Müller has created a PowerPoint presentation with bullet points summarizing the key findings from the analyses. Furthermore, he has broken down the results for individual departments and added appropriate diagrams. In addition, Mr. Müller has included a Word document with bullet points that could serve as a handout. Mr. Müller has provided a list of training costs for the last five years and the planned number of new hires for the upcoming year. Mr. Müller also suggests that, in the context of the new follow-up projects, you may want to consider acquiring software specifically for organizing training and personnel development programs. This would make it possible to more efficiently manage information on training, costs, and employee seminar participation. He has attached an Excel spreadsheet with further information and a cost overview for your reference. He also notes that he would be available to assist with any additional preparations for the presentation in the coming days. At the end of his email, Mr. Müller wishes you a pleasant evening.

CWB Condition

Later than agreed upon, you receive an email from Mr. Müller on Thursday at 4:30 PM. You can see that Mr. Müller has fulfilled the tasks assigned to him as follows: Mr. Müller may have reserved a room. However, he does not mention anything about it in his email. Mr. Müller has created a PowerPoint slide with bullet points summarizing the less important findings from the analyses. Mr. Müller has provided you with training costs for the last five years, but did not include the planned number of new hires for the upcoming year, stating that it is "not really relevant." He suggests that you could call Ms. Meier yourself regarding this matter. He also notes that he will take a short-notice day off tomorrow and assumes your

consent. In his view, everything is completed, and he will not be reachable anymore. At the end of his email, Mr. Müller wishes you a pleasant evening.

4

CHAPTER 4:

EMOTION-RULE DISSONANCE IN LEADER-
FOLLOWER INTERACTIONS AND ITS IMPACT ON
LEADERS' SELF-REGULATORY RESOURCES AT WORK
AND WELL-BEING AT HOME
(MANUSCRIPT 3)

Richter-Killenberg, S., & Volmer, J. (2023). *Emotion-rule dissonance in leader-follower interactions and its impact on leaders' self-regulatory resources at work and well-being at home* [Manuscript in preparation]. Work and Organizational Psychology Group. University of Bamberg

Abstract

Leaders have to deal with challenging emotion-related work requirements in their day-to-day work. They are expected to efficiently regulate and appropriately express their emotions while facing different organizational stakeholders, particularly their followers. In these situations, leaders may perceive the necessity to express or suppress felt emotions in accordance with emotional display rules that are related to their position or expected in their organizations. This study addresses the frequency of emotion-rule dissonance emerging in leader-follower interactions as a particular job characteristic in leadership positions and its effects on leaders' well-being. Based on resource theories, we suggested that emotion-rule dissonance in leader-follower interactions depletes leaders' self-regulatory resources at work. Moreover, we assumed that such a shortage of leaders' resources might spill over into their non-work domain, resulting in diminished recovery (i.e., negative work reflection) and an impaired private life (i.e., work-life interference). Daily diary data over the course of five consecutive workdays from 85 leaders (376 measurement points) were analyzed with multilevel path analyses. Results provided support for an association between the frequency of emotion-rule dissonance in leader-follower interactions and increased self-regulatory resource depletion at both within- and between-person levels. Moreover, we found evidence for an indirect effect of emotion-rule dissonance on negative work reflection and work-life interference via resource depletion. The findings corroborate the importance of emotion work for leaders' work and personal life.

Keywords: Leader well-being, Emotion-rule dissonance, Self-regulatory resource depletion, Negative work reflection, Work-life interference

Introduction

Understanding and effectively regulating one's own emotions while simultaneously navigating and influencing the emotional dynamics within teams and among colleagues is a foundational element of successful leadership. Numerous scholars have emphasized that leadership is, at its core, an inherently emotional process (cf. Cropanzano et al., 2017; Gooty et al., 2010; Haver et al., 2013; Humphrey et al., 2008). Leaders who can regulate their emotions effectively are better equipped to make well-founded and ethical decisions (Bachkirov, 2015; Cristofaro, 2019; Kligyte et al., 2013), maintain composure during crises (Madera & Smith, 2009; Naughton et al., 2023; Schmodde & Wehner, 2023), and inspire trust among their followers (Caza et al., 2015; Ritzenhöfer et al., 2017) as well as job satisfaction, affective commitment, and lower intentions to quit (Batchelor et al., 2018).

The process of regulating emotions within the context of one's job is commonly referred to as emotional labor or emotion work (Hochschild, 1983; Zapf et al., 1999). Hereby, it is important to note that emotion regulation may vary depending on the situation and the specific display rules relevant to that context. Display rules are shared norms that guide individuals on how they should display their emotions, when they should do so, and to what intensity (Diefendorff et al., 2011; Zapf, 2002; Zapf et al., 2021). These rules result from organizational or cultural expectations regarding people's emotional display in certain interactions (Humphrey et al., 2008; Moran et al., 2013). Consequently, individuals must employ emotion regulation strategies in case their genuine emotions do not align with the emotions required by the organization.

While Hochschild's (1983) initial conceptualization primarily focused on emotion work performed by employees in service and caregiving roles, scholars have repeatedly emphasized its relevance across various occupational settings, including leadership roles (Brotheridge & Grandey, 2002; Humphrey et al., 2016; Humphrey et al., 2008). Humphrey et

al. (2008) discussed how emotion work by leaders differs from that of service workers. They explain that service workers are mainly expected to show positive or neutral emotions, whereas leaders have to display a wide range of both negative and positive emotions. Furthermore, their role involves interactions with diverse stakeholders within (e.g., colleagues, followers, top management) and outside the organization (e.g., customers, suppliers), often simultaneously (Burch et al., 2013). This results in leaders having to adapt to different display rules stemming from the organization, their followers, customers, or society as a whole, making emotion work a highly complex endeavor for them (Burch et al., 2013).

Scholars have highlighted that emotion work requires significant efforts and resource investment due to the necessary self-regulation (Collins & Jackson, 2015; Goodwin, 2022). Moreover, emotion work does not occur in isolation but alongside other cognitive and physical components of specific work tasks (Grandey & Gabriel, 2015; Zapf et al., 2021). Consequently, there is empirical evidence for detrimental effects associated with emotion work requirements (for meta-analytical evidence, see Hülshager & Schewe, 2011; Kammeyer-Mueller et al., 2013).

In this study, we aim to investigate leaders' emotion work, specifically in interactions with their followers. More precisely, we are interested in shedding light on emotion-rule dissonance as a job characteristic of leaders. This concept refers to the frequency of "situations in which display rules require the expression of certain emotions that are normally not felt in the situation or the suppression of emotions that are normally felt" (Zapf et al., 2021, p. 143). As we are interested in how far leader-follower interactions may offer demands for leaders themselves, we limit our investigation solely to situations involving leader-follower interactions, aiming to expand our understanding of how these emotional demands affect leaders' self-regulatory resources at work and well-being at home, building upon existing literature in the field.

Research Aims and Contributions

The aim of this study is manifold. Firstly, we aim to advance research at the intersection of leadership and emotions by adopting a work psychological perspective. Previous studies have predominantly explored emotion regulation strategies, e.g., surface and deep acting, in the context of emotion work in leadership processes (cf. Byrne et al., 2014; Ortynsky et al., 2023; Yam et al., 2016). Given the process model of emotion work (Zapf et al., 2021), emotion regulation typically occurs after having been exposed to specific emotion work requirements. Therefore, we delve into emotion work demands placed on leaders, with a particular focus on the impact of emotion-rule dissonance arising from interactions with their followers as a precursor to leader well-being. Specifically, we posit that the frequency of situations with emotion-rule dissonance resulting from leader-follower interactions may constitute an emotional job demand that depletes leaders' self-regulatory resources. Investigating demands that exhaust leaders' self-regulatory resources at work is important because it constitutes a significant challenge to leaders' performance. For instance, leaders experiencing emotional dissonance may have reduced energy and focus available for other tasks and responsibilities, such as problem-solving or decision-making (Beal et al., 2005). The literature on leadership styles and behaviors has consistently provided evidence for the increase in destructive leadership behaviors, such as abusive supervision, as a consequence of reduced self-regulatory resources (e.g., Lin et al., 2016; Yam et al., 2016).

Furthermore, we investigate whether the diminished availability of self-regulatory resources at work extends to leaders' non-work domain, potentially having adverse effects on leaders' recovery and work-life balance. Previous research investigating the consequences of depleted self-regulatory resources within leadership roles has primarily focused on how non-work factors, such as work-life-conflict (Courtright et al., 2016) or sleep deprivation (Barnes et al., 2015), affect leaders' behaviors in the workplace. These studies have shown that the

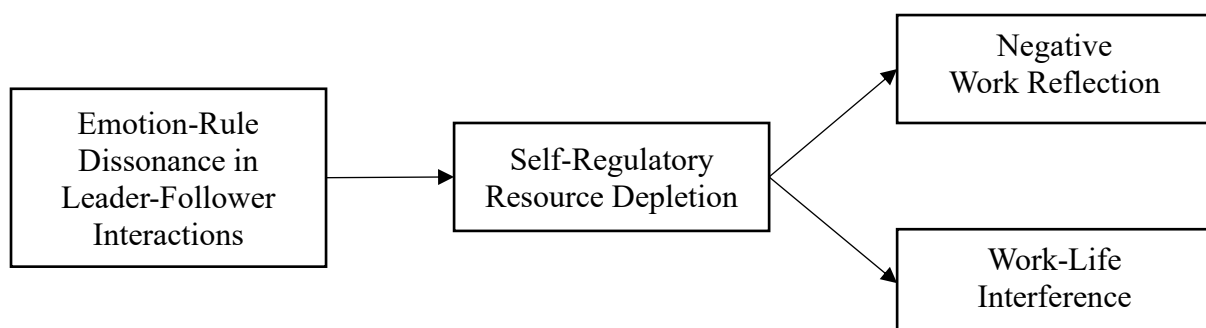
depletion of self-control resources can impair leaders' functioning in the work context, often leading to detrimental work behaviors such as abusive supervision. Therefore, our study contributes by examining these processes in the opposite direction, as this approach is equally essential for achieving a more comprehensive and balanced understanding of the dynamics between self-regulatory resources, leadership, and the well-being of leaders.

Lastly, this study addresses the research gap concerning the link between leadership and leaders' well-being (Barling & Cloutier, 2017). Despite the growing body of research focused on the leaders' perspective, including investigations into the impact of leadership behaviors on leaders themselves (e.g., Kaluza et al., 2020), studies exploring specific work characteristics, especially with regard to emotional demands (Humphrey, 2012), related to leadership roles remain limited. Additionally, building upon previous research revealing substantial within-person variability in emotional job demands (Blanco-Donoso et al., 2015; Blanco-Donoso et al., 2021; van Gelderen et al., 2011), our study employs a daily diary study design. This design enables us to examine both intra- and interpersonal effects, which are relevant as they carry different theoretical implications (Pindek et al., 2018).

