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Background

- ↪ In organizations, people experience a broad range of affective states
- ↪ Experienced affective states can lead to different behavioral outcomes based on various patterns of arousal and valence
- ↪ Despite the omnipresence of feelings in leaders' work life, the relationship between leader affect and leader behavior has rarely been studied
- ↪ Knowledge regarding the relationship between leader behavior and follower affect (and behavior) is somewhat richer; however, empirical studies have almost exclusively focused on an interindividual level of analysis

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Project

- ↪ Based on affective events theory, several studies have been conducted
- ↪ We explored the relationships between various types of leader (felt) affect and various types of (employees observed) leadership behavior
- ↪ We conducted a systematic review regarding the state of research on the relationship between leader affect (trait, state) and leadership behavior
- ↪ Two pre-registered studies (based on one dataset) investigated the relationship between daily leadership behavior and subordinates' felt affect and working behavior (i.e., helping behavior and counterproductive working behavior)



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- ↪ **Type of study and dataset**
Exploratory multilevel team study (N = 86)
- ↪ **Results**
Leader pride and active positive affect (e.g., feeling proud, strong, excited, interested, and enthusiastic) showed the most robust positive association with visionary leadership

The relationship with leadership consideration was slightly weaker

No discernible relationship with initiating structure

The relationship between negative affect and leadership behavior was considerably weaker

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- ↪ **Type of study and dataset**
Pre-registered experience sampling study (N = 52) over ten consecutive workdays (two weeks from Monday to Friday)
- ↪ **Results: Day-to-day...**
...transformational leadership is positively related to employees' pride and gratitude

...abusive leadership is positively related to employee anger (but not to shame)

...humble leadership is positively related to employees' pride and joy

...autocratic leadership is *not* (positively) related to employees' anxiety and disappointment

Who cares?

Contributions to Leadership Research

- ↪ Demonstrating the state of the science through a systematic literature review reveals fruitful future research directions.
- ↪ Experience Sampling (ESM) studies unveil important differences between intraindividual and interindividual level relationships regarding leadership behavior, employee affect, and work behavior.

Practical Application in Training and Teaching

- ↪ Results are applicable in training programs and teaching to elucidate emotional factors influencing leadership and work behavior.
- ↪ Practical application can enhance workplace experiences and behavior, fostering a positive work environment.
- ↪ Positive work environments, influenced by leadership behavior, can lead to "spill-over effects," impacting the personal lives of both employees and leaders.