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Wolf, Denniz B. ***Interaction Styles in Work Relationships***

Abstract

Leadership style of supervisors has been heavily researched and supported as an important workplace factor in determining organizational outcomes. However, a follower's perception of a supervisor's *interaction* style can be equally vital in impacting the dyadic pair's relationship as the supervisor's leadership style. While every individual has his/her own interaction style, understanding another's interaction style offers the potential for improved relationships. This study seeks to further examine the effect that interaction styles have within the dyadic relationships of followers and supervisors by examining how perceived interaction styles between followers and supervisors influence: 1) followers' job satisfaction levels and 2) leader-member exchange (LMX) qualities. A sample of 240 full-time U.S. employees completed a 45-question survey on MTurk about perceptions on current supervisors', preferred supervisors', and own work interaction styles. Hypotheses of the study were explored using four one-way ANOVA tests. Results showed no significant effect between follower-current supervisor interaction style matches/mismatches on followers' job satisfactions but had partial influence over LMX quality ratings. Results revealed partial support for the influence of current-preferred supervisors interaction style matches/mismatches on followers' job satisfactions and LMX qualities.

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Table of Contents

List of Tables

Chapter I: Literature Review

Organizations involve a hierarchy between leaders and followers. While it is imperative to have managers with good leadership skills, simply providing individuals with good leadership skills does not ensure that supervisors will connect with their followers in effective and harmonious ways (Carter, Armenakis, Feild, & Mossholder, 2013; Cuadra-Peralta, Veloso-Besio, Iribaren, & Pinto, 2017). Leadership styles and associated outcomes (e.g., subordinate exhaustion, physical symptoms, job satisfaction, organizational commitment; Pyc, Meltzer, & Liu, 2017; Smith, Koppes Bryan, & Vodanovich, 2012) have been heavily researched already (Arnold, Connelly, Walsh, & Martin Ginis, 2015; Bartram & Casimir, 2007; Johnson, Venus, Lanaj, Mao, & Chang, 2012).

Less research has been done on the concept of *interaction* within the leadership realm. Discord within interactions between a supervisor and his/her follower can lead to detrimental impacts on a dyadic relationship and on an entire business. This conflict impacts factors from daily communication between individuals to employee turnover (Seo, Nahrgang, Carter, & Hom, 2018; Zhang, Wang, & Shi, 2012). Leaders' traits combined with how they decide to interact with their coworkers can influence the performance of their followers, and consequently the success of the organization - specifically the whole organization if the leader is in a position of higher authority (Al-Hussami, Hammad, & Alsoleihat, 2018). For example, in 2016, the prudent leadership skills of Starbuck's CEO, Howard Schultz, paired with his willingness to interact with and accept counsel from others, including followers, allowed for perceptive business strategizing, being viewed as an approachable leader, and the continuance of a successful organization (Lebowitz, 2016).

Purpose of the Study

The purpose of this study is to examine the impact of a follower's preferred interaction style of his/her supervisor to the perceived interaction style of his/her supervisor. Thus, the primary aims of the current paper are to examine two outcomes associated with interaction styles: 1) relationship quality of leader-member dyadic relationships and 2) job satisfaction of employees given interaction styles of their supervisors. These outcomes will be discussed as they may have further direct and indirect impacts for organizations and their employees.

The paper is organized as follows: The theoretical basis of leader-membership exchange (LMX) will be described first. Leader-member exchange will be applied to emphasize the dyadic relationship of supervisors and their followers within the workplace. Next, the concept of interaction styles will be introduced and defined as a construct. Examples of each interaction style, and how they can play a part in influencing relationships at work, will be illustrated. Next, rationale for how interaction styles might relate to LMX is provided. The construct of job satisfaction will be explained following this section, and the way supervisor interaction style might influence it. Hypotheses are presented throughout. After the literature review, the methods section proposes a sample of participants, explains measures of each study variable, the survey procedure, and possible ways of analyzing results.