The conceptual model of this study is depicted in Figure 1.

Figure 1

Conceptual Model



Theoretical Background

Daily Interactions with Followers as a Source of Leaders' Emotional Rule-Dissonance

Leadership often involves situations that could potentially cause inner emotional and cognitive conflict for leaders, e.g., making crucial decisions that benefit the organization while potentially causing adverse effects on some or all followers. These decisions could encompass actions such as employee layoffs or cost-cutting measures. Additionally, leaders may face situations where they must choose one team member for promotion over another, even when they share close relationships with both candidates. These scenarios exemplify the ongoing challenge that leaders face in balancing the advancement of organizational objectives, addressing the needs of their followers, and acknowledging their personal interests. This intricate balancing act sometimes referred to as the paradox of authenticity (Adarves-Yorno, 2016; Ibarra, 2015; Nyberg & Sveningsson, 2014), places leaders in a demanding role where they are not only expected to align with organizational expectations but also navigate multiple conflicting roles, while increasingly being urged to embody authenticity. As a result, we propose that emotion work requirements constitute an integral aspect of leaders' daily responsibilities. Specifically, we focus on emotion-rule dissonance evolving from leader-follower interactions as a job characteristic, emphasizing the frequency of situations characterized by the state of dissonance between required and felt emotions.

A meta-analysis conducted by Hülshager and Schewe (2011) revealed negative associations of emotion-rule dissonance with individuals' well-being, resulting in enhanced emotional exhaustion ($\rho = .404$), psychological strain ($\rho = .393$), and psychosomatic complaints ($\rho = .393$). Furthermore, the meta-analytical results revealed a negative association with task performance ($\rho = -.200$). However, it is worth noting that the latter finding is based on only two studies with a total sample size of $N = 209$. Additionally, Hülshager and Schewe (2011) provided evidence suggesting that surface acting serves as a

central mediator in the relationship between emotion-rule dissonance and well-being indicators. This emotion regulation strategy is characterized by adjusting one's outward expressions and behaviors to conform to expectations, even if it entails concealing or suppressing genuine emotions (Grandey, 2000; Hochschild, 1983). Surface acting places increased demands on self-regulation efforts (Richards & Gross, 2000; Yam et al., 2016). Even for other emotion regulation strategies that are typically seen as more favorable, such as deep acting, a certain degree of self-regulatory effort is assumed (Goodwin, 2022). Consequently, we propose that the frequency of situations in which leaders have to resolve the inner conflict between required and felt emotions has an essential impact on their self-regulatory resources. It consumes a significant amount of mental and emotional energy to manage and regulate two or more conflicting emotions in order to resolve the dissonance, i.e., align leaders' emotions with the culturally or organizationally required emotions in various leader-follower situations via emotion regulation strategies. Especially if the emotion-rule dissonance is persistent and ongoing, this can be mentally and emotionally taxing. Previous research focusing on within-person effects has provided initial evidence linking emotion-rule dissonance to depleted self-regulatory resources in employee samples (e.g., Diestel et al., 2015; Konze et al., 2019).

The theoretical foundation for our assumption is grounded in prominent resource theories. One of these theories, the strength model of self-control (Baumeister & Vohs, 2016; Baumeister et al., 2007) posits that individuals possess a limited reserve of self-control strength, rendering self-control a depletable resource (Muraven & Baumeister, 2000). Self-control resources are essential for regulating emotions, cognitions, and behaviors to facilitate desirable outcomes while inhibiting undesirable reactions (Baumeister et al., 2007). Therefore, when leaders engage in effortful self-regulation tasks, e.g., making difficult decisions concerning their followers or giving performance feedback, they deplete their self-

control resources. Moreover, due to the finite nature of these self-regulatory resources, leaders may not have their full capacity of self-control strength available for subsequent tasks, a phenomenon referred to as ego depletion (Baumeister et al., 2000; Baumeister et al., 2007). While the strength model of self-control has faced criticism in recent years (Baumeister et al., 2018; Friese et al., 2019), it is worth noting that some of its assumptions find common ground or are expanded upon in other theories (Hagger, 2015; Inzlicht et al., 2014). We concur with Hagger (2015) regarding the notable overlap between the strength model of self-control and the conservation of resources (COR) theory (Hobfoll, 1989, 2001). The latter posits that resources are valuable assets individuals actively seek to obtain, maintain, and preserve. The term resources is quite broad in this regard and may encompass, e.g., object resources, personal resources, or energy resources. Unlike the self-control strength model, the COR theory does not explicitly assume finite resources, but it highlights the investment of resources to recover from resource losses and prevent their further depletion, often leading to resource-loss spirals associated with stress and exhaustion (Gorgievski & Hobfoll, 2008). This theory also suggests that when resources are depleted, individuals may enter a defensive mode. Self-regulation may play an important role in the processes postulated by the COR theory (Hagger, 2015; Halbesleben et al., 2014; Hobfoll et al., 2018). For instance, self-control resources may be considered part of the resource pool, and previous studies have linked ongoing resource investment in self-regulation to exhaustion (Schmidt et al., 2012; Schmidt et al., 2007). Moreover, it is plausible to assume that the defensive mode of individuals with depleted resources may be similar to the state of ego depletion.

Given our interest in both intra- and interindividual processes, we have formulated our hypotheses to address both levels of analysis. Consequently, we posit that, at the within-person level, leaders will experience a higher depletion of their self-regulatory resources at

work on days when they encounter emotion-rule dissonance more frequently in their interactions with followers. Moreover, we anticipate that leaders who, i.e., at the between-person level, generally experience emotion-rule dissonance more frequently in their interactions with followers, compared to those who encounter it less frequently, will report lower overall levels of self-regulatory resources.

Accordingly, we propose the following hypotheses:

Hypothesis 1: Leaders' experience of emotion-rule dissonance in interactions with their followers is positively related to self-regulatory resource depletion at work, at the within-person, and b) the between-person level.

Leaders' Self-Regulatory Resources at Work and the Impact on their Work-Life Interface

Building on the COR theory (Hobfoll, 1989, 2001), the work-home resources model (Brummelhuis & Bakker, 2012) postulates a work-to-home process in which work demands may deplete individuals' resources that are later required to address demands at home. In line with this model, prior research has indicated that depletion of self-regulatory resources at work can transfer to a depletion of self-regulatory resources at home (Clinton et al., 2020; Konze et al., 2019). Consequently, such self-regulatory resource depletion can make it more challenging for leaders to effectively manage the boundaries between their work and personal lives. When they experience mental and emotional fatigue due to self-control demands such as emotion-rule dissonance, they may struggle to disengage from work and fully engage in their personal lives. This challenge can impede recovery processes and increase work-life conflict (cf. Germeys & Gieter, 2018), potentially leading to a downward spiral of resource depletion.

Regarding the activities and responsibilities awaiting leaders at home, depleted self-regulatory resources at work may hinder a successful transition for various reasons. For

instance, resource depletion at work can impair leaders' overall performance (Beal et al., 2005; Zapf et al., 2021), as they may have diminished resources to effectively handle their diverse job tasks. This could result in longer work hours or work overload, both of which have been demonstrated to be associated with work-life conflict (for meta-analytical results, see Liao et al., 2019; Michel et al., 2011; Ng & Feldman, 2008). Literature that incorporates the perspective of partners offers interesting insights with regard to work-life conflict. In a study involving hotel managers, Krannitz et al. (2015) found that job-related exhaustion among hotel managers was linked to the marital partners' desire for managers to quit their jobs and the partners' perception of managers' work-to-family-conflict. Furthermore, previous research has demonstrated that ego depletion can cross over from one person to their partner (Chen & Hou, 2021; Germeys & Gieter, 2018). The findings of Germeys and Gieter (2018) also suggest that depleted partners engage in less spousal support and that, instead, conflict is more likely to arise. This could increase the likelihood of further conflicts that also require the investment of self-regulatory resources. Leaders' depleted self-regulatory resources may make it more challenging for them to interact effectively and constructively with partners during leisure time (Unger et al., 2017). Additionally, depleted self-regulatory resources contribute to work-life conflict by diminishing people's capacity to engage in non-work activities (Clinton et al., 2020).

Taken together, depleted self-regulatory resources may hinder leaders from effectively juggling work and personal responsibilities, resulting in increased work-life interference.

Therefore, we suggest the following hypotheses:

Hypothesis 2: Leaders' depletion of self-regulatory resources at work is positively associated with their experience of work-life interference at both a) the within-person and b) the between-person levels.

A corollary of the COR theory (Hobfoll, 1989, 2001) describes the development of resource loss cycles. These cycles indicate that as individuals experience accumulating resource losses, they have fewer resources available to prevent further resource losses, ultimately weakening people's resiliency (Hobfoll, 1998, 2011). We assume that self-regulatory resource depletion serves as the pivotal factor that connects emotion-rule dissonance resulting from leader-follower interactions with leaders' perceived work-life interference during leisure time. Empirical support for this proposition is found in prior research, which demonstrates that emotion work triggers resource-draining processes throughout the workday (Bartels et al., 2023; Konze et al., 2019; Krannitz et al., 2015; Wagner et al., 2014). For example, diary studies have revealed that daily surface acting at work is associated with relationship satisfaction with one's partner and work-to-family-conflict (Bartels et al., 2023; Wagner et al., 2014). These relationships were found to be mediated by factors such as state anxiety or ego depletion, respectively. Furthermore, empirical evidence also suggests between-person effects in the association between surface acting and work-to-family conflict via job-related exhaustion and job-related anxiety (Krannitz et al., 2015). In the context of emotion-rule dissonance, initial evidence by Konze et al. (2019) suggests that emotion-rule dissonance at work reduces self-control resources in the workplace, which spill over into the non-work domain, resulting in diminished self-control resources at home.

Thus, based on our theoretical assumptions and prior research, we propose:

Hypothesis 3: Leaders' experience of emotion-rule dissonance in interactions with their followers relates indirectly to work-life interference via self-regulatory resource depletion at work, at the within-person and b) between-person level.

