

Emotional Leadership in Relation to Task Performance, Work Engagement, and Perceived Stress

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This presentation is about leadership “meta-resources”

Why is this important for others (e.g. HR-managers)?

Organizations seek a leader who

- Plans and performs well (high task performance)
- Does not feel *too* stressed (perceives “optimal” stress)
- Is work-engaged (high work motivation)

Such a leader should theoretically (e.g. Hobfoll)

- Possess strong *trait* resources; “right” personality traits, coping resources for stress (handles stressors effectively), empathic concern for those they lead, charitable competence, emotional intelligence, rational competence
- *Not* possess elevated levels of needs for creating weaknesses in others (e.g. narcissism) or “destructive” needs for mirroring in co-workers their own poor self-esteem (e.g. performance-related self-esteem)

Important issue for today’s organizations

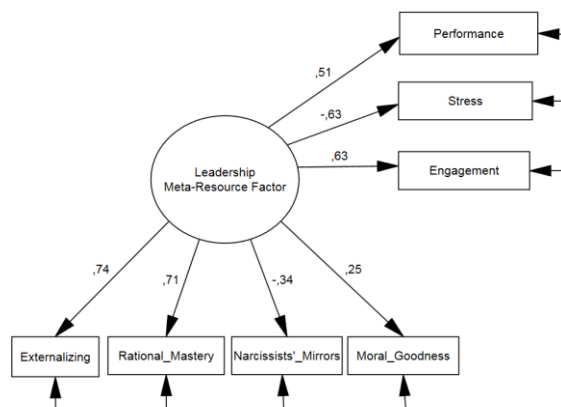
- To survive in the tough market
- To keep and recruit valuable and attractive personnel

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As expected, Task Performance and Work Engagement were positively, and Perceived Stress negatively related to Meta-Resource Factor

Are Externalizing and Rational Mastery Trait Resource Factors, and *not* Moral Goodness, most important for today’s leadership?

Preliminary SEM ($N = 344$ leaders)



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Trait Resource Factors (factor scores, EFA)

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”Externalizing”

- Cognitive Coping Resources (CRI)
- Emotional Coping Resources (CRI)
- Social Coping Resources (CRI)
- Trait Emotional Intelligence (TEIQue-SF)
- Spiritual/Philosophical Coping Resources (CRI)
- Extraversion (IPIP6)
- Physical Coping Resources (CRI)
- Openness for Experience (IPIP6)
- (Grandiose Narcissism) SD3

”Rational Mastery”

- Rational Leadership Competence (LIQ3)
- Conscientiousness (IPIP6)

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Trait Resource Factors

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”Narcissists’ Mirrors”

- Grandiose Narcissism (SD3)
- Honesty-Humility (low) (IPIP6)
- Performance-Based Self-Esteem (PBSE)
- Vulnerable Narcissism (HSNS)
- Neuroticism (IPI6)

”Moral Goodness”

- Agreeableness (IPIP6)
- Empathic Concern (IRI)
- Perspective Taking (IRI)
- Charitable Leadership Competence (SD3)

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Taking Together

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- **TRAIT RESOURCES, INCLUDING PERSONALITY TRAITS, AND COPING RESOURCES MAY COMPRISE A LEADERSHIP META-RESOURCE FACTOR, WHICH TO A MODERATE-HIGH DEGREE CONVERGES WITH TASK PERFORMANCE, WORK ENGAGEMENT AND PERCEIVED STRESS.**
- **THE RESULTS IMPLY THAT ORGANIZATIONS MAY STRENGTHEN LEADERS' TASK PERFORMANCE AND WORK ENGAGEMENT (MOTIVATION), AND REDUCE THEIR PERCEIVED STRESS BY RECRUITING LEADERS POSSESSING VALUABLE FOR ORGANIZATIONS LEADERSHIP RESOURCES.**

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