Theoretical Basis: The Leader-Member Exchange Framework

Interactions between supervisors and their followers fall within the theory of leader-member exchange (Dansereau, Graen, & Haga, 1975; Graen & Uhl-Bien, 1995; Liden & Graen, 1980). Essentially, leader-member exchange (LMX) is a theory that describes the development of relationships between leaders and followers on a spectrum of high-quality to low-quality relationships (Dansereau et al., 1975; Graen & Uhl-Bien, 1995; Seo, Nahrgang, Carter, & Hom,

2018). First, high-quality relationships are characterized by social exchange and can be referred to as *social* leader-member exchange relationships (Kuvaas, Buch, Dysvik, & Haerem, 2012). Social LMX relationships are characterized by the social exchange concepts of mutual respect, trust, and other similar aspects that help both parties of the relationship prosper as interaction occurs (Goodwin, Bowler, & Whittington, 2009). In the workplace, a social LMX relationship would be fulfilled by a follower and supervisor that actively listen, care, and respond to each other's desires beyond what their job descriptions might entail. Low-quality relationships, also called *economic* leader-member exchange relationships, are represented by a leader-member dyad of economic exchange and contractual fulfillment focused on tangible and financial aspects (Kuvaas et al., 2012; Shore, Tetrick, Lynch, & Barksdale, 2006). An economic LMX relationship would be characterized by an employee that only listens to the instructions of his supervisor to avoid termination and receive a paycheck.

Dulebohn, Bommer, Liden, Brouer, and Ferris' (2012) theoretical framework within LMX postulates components within leaders, their members, and their interactions influence consequences (e.g., job performance, job satisfaction) through LMX. Here, the consequences of LMX are influenced by three antecedents: follower characteristics, leader characteristics, and interpersonal relationships. Figure 1 displays Dulebohn et al.'s (2012) LMX theoretical framework. Follower characteristics include, for example, some Big Five personality factors such as, positive affectivity (PA), negative affectivity (NA), openness to experience, and extraversion. Additionally, follower characteristics also include individual differences like competence, which takes into consideration experience, skill, and motivation to take on increasing levels of responsibility (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012; Liden & Graen, 1980).