Linking Self-Regulatory Resources at Work and Leaders' Work-Related Thoughts

Self-regulatory resources play an important role in managing thoughts and emotions (Baumeister et al., 2007). Consequently, leaders who have depleted self-regulatory resources at work may struggle to mentally disengage from work-related thoughts during leisure time (cf. Germeys & Gieter, 2018). They might continue to think about work tasks, pending projects, and interactions with their followers, making it difficult to fully unwind and relax. Literature indicates that unresolved issues or incomplete tasks may hinder individuals from psychological detachment (Smit, 2016; Syrek & Antoni, 2014; Syrek et al., 2017). Consequently, we propose that persistent engagement in work-related thoughts, particularly negative work reflection, may be more common among leaders with diminished self-regulatory resources, as they may have fewer resources available to regulate their thoughts and emotions. Negative work reflection is characterized as the tendency to focus on negative aspects of one's work or job (Fritz & Sonnentag, 2006) and, in the case of leaders, may include thoughts about leader-follower interactions that leaders find challenging. However, psychological detachment from work demands is important in order to recover from work stress and replenish one's resources (Sonnentag, 2012; Sonnentag & Fritz, 2015). According to the perseverative cognition hypothesis (Brosschot et al., 2006), repetitive thoughts, i.e., cognitive representations of stressors, contribute to a prolongation of physiological and emotional stress reactions, e.g., higher heart rate and cortisol levels (Ottaviani et al., 2016). Accordingly, prior research could demonstrate that negative work reflection can contribute to burnout symptoms, reduced sleep quality, and dissatisfaction (Casper et al., 2019; Haun & Oppenauer, 2019; Weigelt et al., 2019). Furthermore, literature on affective rumination, a related construct (Weigelt et al., 2019), provides evidence that negative work-related thoughts are linked to work-life conflict (Junker et al., 2021). Meta-analytical findings further corroborate that suffering from adverse work-related thoughts during non-work time not only

hinders psychological detachment from work-related demands but is also associated with health impairment (Jimenez et al., 2022).

Therefore, we propose that leaders' depleted self-regulatory resources disturb the recovery process during leisure time in terms of negative work reflection.

Hypothesis 4: Leaders' self-regulatory resource depletion at work is positively related to leaders' negative work reflection during non-work time at a) the within-person and b) the between-person level.

Previous literature, as indicated by meta-analytical findings (for meta-analytical results, see Steed et al., 2021; Wendsche & Lohmann-Haislah, 2017), has consistently shown a negative connection between emotional job demands and the ability to detach from work. Building on the strength model of self-control and the resource loss cycles proposed in COR theory (Hobfoll, 1998, 2011) and supported by empirical evidence (Germeys & Gieter, 2018), we propose that diminished self-regulatory resources play a pivotal role as the underlying mechanism. Expanding on this, we suggest that dealing with emotion-rule dissonance in leader-follower interactions initiates a resource-draining spiral for leaders, resulting in decreased self-regulatory resources. This depletion, in turn, impairs their ability to control work-related thoughts during leisure time, potentially contributing to heightened negative work reflection.

Hypothesis 5: Leaders' experience of emotion-rule dissonance in interactions with their followers relates indirectly to negative work reflection via self-regulatory resource depletion at work, at the within-person, and b) the between-person level.

Methods

Participants and Procedure

This study was part of a larger research project on the interrelations of leadership and leaders' well-being in Germany. In order to investigate intra- and inter-individual processes

simultaneously, we collected data based on a daily diary study over the course of five consecutive workdays. Firstly, study participants received a pre-survey administered before a self-selected working week, which included questions about their sociodemographic data. During the selected working week, participants filled out short questionnaires twice daily. The first daily questionnaire was sent in the afternoon with the instruction to be answered at the end of each workday. The second daily survey was sent in the evening and had to be answered before bedtime. The study was conducted in compliance with the ethics board of the authors' shared affiliation.

As a prerequisite for study participation, we checked whether participants held a functionary and/or disciplinary leadership position and were responsible for at least two subordinates to whom they needed regular contact, i.e., daily. All study participants were offered individual feedback reports on their respective results as an incentive to encourage participation. We recruited leaders through various social media websites (e.g., Facebook, Xing) and by posting in regional newspapers. Moreover, we directly approached the human resource representatives of regional companies and asked whether they could forward study information to persons who met the criteria.

In sum, 96 leaders voluntarily agreed to participate in the project. As we aimed to investigate within-person effects and therefore wanted to ensure sufficient within-person variation, we solely included study participants in the data analyses who completed the two daily questionnaires on at least two working days. Thus, our final sample consisted of 85 leaders with 376 complete daily observations (having answered both daily questionnaires), i.e., participants provided, on average, 4.42 complete daily data sets.

The sample was mainly male (76.5%) with age ranging from 25 to 64 years ($M = 45.14$, $SD = 8.95$). Most participants held a university degree (42.3%) and/or an apprenticeship (45.9%). The participants came from different industries, e.g., manufacturing

and processing industry, financial and insurance services, and public administration. On average, they worked 44.74 hours per week ($SD = 7.31$). Participants reported an average tenure in their current organization of 17.84 years ($SD = 10.45$) and a leader tenure of, on average, 11.32 years ($SD = 8.06$).

Measures

All scales were administered in German and adapted to the day level. Unless otherwise stated, participants answered items based on a 5-point Likert scale from 1 (= strongly disagree) to 5 (= strongly agree). We report multilevel alphas, based on the procedure ruled out by Geldhof et al. (2014), as estimates of scales' reliability. Emotion-rule dissonance and self-regulatory resource depletion were assessed at the end of the respective workday, while items on negative work reflection and work-life interference were answered in the evening before going to bed.

Emotion-rule dissonance in leader-follower interactions

We assessed participants' emotion-rule dissonance by applying four items from the Frankfurt Emotion Work Scales (Zapf et al., 1999). The items were slightly adapted to solely capture emotion-rule dissonance evolving from leaders' interactions with followers. Participants were asked to refer to the interactions with followers of the respective day, e.g., "Today, how often have you had to suppress feelings in your interaction with your followers to appear 'neutral' on the outside?". They answered the items on a 5-point Likert scale from 1 = never to 5 = (almost) always. The within-person level alpha was .72, and the between-person level alpha was .99.

Self-regulatory resource depletion

We used four items from Bertrams et al. (2011) to measure the current state of self-regulatory resources, e.g., "At the moment, I feel mentally exhausted." The within-person level alpha was .86, and the between-person level alpha was .97.

Work-life interference

We applied three items from Fisher et al. (2009) to assess how leaders experienced their work interfering with their private lives. These items allowed us to measure work-life interference regardless of the participants' marital or family status. A sample item is "Today, I have neglected my personal needs because of the demands of my work.". Within-person level alpha was .77, and between-person level alpha was .95.

Negative work reflection

We measured negative work reflection during non-work time in the evening with four items from Fritz and Sonnentag (2006). A sample item is "Today, during leisure time, I realized what it is that I do not like about my work.". Within-person level alpha was .85, and between-person level alpha was .99.

Analytic strategy

Due to the hierarchical structure of the data, with daily reports nested within persons, we conducted multilevel path analyses in Mplus Version 7.4 (Muthén & Muthén, 1998-2015) to account for the resulting non-independence in the data (Raudenbush & Bryk, 2002). We calculated intra-class correlation coefficients (ICC) for our focal variables to verify that a considerable proportion of the variance is attributable to intra-individual fluctuations, thereby justifying multilevel analyses. To test our hypotheses within an overall model, we followed the recommendations of Preacher et al. (2010) for multilevel indirect effects with random intercepts and fixed slopes at both the within- and between-levels. This approach simultaneously estimates all relationships at both levels. It separates between the within-person and between-person variance in Level-1 variables and, therefore, corresponds to an implicit latent group-mean centering. Thus, as all between-variance is removed from the within-person relationships, no further centering is necessary for our focal variables. Estimates on the within-level describe the relationships on the day level, e.g., on days with a

higher frequency of situations characterized by leader-follower interactions eliciting emotion-rule dissonance, leaders report a higher depletion of self-regulatory resources on the same day. The estimates on the between-level represent relationships at the person-level, e.g., whether persons who generally experience situations with emotion-rule dissonance more frequently also report a higher reduction in their self-regulatory resources.

For our indirect effects, we calculated 95% Monte Carlo confidence intervals with 20,000 repetitions (Selig & Preacher, 2008). A confidence interval including zero indicates an insignificant indirect effect.

Results

Preliminary analyses

Descriptive Statistics

Table 1 presents descriptive statistics, intra-class correlation coefficients (ICCs), and zero-order correlations among all study variables. Corresponding with our hypotheses, emotion-rule dissonance was positively and significantly correlated with ego depletion at the within-level ($r = .41, p < .01$) and the between-level ($r = .52, p < .01$). Furthermore, self-regulatory resource depletion showed positive and significant correlations with work-life interference within- ($r = .43, p < .01$) and between persons ($r = .57, p < .01$). Positive and significant correlations also resulted for the relationship between self-regulatory resource depletion and negative work reflection at the within ($r = .32, p < .01$) and between level ($r = .41, p < .01$). Calculations based on ICCs revealed a considerable amount of variance being attributable to the within-person level for emotional dissonance (38%), self-regulatory resource depletion (52%), work-life interference (63%), as well as negative work reflection (54%). Thus, the application of multilevel analysis is justified.

Table 1*Means, Standard Deviations, and Correlations Between Study Variables*

Variable	M_b	SD_b	M_w	SD_w	<i>I-ICC</i>	1	2	3	4
1 Emotion-rule dissonance	1.75	0.66	1.75	0.79	.38	—	.41**	.32**	.35**
2 Self-regulatory resource depletion	2.43	0.78	2.45	1.00	.52	.52**	—	.43**	.32**
3 Work-life interference	2.32	0.74	2.30	1.03	.63	.48**	.57**	—	.42**
4 Negative work reflection	1.89	0.69	1.88	0.89	.54	.48**	.41**	.51**	—

Note: Columns 1 and 2 display means and standard deviations at the between-person level. Respective values at the within-person level are depicted in columns 3 and 4. Correlations below the diagonal are person-level correlations ($N = 85$). Correlations above the diagonal are day-level correlations ($n = 376$). ICC = Intra-class correlation coefficient. 1-ICC = proportion of the total variance attributable to within-person variance.

* $p < .05$; ** $p < .01$.

