The leader’s job characteristics – antecedents of followers’ wellbeing?

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Presentation at the 16th EAWOP Congress
Münster, May 24th 2013
Research Question

*How do job characteristics of leaders relate to followers’ wellbeing?*
The JD-R model

What about the subordinates?

Team level

Leaders’ job demands
Leaders’ job resources

Leaders’ strain

Individual level

Followers’ strain

Leaders’ strain = Leaders’ job demands + Leaders’ job resources - ?
Hypotheses

IDEA: Followers might profit from leaders’ job resources, while high job demands of the leader may trickle down to the follower

H1: The leaders’ job demands relate positively to followers’ strain

H2: The leaders’ job resources relate negatively to followers’ strain
Design

T1

Leaders’ job demands

Leaders’ job resources

T2

Followers’ job demands & job resources

Followers’ strain

Followers’ strain

Team level

Individual level
Design

T1

Workload
Work family conflict

Role Clarity
Autonomy

T2

Workload, WFC, Role Clarity, Autonomy

Job exhaustion
Irritation

Team level

Individual level
Method

Sample:
- 538 Participants from 121 teams and their leaders in Germany
- Multi-level data
- ICCs:
  - Job exhaustion = .16
  - Irritation = .08

Measures:
1. Autonomy (Guest, Isaksson, & De Witte, 2010)
2. Role Clarity (Pejtersen, Søndergård Kristensen, Borg, & Bjorner, 2010)
3. Workload (Spector & Jex, 1998)
5. Job exhaustion (Maslach et al, 1996)
6. Irritation (Mohr et al, 2006)
Results

Team level

T1

Workload  -.10  
Work Family Conflict  .25**  
Role Clarity  .15+  
Autonomy  -.19*  
(standardized estimates)

Individual level

Controls:
Job exhaustion  
Workload  
Work Family Conflict  
Role Clarity  
Autonomy

T2

Job exhaustion

+ p < .1; * p < .05; ** p < .01
Results

T1

Workload  -.08
Work Family Conflict  .15*
Role Clarity      .12*
Autonomy         -.13*
(standardized estimates)

T2

Controls:
Job exhaustion
Workload
Work Family Conflict
Role Clarity
Autonomy

Irritation

Team level

Individual level

+ p < .1; * p < .05; ** p < .01
Discussion

• Leaders’ work family conflict may increase followers’ strain levels
• Leaders’ autonomy decreases followers’ strain levels
• Results for leaders’ role clarity are inconsistent, it seems rather to relate to increased strain levels of followers
• Leaders’ workload is unrelated to followers’ strain levels
• No general positive effects of leaders’ job resources on followers’ strain
• No general negative effects of leaders’ job demands on followers’ strain

Limitations

• Models of reverse or reciprocal causation were not taken into account
Thank you for your attention!

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