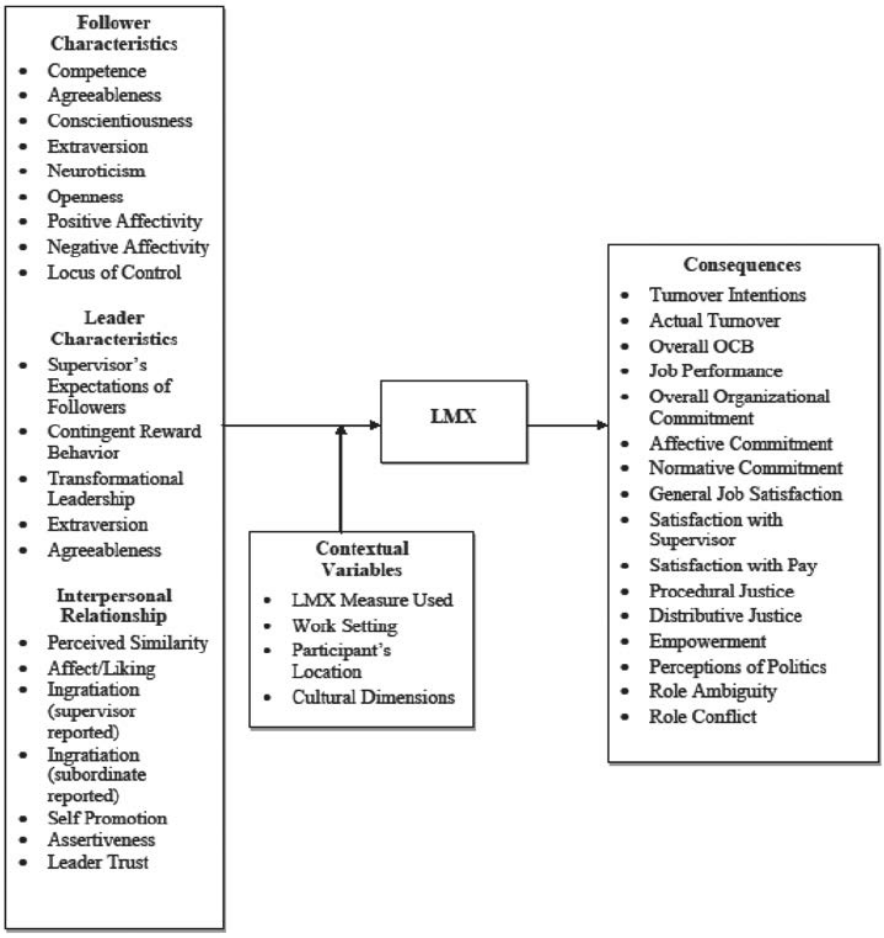

Figure 1. Theoretical LMX framework. (Dulebohn et al., 2012; reproduced with permission from the *Journal of Management*)

Leadership characteristics are also inclusive of Big Five traits such as agreeableness and extraversion. However, other aspects such as leadership type, supervisors' expectations of their followers (through self-fulfilling prophecy), and contingent reward behavior also impact the consequences within the framework (Dulebohn et al., 2012). It is important to note that while followers are influential within the dyadic relationship, it is posited that *leaders* are the dominant influence in determining the quality of the relationship (Dulebohn et al., 2012; Lapierre, Hackett, & Taggar, 2006). As such, leaders have a responsibility to promote effective relationships in the workplace. Additionally, many followers view their supervisors as representatives of the

company and, therefore, believe managers act with the authority of the company they work for (Raghuram, Gajendran, Liu, & Somaya, 2017).

Lastly, interpersonal relationship is the antecedent that represents the perceptions that the leader and follower have of each other during interaction and the emotional and logical factors that have resulted because of their interface. The factors include perceived similarity, affect/liking, assertiveness, and trust. With similarities, there are more opportunities to connect with an individual and grow a prosperous relationship. Hypothetically, a supervisor having shared characteristics and interests with a follower, such as being highly agreeable individuals that are both fans of the same football team, will generate conversation and accord between the two individuals. Conversely, differences between individuals can provide opportunities for conflict if managed improperly, resulting in low-quality relationships (Dulebohn et al., 2012; Uhl-Bien, 2006). For example, if a manager is assertive and has outdoor hobbies such as hunting, he may struggle to build a high-quality relationship with a passive follower that spends her time indoors playing video games. The other two antecedents in the model (leader characteristics and follower characteristics) come into play here as well. Leaders perceive the characteristics of their followers and weigh their competence, motivation to accept responsibility, and how they are able connect with that individual follower. Likewise, a follower perceives the leadership style of his/her supervisor, the expectations set by the leader and how the supervisor rewards accomplished objectives, as well as similarities or differences that he/she shares with their leader (Cropanzano & Mitchell, 2005; Molm, 1994).

Much research has been done to show what outcomes leader-member exchange (LMX) quality can affect within the workplace. For example, more social LMX between a follower and his supervisor can result in higher levels of organizational commitment, job satisfaction, and job

performance (Seo et al., 2018; Zhang et al. 2012). Just as importantly are the factors that influence LMX. The combination between personalities of the followers and the supervisors can determine how economic or social the dyadic pair's LMX quality is (Sears & Hackett, 2011). Furthermore, similar personalities and behaviors between followers and supervisors are shown to increase LMX qualities while opposing personalities and behaviors result in more economic LMX (Zhang et al., 2012). These dyadic relationships between a leader and follower are shaped through *interactions*. Interaction gives influence and meaning to leader and follower characteristics in relationships and allows for the influence that a leader can have over their followers (Fairhurst, 2001; Uhl-Bien, 2006). The *quality* of interaction between a leader and follower also depends on their styles of interaction.