Construct Validity

Before testing our hypotheses, we calculated multilevel confirmatory factor analyses with Mplus Version 7.4 (Muthén & Muthén, 1998-2015) to test the construct validity of our measures. We compared different models and specified for each of them a homologous factorial structure on both the within- and between-person model. Model fit indicators lent support for a model with emotional dissonance, self-regulatory resource depletion, negative work reflection, and work-life interference loading onto four separate factors as best fitting model ($\chi^2 = 222.812$, $df = 169$, $p = .004$, comparative fit index [CFI] = .981, Tucker-Lewis index [TLI] = .977, root-mean-square error of approximation [RMSEA] = .029, standardized root mean square residual for within-person model [SRMR_{within}] = .047, standardized root mean square residual for between-person model [SRMR_{between}] = .066). The four-factor model showed a better fit than a model with all items forced to load on one factor ($\chi^2[180] = 1,626.865$, $p < 0.001$; CFI = .498; TLI = .415; RMSEA = .146; SRMR_{within} = .199; SRMR_{between} = .250). We specified further two- and three-factor models, also resulting in an inferior fit than the proposed four-factor model. Therefore, the following analyses are based on the assumed four-factor structure of our focal variables.

Test of Hypotheses

We tested our hypotheses in an overall 1-1-1 indirect effects model that provided a good model fit ($\chi^2[0] = 0.000$, $p = 1.000$; CFI = 1.000; TLI = 1.000; RMSEA = .000; SRMR_{within} = .000; SRMR_{between} = .000). Examining R-squared values showed that on the within-level, the model explained 51% of the variance of self-regulatory resource depletion, 60% in work-life interference, and 42% in negative work reflection. On the between-person level, the model explained 32% of the variance of self-regulatory resource depletion, 21% in work-life interference, and 25% in negative work reflection.

Direct effects

We hypothesized a positive relationship between emotion-rule dissonance and self-regulatory resource depletion. As depicted in Table 2, we found a significant positive path (between-level: $b = 0.647$, $SE = 0.119$, $z = 5.448$, $p < .001$; within-level: $b = 0.347$, $SE = 0.106$, $z = 3.261$, $p = .001$), thus providing support for Hypotheses 1a and 1b. Hypotheses 2a and b assumed positive relationships between self-regulatory resource depletion and negative work reflection. This effect was significant at the within-level ($b = 0.141$, $SE = 0.060$, $z = 2.359$, $p = .018$) but not at the between-level ($b = 0.228$, $SE = 0.150$, $z = 1.525$, $p = .127$). Thus, Hypothesis 2a was supported, while Hypothesis 2b had to be rejected. In line with Hypotheses 3a and 3b, self-regulatory resource depletion showed positive associations with work-life interference within- and between-persons (between-level: $b = 0.516$, $SE = .138$, $z = 3.729$, $p < .001$; within-level: $b = 0.260$, $SE = 0.070$, $z = 3.689$, $p < .001$).

Indirect effects

Hypotheses 4a and 4b proposed that emotion-rule dissonance predicts negative work reflection and work-life interference via self-regulatory resource depletion. Table 3 provides the results with bias-corrected 95% confidence intervals that were calculated based on the approach by Selig and Preacher (2008). The indirect effect of emotional dissonance on work-life interference via self-regulatory resource depletion was significant at the within-person level ($b = 0.090$, $SE = 0.035$, 95% CI [0.029, 0.169]) and the between-person level ($b = 0.334$, $SE = 0.104$, 95% CI [0.149, 0.556]). Thus, Hypothesis 4a was supported. The indirect effect of emotional dissonance on negative work reflection via self-regulatory resource depletion was only significant at the within-person level ($b = 0.049$, $SE = 0.022$, 95% CI [0.007, 0.098]) but not at the between-person level ($b = 0.148$, $SE = 0.100$, 95% CI [-0.040, 0.356]). Therefore, Hypothesis 5a was supported, while Hypothesis 5b had to be rejected.

Table 2

Results of Multilevel Mediation Models Predicting Negative Work Reflection and Work-Life

Interference From Emotion-Rule Dissonance via Self-Regulatory Resource Depletion

	Estimate	SE	z	p
Between level (Level 2)				
Intercept SRR depletion	1.311	0.221	5.935	<.001
Intercept negative work reflection	0.683	0.262	2.608	.009
Intercept work-life interference	0.678	0.252	2.688	.007
Path a _b : Emotion-rule dissonance → ego depletion	0.647	0.119	5.448	<.001
Path b1 _b : SRR depletion → negative work reflection	0.228	0.150	1.525	.127
Path b2 _b : SRR depletion → work-life interference	0.516	0.138	3.729	<.001
Path c1 _b : Emotion-rule dissonance → negative work reflection	0.373	0.184	2.022	.043
Path c2 _b : Emotion-rule dissonance → work-life interference	0.212	0.177	1.197	.231
Residual variance SRR depletion	0.316	0.063	5.013	<.001
Residual variance negative work reflection	0.254	0.049	5.206	<.001
Residual variance work-life interference	0.213	0.062	3.446	.001
Within level (Level 1)				
Path a _w : Emotion-rule dissonance → SRR depletion	0.347	0.106	3.261	.001
Path b1 _w : SRR depletion → negative work reflection	0.141	0.060	2.359	.018
Path b2 _w : SRR depletion → work-life interference	0.260	0.070	3.689	<.001
Path c1 _w : Emotion-rule dissonance → negative work reflection	0.136	0.113	1.209	.226
Path c2 _w : Emotion-rule dissonance → work-life interference	0.095	0.095	0.998	.318
Residual variance SRR depletion	0.512	0.052	9.790	<.001
Residual variance negative work reflection	0.415	0.059	6.985	<.001
Residual variance work-life interference	0.603	0.060	10.001	<.001

Note. This model is a 1-1-1 multilevel mediation model with random intercepts and fixed slopes. Coefficients are unstandardized estimates from Mplus 7.4. SRR = self-regulatory resources.

_b path at the between-person level.

_w path at the within-person level.

Table 3*Tests of Indirect Effects*

Variables	Estimate	SE	95% CI
Between-person effects			
Emotion-rule dissonance → SRR depletion → work-life interference	0.334	0.104	[0.149, 0.556] ^a
Emotion-rule dissonance → SRR depletion → negative work reflection	0.148	0.100	[-0.040, 0.356]
Within-person effects			
Emotion-rule dissonance → SRR depletion → work-life interference	0.090	0.035	[0.029, 0.169] ^a
Emotion-rule dissonance → SRR depletion → negative work reflection	0.049	0.022	[0.007, 0.098] ^a

Note. Estimates are unstandardized estimates from Mplus 7.4. Confidence intervals were computed using the Monte Carlo

Method for Assessing Mediation (MCMAM) with 20,000 repetitions (Selig & Preacher, 2008). SRR = self-regulatory resources.

^a 95% CI does not include zero.

Discussion

The purpose of this daily diary study was to gain a better understanding of the emotional work demands that leaders encounter in their interactions with followers and the subsequent effects on their well-being in both their professional and private lives. Based on the Conservation of Resources (COR) theory (Hobfoll, 1989) and the self-control strength model (Baumeister et al., 2007) in conjunction with the work-home resources model (Brummelhuis & Bakker, 2012), we proposed that a heightened frequency of emotion-rule dissonance in leader-follower interactions depletes leaders' self-regulatory resources in the workplace. Furthermore, we proposed that this resource depletion spills over into leaders' non-work domain, leading to compromised well-being characterized by reduced recovery and increased work-life conflict. The results of this research largely support our hypotheses. On days when leaders experienced emotion rule-dissonance more frequently in their interactions with followers, they also reported greater depletion of their self-regulatory resources at work. This effect was consistent on a between-person level, meaning that leaders who generally experience emotion-rule dissonance more frequently also reported lower levels of self-regulatory resources. Additionally, we discovered evidence of a downward spiral of leaders' well-being. On a daily level, increased self-regulatory resource depletion at work was associated with diminished recovery in terms of more negative work reflection and increased work-life interference during leisure time. Notably, we did not find a significant relationship between self-regulatory resource depletion and negative work reflection on the between-person level, although our hypothesis regarding the link between resource depletion and work-life inference was supported on a daily level. Furthermore, the presumed indirect effects of emotion-rule dissonance via self-regulatory resource depletion, leading to work-life inference, were observed both within and between individuals. For negative work reflection, the indirect effect was only significant on a daily level.

Theoretical Implications

This study advances current research in several noteworthy ways. Firstly, it enriches the literature by delving into the experiences of leaders in relation to their work conditions and well-being across both work and non-work domains. This perspective is especially valuable considering the pivotal role leaders play in organizational functioning. Notably, we extend previous research by examining the frequency of emotion-rule dissonance in leader-follower interactions as a job demand unique to leaders, thus shedding light on its role as a determinant of leader well-being. The regulation of emotions, both their own and those of their team members, is a fundamental aspect of leadership (Humphrey et al., 2008) and deserves thorough investigation.

While our sample revealed a relatively low frequency of emotion-rule dissonance in leader-follower interactions ($M_w = 1.75$, $SD_w = 0.79$ on the daily level), our findings demonstrate that even though this demand may not be common, it significantly contributes to leaders' experiences of work-life conflict and recovery processes by depleting leaders' self-regulatory resources. Additionally, previous diary studies basing the measurement of emotion-rule dissonance also on items by Zapf et al. (1999), but without the restriction of stemming from the interaction with a certain group of persons, reported similar means based on employee samples (cf. Konze et al., 2019).

Moreover, our study furnishes evidence for the COR theory (Hobfoll, 1989, 2001) in conjunction with the strength model of self-control (Baumeister et al., 2007) by supporting the concept of a resource loss cycle, specifically in terms of the spillover effect of self-regulatory resource depletion from the workplace into leaders' non-work domains. This alignment with the work-home resources model (Brummelhuis & Bakker, 2012) suggests that deficits in self-regulatory resources resulting from emotion-rule dissonance may compromise leaders' overall well-being by, e.g., reducing their ability to recover from work-related

stressors during leisure time. With regard to the findings linking emotion-rule dissonance with depleted self-regulatory resources, our results are in line with previous research on within-individual effects of emotion-rule dissonance (e.g., Diestel et al., 2015; Konze et al., 2019). Moreover, our results, both at the between- and within-person levels, affirm the idea of a resource-draining spiral originating from emotion-rule dissonance, passing through depleted self-regulatory resources, and culminating in work-life interference. However, we note that the relationship between emotion-rule dissonance, self-regulatory resources depletion, and negative work reflection did not consistently align. While self-regulatory resource depletion seemed to act as an intervening mechanism on a daily level, it did not demonstrate a significant role as a mediator on a between-person level. This suggests that the impact of resource depletion on leaders' well-being may manifest as a day-to-day fluctuation rather than being stable. Furthermore, our statistical analyses revealed a direct effect of emotion-rule dissonance on negative work reflection, both at the day and the person levels. Thus, on the between-person level other mechanisms may play a role.

Lastly, our findings underscore the importance of examining the work-life interface and recovery processes as critical outcomes of self-regulatory resource depletion stemming from emotional job demands. These findings align with previous research on the association between emotional labor and the work-life interface (Germeys & Gieter, 2018; Yanchus et al., 2010).

