Research Synthesis of Leadership Characteristics Associated with Employee Outcomes

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Purpose of the Research Synthesis

- Identify the particular types of leadership characteristics that are related to positive employee outcomes (including, but not limited to, job performance, attitudes, organizational commitment, self-efficacy beliefs, and job satisfaction)

- The goal is to identify which characteristics are associated with which outcomes in order to inform improvements in leadership practices to achieve specific employee or organizational outcomes

Types of Leadership Being Investigated

- Authentic Leadership

- Shared Leadership

- Distributed Leadership

- Transformational Leadership

Leadership Measures

The majority of studies included the use of leadership scales or measures that assessed the different characteristics of one type of leadership. The most frequently used measures were:

- Multifactor Leadership Questionnaire (5 version)
- Authentic Leadership Questionnaire
- Transformational Leadership Behavior Inventory
- Shared and Vertical Leadership Questionnaire
- Authentic Leadership Inventory
- Transformational Leadership Questionnaire

Authentic Leadership

Self-Awareness: Recognition of one's strengths and weaknesses and how they influence decision-making and interactions with others

Relational Transparency: Behavior that promotes trust through openly sharing information with others

Balanced Processing: Soliciting views and opinions of others before making shared decisions

Moral Perspective: Leadership behavior that is guided by moral standards and values rather than by organizational or societal pressures

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Gardner, W. L. et al. (2011). Authentic leadership: A review of the literature and research agenda. *The Leadership Quarterly*, *22*, 1120-1145.

Shared Leadership

"A dynamic, interactive process among individuals in groups [where] the objective is to lead one another to the achievement of group or organizational goals or both" (Pearce & Conger, 2002, p. 1)

Shared leadership is typically measured in terms of:

- Transformational, transactional, and distributed (co-directive) leadership behavior and practices
- Personal and collective (team) empowerment for achieving individual, group, and organizational goals

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Pearce, C. L., & Conger, J. A. (2002). *Shared leadership: Reframing the hows and whys of leadership*. Thousand Oaks, CA: Sage Publications.

Distributed Leadership

Conceptualized and operationalized in terms of behavior and practices that meaningfully involve employees at all levels of an organization in decisions and actions to achieve organizational and group goals.

Distributed Leadership is typically measured in terms of:

- Shared decision making
- Leadership development among all employees and team members
- Collective engagement of all team members in actions to achieve goals
- Individual and collective empowerment of all team members

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Hairon, S., Goh, J. (2015). Pursuing the elusive construct of distributed leadership: Is the search over? *Educational Management Administration and Leadership*, *43*, 693-718.

Transformational Leadership

Transformational leadership is conceptualized and operationalized in terms of four leadership characteristics (Rafferty & Griffin, 2004):

- Articulating a shared vision for guiding employee performance for achieving organizational goals

- Leadership inspirational communication and motivation of employees

- Supportive leadership that takes into consideration individual employee contributions

- Contingent reward for personal and group contributions to organizational successes

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Rafferty, A. E., & Griffin, M. A. (2004). Dimensions of transformational leadership: Conceptual and empirical extensions. *The Leadership Quarterly*, *15*, 329-354.

Common Features of the
Four Types of Leadership

- All four types of leadership constitute alternatives to hierarchical (top-down) approaches to leadership

- The four types of leadership include a focus on shared vision, values, and decision-making among employees at all levels of an organization

- The four types of leadership emphasize collective engagement and empowerment of all employees for achieving group and organizational goals

Research Synthesis Methodology

- Retrieved all studies in literature reviews of each of the four types of leadership (30+ reviews)

- Conducted controlled vocabulary, key word, and natural language searches to identify both "missed studies" in previous reviews and newly published studies

- The searches were conducted in PubMed, ERIC, PSYCHInfo, Proquest Central, and Google Scholar

- Reviewed all studies with a focus on investigations that included quantitative data for the relationships between leadership measures and any type of outcome measure