Interaction Styles

The term "interaction style" used in this context refers to the way that individuals communicate and behave with the other individuals around them. Merrill and Reid (1981) labeled this concept "social styles" (see Figure 2). It is important to note that interaction focuses on behavior and not personality within an individual (Bolton & Bolton, 2009). The difference between the two is that personality includes the internal mentality of an individual, such as their thoughts, beliefs, and emotions, whereas their behaviors are their physical tendencies and executed actions (Bolton & Bolton, 2009; Human, Biesanz, Finseth, Pierce, & Le, 2014; Reynolds, Ortengren, Richards, & de Wit, 2006).

Merrill and Reid (1981) proposed four different interaction styles. All individuals naturally possess a dominant or preferred style. However, interaction styles are of neutral value (not ranked from best to worst). The four interaction styles are: analytical, amiable, driver, and expressive. The way that Merrill and Reid (1981) distinguish the four styles from one another are

categories on a grid of two continuums: assertiveness and responsiveness. Individuals will fall primarily into one of the four interaction styles. Figure 2 shows the people styles grid by, Bolton & Bolton (2009), depicting the interaction styles on the two continuums (Merrill & Reid, 1981).

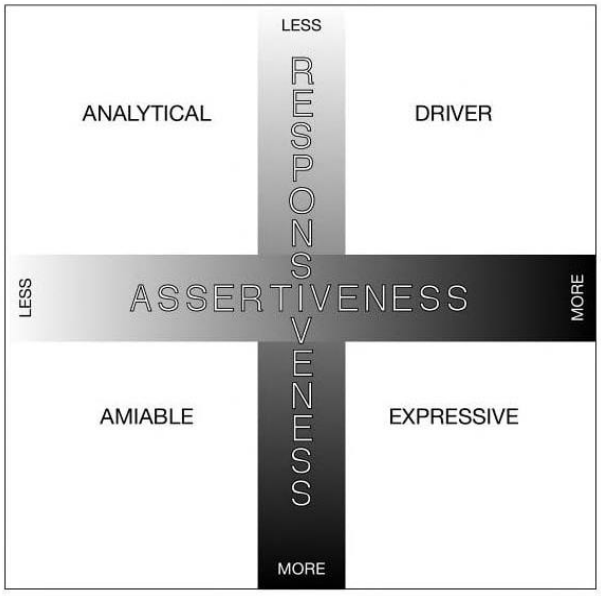

Figure 2. The people styles grid. (reproduced with permission from Harper Collins Christian Publishing)

Robert Bolton and Dorothy Bolton (1996) authored the first edition of their book, "People styles at work-- and beyond making bad relationships good and good relationships better" and cited Merrill and Reid (1981), using the concepts of social styles as the main premise of their book. Bolton and Bolton (2009) thoroughly define the constructs of assertiveness and responsiveness, along with the four interaction styles in their book. Assertiveness is defined as "the degree to which his [or her] behavior is typically seen by others as being forceful or directive" (Bolton & Bolton, 2009, p. 28). Responsiveness is "the degree to which [he or] she is seen as showing [his or] her own emotions and demonstrating awareness of the feeling of others" (Bolton & Bolton, 2009, p. 31-32). The two styles lower on the responsive continuum are

analytical and driver with their counterparts, amiable and expressive being high on the responsive continuum, each of which is described below.

Bolton and Bolton (2009) define the specific interaction styles in depth. Individuals that have a dominant analytical interaction style "combine greater-than-average emotional restraint with lower-than-average assertiveness" (Bolton & Bolton, 2009, p. 35). Analyticals are commonly reserved and quiet as they process their thoughts internally. Furthermore, they tend to remain formal in their interactions. Being rooted in facts, they can even seem apathetic to others. The driving interaction style combines a "greater-than-average emotional restraint with a higher-than-average level of assertiveness" (Bolton & Bolton, 2009, p. 35). Drivers are the "go-getter", result-focused individuals who are more task-oriented verses people-oriented. Drivers are typically fast-paced in their behaviors from the way that they talk to the way they move. The amiable interaction style mixes a "higher-than-average emotional responsiveness with less assertiveness than half of the population" (Bolton & Bolton, 2009, p. 36). Amiables are empathetic, friendly individuals that are people-oriented over task-oriented. While other interaction styles might prefer to work alone, amiables enjoy working with others. Normally, amiables enjoy making small talk with others, are comfortable making eye contact, and use facial expressions while speaking. The expressive interaction style is an integration of "a higher-than-average level of assertiveness with a higher-than-average level of emotional expressiveness" (Bolton & Bolton, 2009, p. 36). Expressives are louder individuals who readily show their emotions to others, often speaking with their entire bodies. Drawn to excitement and action, expressives are visionaries of ideas and can act impulsively to accomplish tasks.