Limitations and Suggestions for Future Research

In addition to providing theoretical insights, it is essential to acknowledge several limitations in this study that should guide future research. While our primary focus was on understanding leaders' experiences and, thus, relying on leaders' self-reports to gain insights into their perceptions of their daily work life, the use of single-source self-reports raises concerns about the risk of common method variance (CMV; Podsakoff et al., 2003).

However, we took steps to mitigate this potential issue. Following the approach by Preacher et al. (2010), we decomposed the variance into within- and between-person components, i.e., removing between-variance from the within-person relationships and, thus, reducing the risk of between-person differences influencing our findings. Additionally, our multilevel confirmatory factor analysis demonstrated that even at the between-level, a five-factor model fits the data better than a single-factor model. Future research could benefit from integrating ratings from partners, friends, or family members, especially concerning leaders' behavior during leisure time. Including ratings from colleagues and followers could provide a more comprehensive assessment of leaders' energy and behavior at work. Moreover, objective well-being indicators could be applied to investigate the impact of emotionally challenging leadership tasks (cf. Burk & Wiese, 2021)

As a further strategy to address CMV, we separated the measurement of independent and dependent variables. However, it is important to note that we still assessed both predictor and mediator variables simultaneously in a questionnaire provided at the end of the working day. To better reduce the risk of CMV and enable stronger causal inferences, separate measurement points would have been preferable. However, we chose this approach to minimize the study participants' efforts and secure their compliance, especially as recruiting a leader sample proved to be challenging. We used different time frames in the items' introduction to mitigate this issue.

Another limitation pertains to the sample itself. Although we included leaders from a diverse range of industries and hierarchical levels, the generalizability of the findings may be limited as it was drawn from a WEIRD (Western, Educated, Industrialized, Rich, and Democratic) population (Henrich et al., 2010). Therefore, replicating and extending the presented research in other populations is highly warranted, especially given previous literature emphasizing cross-cultural differences in emotional displays (Soto et al., 2011;

Zhou et al., 2023) and the importance of considering cross-cultural differences in organizational behavior (Bond & Smith, 1996; Gelfand et al., 2007).

Our study also opens up various opportunities for future research. First, we investigated emotion-rule dissonance in the context of leader-follower interactions without examining interactions with other individuals as a potential source of emotion-rule dissonance. Leaders interact with a wide range of stakeholders within and outside the organization (e.g., customers, peers at the same hierarchical level, supervisors, and top management). Therefore, it may be interesting to expand the investigation by encompassing various sources of emotion-rule dissonance beyond leader-follower interactions. Comparing how leaders experience this dissonance in interactions with different stakeholders could reveal intriguing variations and shed light on the unique challenges posed by each interaction context. Furthermore, future research could integrate other cognitive and physical job demands alongside emotional demands (Geisler et al., 2019; Zapf et al., 2021). By integrating these multiple facets, we can gain a more comprehensive understanding of the interplay between various job demands and their combined effects on leaders' self-regulatory resources and well-being.

Second, this study focused solely on resource-depleting effects in leader-follower interactions. However, it is important to acknowledge that leaders can also derive positive effects from these interactions (e.g., Richter-Killenberg & Volmer, 2022). Leaders often have multiple encounters with the same or different followers in a single day. Thus, it may be promising to simultaneously investigate both resource-depleting and resource-enhancing mechanisms throughout a working day, with a particular focus on examining potential interaction effects. This approach can help determine whether, e.g., positive encounters might serve as a buffer against the detrimental effects of negative ones.

Third, we were interested in the spillover effects of leaders' emotional work requirements into their non-work domain. However, prior research provides evidence for the reverse perspective, where non-work experiences serve as a starting point for resource-relevant processes impacting leaders' behaviors toward their followers (Barnes et al., 2016; Barnes et al., 2015; Courtright et al., 2016). Combining both perspectives could provide a more comprehensive understanding of the bidirectional relationship between leaders' experiences inside and outside of work.

Fourth, while our study focused on the emotional work requirements of leaders, future investigations could explore other aspects of leaders' working environment. The organizational climate, for instance, could be of interest as it shapes expectations regarding how different organizational members should express specific emotions (Parke & Seo, 2017) and may buffer the negative effects of emotion-rule dissonance (Ortiz-Bonnín et al., 2016). For example, Grandey et al. (2012) proposed a climate of authenticity, which involves the extent to which organizational members appreciate authentic emotional expression towards each other. Similarly, Fischbach and Schneider (2022) discussed the climate for emotional labor, characterized by policies, practices, and procedures that focus on emotional labor and aim to establish a positive, resourceful climate that supports dealing successfully with emotional labor demands.

Finally, given the accelerating digitalization of the workplace, we advocate research examining the impact of different digital communication media on emotional work requirements and emotion regulation within the leadership context (Brosi & Schuth, 2022; Cortellazzo et al., 2019; Wittmer & Hopkins, 2022). This research could offer insights into how technology-mediated interactions affect leaders' emotional labor and well-being.

Practical Implications

Our study's findings shed light on the challenges faced by leaders who frequently encounter emotion-rule dissonance in their interactions with followers, whether on a regular or day-to-day basis. Such experiences result in the depletion of their self-regulatory resources at work, which, in turn, has spillover effects on their personal lives. Building upon this resource-depleting spiral, our research offers practical implications at both the individual and organizational levels.

On the organizational front, it is crucial for companies to recognize emotion work as a demanding and resource-intensive aspect of leadership (Smith & Grandey, 2022).

Organizations should reflect the presence of display rules and the communication of expected emotional displays on the background of their existing policies and thoughtfully determine how they aim to shape their affective organizational climate. Furthermore, a comprehensive assessment of leaders' job demands is imperative. Given the generally high demands placed on leaders (Skakon et al., 2011), efforts should be made to alleviate their workload, thereby providing individuals with more resources to cope with the emotional demands of their roles.

At the individual level, prospective and current leaders must acknowledge the emotional work demands inherent in their roles and be supported in acquiring and maintaining resources to address these demands effectively over the long-term. As mentioned earlier, leaders often find themselves navigating a tension between organizational or cultural display rules and the genuine emotions they experience in specific situations. Consequently, individuals transitioning into leadership roles should receive adequate preparation and support, including training (Edelman & van Knippenberg, 2017) and coaching (Halliwell et al., 2022), to enhance their emotional competencies. Additionally, emotional competencies should be factored into personnel selection procedures. These processes should incorporate assessments or interviews tailored to the leadership context, e.g., in the form of situational

judgment tests (cf. Koschmieder & Neubauer, 2021; Sharma et al., 2013), addressing emotionally conflicting situations and applicants' coping strategies.

Finally, it is essential to develop measures that address the consequences of emotional work demands. Respective interventions should aim to interrupt the downward spiral of resource depletion and assist individuals in transitioning from work to leisure time effectively and in a way that allows a fulfilling private life. Such interventions may address self-regulation strategies, stress management techniques, and the identification of suitable recovery strategies (Duckworth et al., 2018; Karabinski et al., 2021; Tetrick & Winslow, 2015). By strengthening personal resources, these interventions can help prevent further resource reductions (Arnold & Rigotti, 2023).

Conclusion

In essence, the present diary study advanced research on leadership and leaders' well-being by investigating the impact of leaders' emotional work requirements coming along with the necessity to interact with their followers. We demonstrated that the frequency of emotion-rule dissonance in the context of leader-follower interactions affects leader well-being in work and non-work domains by depleting their self-regulatory resources. Moreover, this study offers insights into both intra- and inter-individual effects. Correspondingly, our findings show that emotion-rule dissonance is not only related to diminished resources in general, but this effect also holds when occurring within a single day. We recommend that organizations should take these findings into account when creating behavioral and structural prevention interventions to promote leader well-being.

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5

CHAPTER 5:
GENERAL DISCUSSION

In the organizational landscape, leaders play a crucial role, and extensive literature underscores their influence on employees' health and well-being (e.g., Kuoppala et al., 2008; Montano et al., 2017; Skakon et al., 2010; Wegge et al., 2014). Despite the daily complexities of leaders' work, marked by a spectrum of job demands and resources (Hambrick et al., 2005; Hartlaub et al., 2023; Steinmetz, 2011), research dedicated to shedding light on specific demands and resources emanating from leader-follower interactions and their association with leaders' well-being has been limited. Therefore, the current dissertation sought to advance our knowledge on this topic and had three overarching research goals. It aimed to explore the extent to which leader-follower interactions contribute positively to leaders' well-being (research goal 1) and investigate factors that may undermine leaders' well-being (research goal 2). Moreover, the dissertation aimed to examine the link between leader-follower interactions and leaders' well-being across both work and non-work domains (research goal 3). To accomplish these objectives, three studies were presented in this dissertation, adopting the perspective of leaders and examining different aspects of leader-follower interactions, along with multiple facets of leader well-being.

In the subsequent sections, a summary of the findings derived from the manuscripts presented in this dissertation is provided. Afterwards, the theoretical implications are elucidated and aligned with existing literature. Limitations are discussed, along with potential directions for future research. Before closing with a general conclusion, implications for practitioners are addressed.

Overall Summary of Study Results

With regard to the overarching research goals, Manuscript 1 (Chapter 2) and 2 (Chapter 3) focused on leaders' own LMX behaviours and organizational follower behaviour as aspects in leader-follower interactions that promote leaders' well-being. Manuscript 2 contrasted two constructive follower behaviours, i.e., task performance and organizational

citizenship behaviour, and counterproductive work behaviours, thus also providing insights for the second research goal aiming at factors in leader-follower interactions that harm leaders' well-being. Furthermore, Manuscript 3 (Chapter 4) added to this perspective by shedding light on leaders' emotional work demands in leader-follower interactions. All three manuscripts contributed to the third research goal by examining different facets of leader well-being at work, with Manuscripts 1 and 3 providing further insights into leaders' well-being in the non-work domain.