Search Results

- More than 700 studies were located that included some type of quantitative leadership-outcome data

- Approximately 500 of the studies included leadership measures that assessed one of the four types of leadership that were the focus of investigation

- Eighty-nine studies (thus far) included subscale or dimensional leadership measures in order to determine which leadership characteristics are associated with which types of outcomes

Search Results, *continued*

- The 89 studies include 98 separate samples (groups) of study participants

- The 98 samples include 33,175 study participants

- 57% of the participants are male and 43% are female

- Participants have an average of 11 years of work experience (SD = 6)

- Participants work in a wide range of businesses and organizations (health care, education, hospitality industries, governments, religious affiliations, manufacturing, etc.)

- The data entered thus far include 1,244 leadership-outcome effect sizes

Data Coding and Analysis

- Systematically examining the item content of 46 different leadership characteristic measures to classify the characteristics into subcategories of inherently similar types of leadership practices

- Systematically examining 250+ outcomes to classify into subsets of similar constructs (attitudes, job performance, organizational commitment, self-efficacy beliefs, job satisfaction, team functioning, etc.)

- Coding moderator variables to determine if leadership-outcome relationships vary as a function of other explanatory variables (e.g., organizational type, team/organization size)

- Compute sizes of effect between the leadership characteristics and study outcomes to identify which characteristics are associated with which outcomes and under which conditions the leadership-outcome relationships are similar or different

Synthesis Findings

- Data analysis has proceeded in a systematic manner in order to *unpack* and *unbundle* the leadership characteristics-outcome relationships starting with overall or global findings in terms of the sizes of effects between *all* leadership measures and different types/classes of outcomes

- The process proceeds by then examining the sizes of effects between each type of leadership and the different outcomes. This permits preliminary conclusions about the *relative effectiveness* of the four types of leadership

- The iterative process continues by then examining which particular types of leadership characteristics are associated with which particular outcomes to identify which characteristics prove most important in terms of explaining variations in particular outcomes

Measuring the Relationships Between the Leadership Characteristics and Study Outcomes

- Average (weighted) correlations between the leadership characteristics and different employee, leader, and organization outcome measures are used as the sizes of effects for the leadership-characteristic relationships

- Average effect sizes between .10 and .24 are considered small, average effect sizes between .25 and .39 are considered medium, average effect sizes between .40 and .54 are considered large, and average effect sizes equal to or greater than .55 are considered very large

- The 95% confidence intervals for the average effect sizes are used to determine (a) if an average effect sizes differs significantly from zero and (b) identify which outcomes may be differentially related to different leadership measures

Preliminary Results for Selected Study Outcomes

Outcomes	Number of Effect Sizes	Mean Effect Size	95% Confidence Intervals	Size of Effect
Organizational				
Affective Commitment	41	.36	[.31, .42]	Medium
Organizational Commitment	78	.29	[.24, .35]	Medium
Organizational Climate	75	.25	[.21, .28]	Medium
Teams				
Team Effectiveness (Employee)	94	.29	[.26, .33]	Medium
Team Effectiveness (Leaders)	36	.25	[.20, .30]	Medium
Leaders				
Satisfaction with Leaders	32	.69	[.65, .74]	Very Large
Trust in Leaders	37	.60	[.56, .64]	Very Large
Leader Effectiveness	32	.60	[.53, .67]	Very Large
Employees				
Job Satisfaction	60	.29	[.24, .35]	Medium
Job Performance	51	.18	[.14, .22]	Small

Next Steps

- Proceed with data coding of the leadership, outcome, and moderator measures in order to conduct data analysis to unpack and unbundle leadership-outcome relationships

- Dig as deep as the data permits to identify which leadership-outcome relationships under which conditions best explain the effects of different types of leadership practices

- Prepare "implication briefs" for informing decisions about which leadership practices have the highest probability of having which benefits and outcomes

PowerPoint available at
www.puckett.org/presentations