How individuals react to each other's interaction styles can allow people to get along harmoniously together in the workplace or determine discord (Ruz & Tudela, 2011). As

previously mentioned, interaction styles are vital, as they also determine the amount of influence that a leader has over the follower that he or she interacts with (Bolton & Bolton, 2009; Carli, 1989; Lansu & Cillessen, 2015; Tak, 1998). Fairhurst (2001) explains how similar interests, values, and attitudes within followers and leaders of a dyadic relationship can allow the pair to be more comfortable in interactions with each other. In the workplace, these shared characteristics between the leader and follower allow the two individuals to be more likely to perceive tasks from the same perspective and agree on the methods to accomplish their goals. This also offers more fluid communication and enhances relationship building (Fairhurst, 2001). As such, a match in style should be associated with a more social as opposed to economic interaction pattern. Therefore, the first hypothesis is made.

H1: Those who perceive a match between their own and their supervisor's interaction style will report higher quality of LMX than those who perceive a mismatch.

Leadership style can do very little if a follower is reluctant to interact with his or her supervisor or vice-versa. For example, a manager might be well-organized, supportive of her followers, and encourage good communication, but if she a fast-paced, quick-talker who cuts to the chase, she may not intuitively connect with a slow, easy-going follower who enjoys taking his time. Similar to Fairhurst (2001), Uhl-Bien (2006) describes the inverse effects of different characteristics within leaders and followers creating barriers within dyadic relationships. These barriers involve detachment, distance, and conflict within the interpersonal relationship that can contribute to unfavorable conditions of a high LMX relationship (Uhl-Bien, 2006). Given these findings, it is predicted that a mismatch between interaction styles will be associated with a more economic experience. The second hypothesis is made as such.

H2: Furthermore, employees who perceive competing interaction styles with their supervisors (i.e., analytical vs. expressive, and driver vs. amiable) will experience more economic LMX.

Therefore, it is imperative for employees and, especially leaders, to understand interaction styles and how to capitalize on these styles effectively to benefit the workplace environment. While Bolton and Bolton (2009) state that individuals do not permanently alter their own interaction style, they do suggest that individuals can relate better to others by knowing how to empathize with and respond to others' interaction styles. The capability for individuals to interact with others effectively without permanently altering their own interaction style is dependent on how others perceive them. While *actual* similarities between leaders and their followers were found to be important, studies have found that *perceptions* of similarities were more important in determining attraction and quality of LMX (Liden, Wayne, & Stilwell, 1993; Turban & Jones, 1988). Thus, Hypothesis 3 is proposed.

H3: Those who report a match between their preferred supervisor's interaction style and their supervisor's perceived interaction style will report higher level qualities of LMX than those who perceive a mismatch.

As mentioned, leader-member exchange plays a vital role within the workplace, as it influences many consequences. According to Dulebohn et al.'s (2012) theoretical model of LMX (see Figure 1), one the specific consequences of LMX that also influences many other outcomes of its own within the workplace is *general job satisfaction*. The general job satisfaction of employees is influenced by the quality of LMX between a supervisor and follower (Dulebohn et al., 2012). One of the goals of this project is thus to explore the same considerations regarding perceptions of interaction styles as they relate to job satisfaction.