Drawing from the Conservation of Resources (COR) theory (Hobfoll, 1989, 2001) and the success resource model of job stress (SRM; Grebner et al., 2008, 2010), the first manuscript (Chapter 2) centred on exploring the association between leaders' own leader-member exchange (LMX) behaviours and their well-being both at work and home. Leaders consistently exhibiting higher levels of LMX behaviours reported elevated positive affect and perceived competence at the end of their working day than leaders showing generally lower levels of LMX behaviours. This relationship was similarly found at the within-person level, indicating that on days when leaders engaged more in LMX behaviours, irrespective of their general LMX behaviour levels, they were more likely to experience increased positive affect and perceptions of competence at work. Furthermore, well-being at work, encompassing positive affect and perceived competence, was identified as the mechanism linking leaders' LMX behaviours with their well-being at home, demonstrating significant effects at both the between- and within-person levels. Consequently, leaders who displayed higher levels of LMX behaviours and reported enhanced positive affect at work exhibited higher job satisfaction and could better detach from their work mentally during non-work hours. Translating to the within-person level, leaders reaped the benefits of heightened job satisfaction and psychological detachment on days when increased positive affect resulted from greater engagement in LMX behaviours in interactions with their followers. The

indirect effects of LMX behaviours on job satisfaction and psychological detachment via perceived competence mainly followed the same pattern, with one exception at the within-person level. On days when leaders perceived themselves to be more competent due to having engaged more extensively in LMX behaviours in interactions with their followers, they could not more easily detach from work during leisure time.

In manuscript 2 (Chapter 3), grounded in COR theory (Hobfoll, 1989, 2001) and the employee maintenance model (Tepper & Simon, 2015), the investigation focused on the relationships between organizational follower behaviours and leaders' well-being and perceptions of LMX, with leaders' agreeableness assumed to play an amplifying role. Leaders exhibited elevated positive affect, higher ratings of LMX and reduced negative affect when faced with followers' task performance (TP) and organizational citizenship behaviours (OCB) compared to counterproductive behaviour (CWB). Moreover, the relationship between follower OCB (when compared to CWB) and positive affect, LMX, and negative affect was more pronounced for highly agreeable leaders. However, this moderating effect of agreeableness was not observed for TP compared to CWB.

Building on COR theory (Hobfoll, 1989, 2001) in conjunction with the strength model of self-control (Baumeister et al., 2000; Baumeister et al., 2007), Study 3 (Chapter 4) examined the frequency of emotion-rule dissonance in leader-follower interactions as an emotion work demand of leaders. It was assumed to be linked to self-regulatory resource depletion at work, further resulting in diminished well-being in the non-work domain. Similar to Manuscript 1, relationships were explored at both the between- and within-person level. Results revealed that leaders reported greater depletion of their self-regulatory resources when they generally experienced emotion-rule dissonance more often, or, when looking at the within-person level, on days with increased emotion-rule dissonance. The depletion of self-regulatory resources acted as an intervening mechanism between emotion-rule

dissonance and leaders' well-being in the non-work domain. On days with higher self-regulatory resource depletion, leaders were also more likely to report work-life interference and negative work reflection. At the between-person level, these relationships were only evident for work-life interference, not for negative work reflection.

Theoretical Implications

The implications drawn from this dissertation are of substantial theoretical importance and add to the existing body of literature on leaders' well-being, as outlined below.

Addressing research goal 1, this dissertation augments our understanding of how leader-follower interactions contribute to leader well-being in a positive way. The results revealed resource-enhancing effects of leaders' LMX behaviours and constructive, organizational follower behaviour (see Chapter 2 and 3). These findings align with prior literature on positive associations between relational-oriented leadership behaviours and leader well-being (e.g., Kaluza et al., 2020). Moreover, they extend the broad literature on leadership behaviours and LMX, in particular, by offering one of the first studies explicitly focusing on how LMX relates to leader well-being (further evidence is provided by, e.g., Bernerth & Hirschfeld, 2016). The findings also support the claim that both leaders and followers bring valuable resources into the exchange relationship (Wilson et al., 2010; Zhou & Schriesheim, 2009) and benefit from these resourceful interactions. This further backs the followership perspective, promoting followers as active agents in leadership processes (Uhl-Bien et al., 2014).

Considered together, these findings emphasize the dynamic interplay between leaders and followers. By engaging in LMX behaviours, leaders promote high-quality relationships with their followers (see Chapter 2) that, in turn, encourage followers' performance and OCB (Dulebohn et al., 2012; Hackett & Lapierre, 2004). Followers' behaviours have the potential to facilitate leaders' work and goal achievement, giving rise to leaders' affective well-being

and favourable perceptions of the leader-follower interaction (see Chapter 3). Consequently, these relationships may be perceived as worth investing more resources, and leaders' positive well-being enables them to engage in further constructive leadership behaviours (e.g., Jin et al., 2016; Joseph et al., 2015; Kaluza et al., 2020). As effectively influencing others to share common goals lays the foundation of leadership (Yukl, 2010), such resourceful interactions may promote leaders to perceive themselves as competent and efficient in this role (cf. Chapter 2).

With regard to research goal 2, the current dissertation adds to prior literature by indicating that follower behaviours may not only support leaders but also represent a threat to their well-being. Thus, the resource process described above may also develop differently. Dealing with followers who exhibit CWB, ignore assignments, or show poor performance hinders goal progress and necessitates further efforts by leaders, e.g., monitoring and instructing the respective followers more closely (cf. Tepper & Simon, 2015). The associated loss of resources may lower the probability that leaders engage in resource-intensive leadership behaviours (cf. Stein et al. 2020) and reduce the quality of leader-follower exchanges (Chapter 3). Consistent with this view, poor follower performance has been demonstrated to relate to leaders' emotional exhaustion and abusive supervision (Shen et al., 2021).

Another finding that adds to our knowledge of resource-draining effects in leader-follower interactions relates to emotional work demands in these interactions (Chapter 4). While leader and follower behaviour relates to a certain level of leaders' affect (Chapters 2 and 3), there may be a further need for leaders to regulate the respective emotions, especially in light of potential emotion-role dissonance (Chapter 3), which was found to deplete leaders' self-regulatory resources. Emotion-rule dissonance results from a conflict between felt and required emotions (Zapf et al., 2021), whereby required emotions are linked to organizational

and cultural expectations (Humphrey et al., 2008; Moran et al., 2013). Thus, this emphasizes the relevance of the organizational and cultural context in which leader-follower interactions are situated. Additionally, this dissertation's findings generally corroborate the importance of emotions, affect, and emotion regulation for leadership processes (Gooty et al., 2010; Humphrey, 2012; Humphrey et al., 2008) and, in particular, for leader-follower interactions (Cropanzano et al., 2017; Tse et al., 2018).

Referring to the third overarching research goal, the current dissertation enriches the literature by addressing multiple facets of leaders' well-being. Previous research focused on associations between leadership behaviours with, e.g., leaders' emotional exhaustion (Arnold et al., 2017; Arnold et al., 2015), work engagement (Nielsen, 2013; Weiss et al., 2018), and leaders' affect (Lanaj et al., 2016). The presented findings cover indicators of hedonic well-being, such as positive and negative affect, as well as job satisfaction (Chapters 2 and 3). Furthermore, leadership behaviour was associated with leaders' eudaimonic well-being, as measured by perceived competence. While all manuscripts covered leaders' well-being in the work context, Manuscripts 1 and 3 provided further insights into leaders' non-work domain. In contrast, previous research mainly investigated how far leaders' demands or well-being at home may impact their leadership behaviours at work (Barnes et al., 2016; Barnes et al., 2015; Courtright et al., 2016).

Findings presented in this dissertation indicated that leader-follower interactions entail elements that may hinder or facilitate leaders' mental detachment from work (Chapters 2 and 4), and thus have relevant implications for leaders' recovery. A recent study could show that leaders' recovery is related to their identification with their leader role and engagement in transformational behaviours the next day (Lanaj et al., 2023). Furthermore, leaders' pleasurable recovery activities in the evening fuel their positive affect the next day, which influences their followers' affect and performance (Kim et al., 2023).

The findings of this dissertation also showed that resource-draining aspects of leader-follower interactions interfere with leaders' work-life interface (Chapter 4). Thus, the previous literature and results from this dissertation underscore the importance of considering the whole person in leadership roles, recognising that the synergy between work and home life significantly shapes the overall well-being of leaders.

Beyond addressing the overarching research goals, the findings presented in this dissertation offer further contributions. Examining leader-follower interactions and leader well-being is a multifaceted endeavour that unfolds on both within- and between-person levels (e.g., Bernerth & Hirschfeld, 2016; Decoster et al., 2014; Lanaj et al., 2016; Shen et al., 2021). The relevance of investigating relationships at both levels has been highlighted by existing literature in the area of leadership and management (Kelemen et al., 2020; McCormick et al., 2020), and stressor-strain relationships (Pindek et al., 2018). Notably, the research presented in this dissertation revealed considerable fluctuations in leaders' behaviours (Chapter 2) and their emotional work demands (Chapter 4). Resource-draining and resource-enhancing effects elicited by leader-follower interactions were found at both levels, indicating that these may evolve in the short- and long-term and, thus, be relevant for immediate and longterm well-being. This aligns well with the perspective of COR theory, proposing dynamic resource processes that may occur within shorter or longer episodes of time (Halbesleben et al., 2014). Generally, the results add to the literature by supporting the relevance of COR theory (Hobfoll, 1989, 2001), not only for explaining leader ill-being resulting from resource loss but also resource gains in terms of enhanced well-being. Likewise, the findings of this dissertation support the assumption of resource loss and gain cycles. Furthermore, the included studies promote the application of COR theory to leader-follower interactions (cf. Hobfoll et al., 2018). Examining leadership through the lens of COR theory allows for a nuanced understanding of how the constant and fluctuating resource

investments and losses inherent to leadership roles influence the well-being of leaders across work and non-work domains. This theoretical perspective underscores the importance of acknowledging and mitigating resource losses and fostering environments that support leaders in maintaining their well-being amidst organizational challenges.

Lastly, this dissertation provides evidence indicating that leaders' personality shapes their responses in interactions with their followers. Traits linked to more harmonious relationships, such as agreeableness (Blake et al., 2022), enable leaders to engage in constructive leadership behaviours, including transformational leadership (Judge & Bono, 2000), servant leadership (Washington et al., 2006), and ethical leadership (Xu et al., 2011). Additionally, agreeableness seems to make it more likely to benefit from positive encounters with their followers (Chapter 3).

In essence, this dissertation illuminated resource-enhancing and resource-draining aspects of leader-follower interactions by investigating the impact of leaders' own behaviour, followers' organizational conduct, and specific emotional work demands. The findings underscore the complexities of leader-follower interactions, revealing them as both a crucial source and a potential threat to the well-being of leaders.

Limitations and Implications for Future Research

Despite the valuable insights gained from this research, acknowledging its limitations is essential for a comprehensive understanding of its scope and applicability. The following section delves into these constraints and addresses potential avenues for further exploration.

In this dissertation, I presented three manuscripts. Study 1 (Chapter 2) and Study 3 (Chapter 4) were based on the same research project utilizing a daily diary study design, while Study 3 employed an experimental between-subjects design. Both designs come with distinct advantages and disadvantages.

The daily diary study is particularly advantageous for its high external validity, as it delves into individuals' experiences within the context of their real-world conditions (Bolger et al., 2003). A major advantage of this design was its ability to disentangle within- and between-person effects. In fact, some effects were significant only at the within- or between-person level, thereby highlighting the relevance of investigating both levels (cf. Pindek et al., 2018). The daily diary design allowed for studying the dynamics within a workday. However, based on such a design also further temporal processes could be addressed, e.g., not only spillover effects within one day, but lagged effects across two days or sensitization-satiation effects (Wickham & Knee, 2013). Furthermore, given that the daily diary study covered only five consecutive workdays, long-term changes were not captured, suggesting a potential avenue for future research through longitudinal studies with extended time frames.

The value of experimental designs has been endorsed for the field of leadership and organizational research (Antonakis et al., 2010; Podsakoff & Podsakoff, 2019; Spencer et al., 2005). Experimental designs offer distinct advantages, providing higher internal validity and enabling causal conclusions to be drawn, although they do come with limitations in external validity (Podsakoff & Podsakoff, 2019). Manuscript 2 employed a randomized experimental between-subject vignette study, opting for this methodological approach to manipulate the independent variable while presenting a specific real-world situation. To enhance ecological validity, the study materials included comprehensive information to bolster credibility and facilitate participants' immersion (Aguinis & Bradley, 2014). However, it is worth noting that a within-person design, in which all vignettes are presented to each participant, would be preferable. This approach would enable participants to compare behaviours across different vignettes, potentially providing richer insights into individual responses. Moreover, the generalizability of findings from vignette studies is still limited, e.g., due to the particular situation that is still hypothetical in nature. With regard to causality, an experimental

approach per se does not guarantee causal inferences (cf. Schowalter & Volmer, 2023). With respect to causality, the results of the presented diary study also need to be interpreted with caution, as they are largely correlational. Future research may benefit from employing rigorous study designs that effectively balance high internal and high external validity and allow causal conclusions. One promising approach is the use of field experiments (Antonakis et al., 2010; Eden, 2017).

A critical consideration concerning the generalizability of the presented findings revolves around the characteristics of the utilized samples. Although the leader sample underlying Manuscripts 1 and 3 exhibited heterogeneity across hierarchical levels and industries, there is room for future research to incorporate more diverse samples. Notably, the majority of psychological research relies on samples from what are termed WEIRD countries, i.e., Western, educated, industrialized, rich, and democratic (Henrich et al., 2010). The nuances of high-quality leader-follower interactions and their impact on well-being may vary across cultures (M. H. Bond & Smith, 1996; Gelfand et al., 2007). Manuscript 3 presented findings derived from a non-leader sample, specifically a student sample. It is crucial to acknowledge previous discussions in the research literature highlighting the pitfalls in using such samples in psychological research (Hanel & Vione, 2016). Consequently, the results cannot easily be generalized to non-students or leaders with different cultural backgrounds.

While diversification is one approach, another strategy involves concentrating on more homogeneous subgroups, e.g., at a specific level in the hierarchy or gender-based differences. Previous research revealed that, when comparing different levels, lower well-being and higher demands, accompanied by lower perceptions of job control, were reported among mid-level leaders (Hu et al., 2023). The same study provided evidence that these effects were even more pronounced for female leaders, thus emphasizing the need for further

research that not only considers gender as a control variable but as a central aspect (Hu et al., 2023).

It was a primary aim and strength of this dissertation to shed light on the leaders' perspective in leader-follower interactions. Correspondingly, Manuscripts 1 and 3 are grounded in data derived from a leader sample, while a student sample is immersed in the role of leaders in Manuscript 2. However, the assessment of all variables using the same method and source, specifically, leaders' self-reports, raises a potential risk of common method bias (CMB; Podsakoff et al., 2003). This arises from the possibility that characteristics of the raters, e.g., implicit theories, social desirability, or affectivity, might systematically influence their responses, leading to inaccurate or biased results (Podsakoff et al., 2003). The relevance and threat of this bias have been extensively discussed by scholars (e.g., Conway & Lance, 2010; Doty & Glick, 1998; Spector, 2006). Several arguments, however, suggest that CMB should only be a minor concern in the presented studies. In the vignette study (Manuscript 2), participants' pre-manipulation levels of positive and negative affect were taken into account as control variables. Regarding the diary data used in Manuscripts 1 and 3, multilevel confirmatory factor analyses indicated that single-factor models did not fit the data better than the models with multiple factors. If common method variance were to account for most of the variance, a single dominant factor would likely emerge. Moreover, statistical methods were employed to decompose variance into within- and between-person components (Preacher et al., 2010), thereby reducing the risk of between-person influences on within-person relationships. Nevertheless, it is important to acknowledge that post-hoc statistical methods alone are not sufficient to rule out CMB entirely. To further mitigate this threat, future research may expand the source of data by including ratings from other persons. Other groups of people who can provide insights relevant to leaders' interactions with followers or to leaders' well-being include those in their

work domain, such as followers, supervisors, and coworkers at the same hierarchical level, as well as those in their private domain, such as partners, family, and friends.

Another approach to reducing CMB involves combining self-reports with other measurement methods, such as objective and observational measures. The assessment of actual verbal or non-verbal behaviours, e.g., supportive statements via video recordings, offers the potential for a more fine-grained analysis of processes in leader-follower interactions (Hemshorn de Sanchez et al., 2022; Lehmann-Willenbrock & Allen, 2018). In investigating well-being, future research might consider utilizing objective measures, such as blood pressure or heart rate variability indicators. Depending on the research interest in short- or long-term responses to stressors, blood, saliva, or hair samples can provide information on the level of cortisol and other hormones (Burk & Wiese, 2021; Rösler et al., 2010; Stalder & Kirschbaum, 2012).

To further diminish the risk of CMB, timely separation of measurement occasions is recommended (Podsakoff et al., 2003). In studies 1 and 3, reporting diary study data, the assessment of predictor and outcome variables was temporally separated. Furthermore, there was a separate general questionnaire focused on socio-demographic variables. However, the proposed intervening variables were assessed at the same measurement occasion as the predictors. Also, in light of deriving potential causal inferences, future research should use three separate measurement occasions when testing for mediation. In the vignette study (Chapter 3), outcome variables and items of leaders' personality were assessed one after another. A separate measurement occasion would also be more favourable. Taken together, even though several techniques were applied, the risk of CMB cannot be completely ruled out, suggesting avenues for future research.

Studying leader-follower interactions from a leader's perspective presents a particular challenge. While followers usually have only one leader, leaders often manage many dyadic

relationships simultaneously. In Study 1 and Study 3, leaders were asked to report their aggregated perceptions, i.e., their LMX behaviours and emotion-rule dissonance stemming from their interactions with followers, covering all interactions they had that day, including multiple encounters with the same person and encounters with multiple different followers. Future research may explore ways to cover all single encounters leaders have with their followers within a specific timeframe, e.g., by event-based sampling or network analyses. Advanced methods such as eye-tracking, kinematic sensors, and Bluetooth technology, as discussed by Lehmann-Willenbrock and Allen (2018), could provide novel ways to create network profiles, allowing for a more detailed investigation of leaders' manifold contacts with their followers.

While the manuscripts included in this dissertation investigated both resource-eliciting and resource-draining processes in relation to leader-follower interactions separately, the suggested methods could be employed to address both processes simultaneously, i.e., having to face a mixture of both positive and negative encounters with followers. In this regard, it could be interesting to examine, for example, how far there are potential buffering effects.

Despite the potential of studying the exchange of concrete resources in leader-follower interactions and its outcomes for leaders (Wilson et al., 2010), some scholars critically discuss the blending of LMX with theories on social exchange (Scandura & Meuser, 2022) or the conceptual flaws of the theoretical foundation in LMX research in general (Gottfredson et al., 2020). Thus, the mutual influence leaders and followers have on each other remains a fruitful area in need of future research, including conceptual refinement of constructs and measurement methods. In this regard, London et al. (2023) proposed a comprehensive model that integrates aspects of LMX but offers a broader perspective on

leader-follower relationships, discussing how constructive or even dysfunctional leader-follower relationships may develop (London et al., 2023).

Expanding the scope of investigations into the interplay between leader-follower interactions and leader well-being across different facets of well-being is suggested. While the current dissertation focused on, amongst others, indicators of hedonic well-being and recovery, future research may also address further indicators of leaders' eudaimonic well-being, e.g., meaningfulness at work or personal growth (Ryff, 2014) or concepts that combine both views, like thriving (Porath et al., 2012). Furthermore, long-term consequences, such as psychosomatic symptoms and leaders' physical well-being, may enrich future investigations as well (see, e.g., Pindek et al., 2020).

A potential further avenue for future research involves exploring the boundary conditions that reside both in leaders themselves and in their work environment, which may influence the dynamics of leader-follower interactions and their relationship to leaders' well-being. The current dissertation showed that leaders' personality shapes their reactions towards follower behaviours (Manuscript 2, Chapter 3). Future research may deepen this finding and further investigate the relevance of leaders' agreeableness or address other traits relevant for dealing with demands and stress, e.g., neuroticism (Rice & Day, 2022) or core self-evaluations (Hentrich et al., 2017; Judge et al., 2003).

An insightful framework for delving into contextual features in leadership research is provided by Oc (2018). Oc distinguishes between omnibus and discrete contexts. The omnibus context pertains to macro-level factors such as societal trends, economic conditions, and national culture, while the discrete context encompasses more situational variables, e.g., task, social, temporal, and physical aspects (Oc, 2018). Within the discrete context, leader-follower interactions could be investigated in conjunction with other role requirements imposed on leaders, such as administrative tasks and strategic decision-making (Dierdorff et

al., 2009), as well as job demands (Doci & Hofmans, 2015; e.g., Dóci et al., 2020; Tafvelin et al., 2023). Exploring additional levels, such as leaders' own supervisors or organizational culture (Dextras-Gauthier et al., 2023; Huhtala et al., 2011; Huhtala et al., 2015) and climate, e.g., ethical climate (Fladerer & Braun, 2020), or climate for authenticity (Grandey et al., 2012), may shape the associations between leader-follower interactions and leader well-being.

Turning to the omnibus context, there are promising perspectives related to global trends like digitalization, and crises such as the COVID-19 pandemic (e.g., Venz & Boettcher, 2022). Current societal and economic developments, such as labor shortages, are likely to impact leaders' work and leader-follower interactions. Confronted with a persistent lack of personnel, leaders may be compelled to invest more resources into maintaining their teams, including employees with varying degrees of maintenance (cf. Tepper & Simon, 2015), and therefore, being relevant for leaders' well-being.

Implications for Practice

The findings of the presented studies offer significant implications for practitioners. This section adopts a comprehensive approach to promoting leader well-being, suggesting both individual-directed (e.g., leader development) and structural approaches, i.e., strategies focusing on altering the environment or system in which leaders operate (e.g., work design, organizational development). Health-promoting activities in organizations should ideally combine both approaches to achieve the best and most sustainable outcomes (cf. Noblet & Lamontagne, 2006).

Individual-directed approaches

Drawing on the findings of this dissertation, several areas for individual-directed approaches can be derived, which may be translated into fruitful leader development initiatives. Firstly, leaders should be enabled to engage in positive, high-quality interactions

with their followers to benefit from the resulting resource-gain spiral (see Manuscript 1). Secondly, leaders need to be equipped with strategies to manage demands, such as emotion work demands stemming from interactions with their followers or follower behaviours that hinder leaders' goal achievement, to prevent or mitigate adverse effects on their well-being at work and home (see Manuscripts 2 and 3). Thirdly, leaders should be supported in finding individually suitable strategies to facilitate the restoration of personal (self-regulatory) resources and, more generally, enable recovery from work and a smooth transition from work into leisure time (see Manuscript 3).

To address these topics, promising formats for leader development include coaching (A. S. Bond & Naughton, 2011; Greif & Palmer, 2022; Sell et al., 2022; Weihrauch et al., 2022), training (Edelman & van Knippenberg, 2017; Graen et al., 1982; Hahn et al., 2011; Lacerenza et al., 2017), or mentoring (Grocutt et al., 2022). Furthermore, collegial case consultations, i.e., collectively reflecting on a topic to regain an external and objective perspective and generate problem-solving strategies, can be a potential support format for leaders (Saupe & Korek, 2016; Zimmer & Ullrich, 2012). These formats can be offered independently or as components of structured leader development programmes.

It is essential to consider that leader development activities may target individuals already in leadership positions or candidates transitioning into leadership roles. Scholars emphasized the need for a comprehensive approach to leader development by adopting a lifespan perspective (Liu et al., 2020). A recent study indicated that young leaders (18 to 30 years) experience higher emotional demands, role conflict and lower perceived organizational support while reporting higher burnout and less vigour than older leaders (Irehill et al., 2023).

Previous literature has pointed out promising frameworks for the content or competencies targeted in leader development activities. Clerkin and Ruderman (2016) highlighted the importance of intrapersonal competencies and “the development of the

dynamic psychological resources needed for continually being able to self-regulate and focus in the face of uncertainty and competing demands.” (p.163) in order to deal with the current challenges in the work environment. They suggest four holistic leader development practices, i.e., mindfulness, social connections, the induction of positive emotions, and body-based practices (Clerkin & Ruderman, 2016). From those, mindfulness will be briefly discussed in more detail due to its broad applicability and benefits for individuals, particularly those with leadership roles (e.g., Hartlaub et al., 2023; Roche et al., 2014).

Mindfulness, according to Bishop et al. (2004), involves regulating one’s focus of attention to enable the feeling of being fully present and cultivating an attitude characterized by curiosity, openness, and acceptance towards current experiences. Prior research has revealed numerous beneficial effects for individuals’ mental health, emotion regulation, performance, and interpersonal relationships (e.g., Mesmer-Magnus et al., 2017).

Mindfulness-based interventions are associated with lower psychological work-life conflict, greater satisfaction with work-life balance, and psychological detachment (Althammer et al., 2021; Michel et al., 2014). Findings of mindfulness-based interventions targeted at leaders have been shown to reduce irritation (Lange & Rowold, 2019), lower mental distress, and increase health-oriented self-care (Vonderlin et al., 2021). Furthermore, followers rated their leaders higher in transformational leadership (Lange & Rowold, 2019). A qualitative study based on semi-structured interviews following a workplace mindfulness training with leaders further revealed that they perceived changes in, e.g. their self-reflection, task management, and interactions with followers (Rupprecht et al., 2019). Other studies corroborate the claim that mindfulness strengthens skills helping to build positive relationships, such as active listening and empathy (Jones et al., 2019), and affects the way leaders communicate with others, resulting in increased followers’ satisfaction with the leader (Arendt et al., 2019). This, in turn, may fuel further resourceful interactions with followers. Taken together,

including mindfulness interventions and continuous mindfulness practice in leader development may be a fruitful approach to helping leaders improve their self-regulation, manage stress, and build high-quality exchange relationships with their followers.

In their holistic leader development framework, Clerkin and Ruderman (2016) also emphasized the importance of social connections for leaders. They recommended that opportunities to learn about and practice reciprocity and high-quality connections should be more explicitly implemented in leader development initiatives. However, it only focuses on leaders' endeavours. Lovelace et al. (2007) offer a promising approach to expanding leader development and integrating employees to facilitate leaders' stress management. Building on the job demands-control model (Karasek, 1979), they proposed self-leadership and shared leadership as strategies for leaders to proactively build an "active" work environment, i.e., a workplace characterized by high demands and high decision latitude. Accelerating changes in work settings, e.g., increased volatility, uncertainty, complexity, and ambiguity (VUCA), may increase pressure on leaders and thus pose a risk that their jobs become high-strain jobs (high demands, low decision latitude) instead (cf. Hartlaub et al., 2023). In this regard, Lovelace et al. (2007) build on the self-leadership and shared leadership literature to assume that self-leadership strategies, such as self-observation, self-goal setting, or positive self-talk (Neck & Houghton, 2006), may directly help leaders to enhance their job control. Furthermore, these strategies may help indirectly by reducing leaders' job demands when used to empower their employees by fostering their self-leadership capacities. In this way, leaders promote and may benefit from more shared approaches to leadership, thereby reducing their own burden. Such an approach is also well aligned with the perspective of followership, seeing followers as active agents and not only passive recipients in leadership processes (Uhl-Bien et al., 2014) and findings in this dissertation showing that follower behaviours that are congruent with leaders' goals have a positive impact on leaders' affective

well-being (see Manuscript 2). Thus, the practical implications of the current findings go beyond developing leaders themselves.

Structural approaches

Recently, scholars highlighted that the interplay between leadership and well-being needs to be seen in the light of the context, e.g., in terms of the organizational environment (Inceoglu et al., 2021). Thus, even though leader development initiatives constitute essential ways to support leaders entering resource-gain spirals, as described in Manuscript 1, leaders should not be solely responsible for their well-being. Taking a COR theory perspective, organizations should acknowledge the resource-intensive nature of leadership roles as well as resource-enhancing areas and, thus, provide a work environment that offers and replenishes resources for leaders, i.e., assisting leaders in making the best use of their competencies and fulfilling their leadership role to the best possible. Therefore, structural approaches to work design and organizational development must be considered.

Leaders need to allocate their resources, such as time and energy, to fulfil the various requirements of their job (Dierdorff et al., 2009). Thus, organizations need to acknowledge the variety of demands leaders face in their everyday work and where leaders perceive their job to be resourceful. Job analyses may help to identify leaders' key challenges and resources in a specific organization. To have regular, in-depth contact with each of their followers, thus enabling high-quality leader-follower exchanges that may be beneficial for leaders, they need time and space (cf. Grant, 2007). Even though face-to-face interactions may offer the best prerequisites to form close connections, accelerating digitalisation and more flexible work arrangements make it imperative to provide leaders and their team members with the appropriate technical equipment and software to facilitate high-quality exchanges in digital settings (Brosi & Schuth, 2022). Furthermore, organizations should also promote a culture and climate that foster strong ties between leaders and followers (González-Romá, 2015) and

health-promoting interaction dynamics involving a shared responsibility between these groups (Eberz & Antoni, 2016). Organizations' climate may also be relevant regarding the emotional work demands of organizational members, especially regarding potential display rules and procedures and policies helping to deal with such demands (cf. Fischbach & Schneider, 2022; Grandey et al., 2012).

Personnel selection of leaders and their followers is another structural approach. Emotional and social competencies, as well as stress management skills, should be promoted and assessed in personnel selection procedures for leadership positions. Effective job interviews should be structured and contain biographical or situational questions (cf. Levashina et al., 2014). Biographical questions could ask candidates, e.g., how they built positive exchange relationships with their followers or dealt with emotion work demands in the past. In contrast, situational questions could be used to showcase candidates' competencies in reactions to given scenarios. Such scenarios may be generated based on, e.g., the critical incident technique (Flanagan, 1954). In this regard, the multimodal employment interview (Schuler, 1992) represents a structured and standardised approach that integrates both biographical and situational questions.

Furthermore, based on the finding that follower behaviours also actively contribute to leaders' well-being (see Manuscript 2), personnel selection may not only be relevant for identifying the most suitable leaders but also for finding followers with whom the creation of effective work relationships is most likely. Prior research indicates that constructive leadership behaviours may come at some costs for leaders, which may be especially pronounced for leaders whose followers are low in competence (Lin et al., 2019). Thus, personnel selection procedures should make sure that both leaders and followers possess the necessary competencies and skills to meet the demands of the respective positions and may match in their values and working styles as a prerequisite to leader-follower relationships that

are mutually enriching (Barrick & Parks-Leduc, 2019; Kristof-Brown et al., 2005; Marstand et al., 2017; van Vianen, 2018).

General Conclusion

The current dissertation aimed to advance our understanding of leadership dynamics through a leader-centric perspective, exploring the interconnection between leader-follower interactions and leader well-being. The three presented empirical studies delved into various elements of leader-follower interactions and multiple facets of leader well-being, collectively highlighting the complex nature of leadership dynamics and acknowledging the dual importance of both leader and follower behaviours.

The findings underscore that leaders benefit from engaging in behaviours that foster high-quality leader-follower exchanges and from followers contributing constructive behaviours and extra effort. Furthermore, followers' positive resource input was particularly advantageous for leaders with high agreeableness. However, the dissertation also illuminated the obstacles leaders face in their interactions, in the form of followers' counterproductive follower behaviours and the frequency of emotion-rule dissonance. The results indicate that leaders' respective resource gains or losses at work create spiral effects, extending into higher or lower well-being in the non-work domain, respectively. Notably, the dissertations' findings emphasized the day-to-day relevance of these resource-building and resource-draining processes.

By integrating insights from the presented manuscripts, organizations can refine leadership practices, encourage constructive follower behaviours, and implement preventive measures to support leaders in managing emotion work demands effectively. These efforts can contribute to cultivating healthier, more productive, and mutually beneficial relationships between leaders and followers, ultimately enhancing organizational performance and well-being for all stakeholders.

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