Job Satisfaction

Job satisfaction has long been used as an indicator for the effectiveness of managing groups and organizations (McClusky & Strayer, 1940; Nahm, 1948). Job satisfaction is defined as individuals' affective state at work and their feelings towards their occupations (Organ & Near, 1985). Currently, job satisfaction remains a highly utilized construct for indicating outcomes such as how well supervisors lead their followers, how productive an employee will be at his/her job role, and how likely an employee will be to remain at his/her current organization (Cheung, Wu, & Wong, 2013; Goodboy, Martin, Knight, & Long, 2017; Mitchell & Ambrose, 2012; Stinglhamber, Marique, Caesens, Hanin, & De Zanet, 2015). Job satisfaction gives insight into whether management and working conditions are appropriate to allow the thriving of employees (Bowling, Wagner, & Beehr, 2018; Spector, 1997). This is important to organizations, as job satisfaction influences many indirect consequences such as worker motivation, burnout, and organizational commitment (Alex & George, 2014; Baruch-feldman, Brondolo, Ben-dayan, & Schwartz, 2002; Morrison, 2004). However, job satisfaction can be operationalized as affective job satisfaction or cognitive job satisfaction. Whether the experience of job satisfaction is conceptualized as affective or cognitive changes how it relates to other variables (Organ & Near, 1985; Thompson & Phua, 2012).

As mentioned above, affective job satisfaction measures an individual's overall attitude toward her occupation. In other words, affective job satisfaction is the general feelings that a worker has when she thinks about the job that she is doing. As such, this is a global satisfaction approach (Bowling et al., 2018; Thompson & Phua, 2012). In contrast, cognitive job satisfaction measures a worker's job satisfaction through his rational and logical evaluation of various, specific components about his job (Moorman, 1993). These aspects of cognitive job satisfaction

are called “facets”. Therefore, this is known as the facet satisfaction approach (Bowling et al., 2018; Thompson & Phua, 2012). Although facets may vary based on the job satisfaction measure, five of the most commonly utilized facets within this approach are satisfaction with work itself, supervision, coworkers, pay, and promotion opportunities (Bowling et al., 2018). Pay, for example, is included in Dulebohn et al.’s (2012) model in Figure 1.

As affective job satisfaction is based on overall attitude towards one’s job, it is viewed as more of an emotional report of job satisfaction than cognitive satisfaction (Snyman & Loh, 2015). Since interaction style is hypothesized to influence quality of LMX relationships, hypotheses for the experience of job satisfaction can be proposed based on perceived interaction styles. Overall job satisfaction is a consequence of LMX (Dulebohn et al., 2012) and as the quality of LMX increases, job satisfaction is expected to increase as well (Dulebohn et al., 2012; Zhang et al., 2012). Therefore, as a perceived match of interaction styles between a follower and his/her supervisor is hypothesized to increase the quality of LMX. Hypothesis 4 is made accordingly.

H4: Those who perceive a match between their own and their supervisor’s interaction style will report higher levels of job satisfaction than those who perceive a mismatch.

In contrast, economic or transactional LMX relationships are likely to relate to proposed low job satisfaction (Dulebohn et al., 2012; Zhang et al., 2012). As mentioned earlier, a mismatch in interaction styles can have the potential to cause tension within relationships, miscommunication, and lack of common work methods (Uhl-Bien, 2006), and subsequently, lower quality LMX. This discord could also lead to factors contributing to lower affective job satisfaction levels. According to Bolton and Bolton’s (2009) people style grid, the greater the

difference in responsiveness and assertiveness between two individuals' interaction styles, the more their behaviors will contrast. Therefore, the fifth hypothesis is proposed.

> H5: Employees who perceive competing interaction styles with their supervisors (i.e., analytical vs. expressive, and driver vs. amiable) and their own interaction style will experience the least amount of job satisfaction.

As previously described, a follower has *perceptions* of a supervisor's character derived from his/her supervisor's behaviors. This does not reflect the *actual* character of the supervisor, but nonetheless can still carry effects for the dyadic relationship (Liden et al., 1993; Turban & Jones, 1988). Additionally, followers have an ideal concept, or prototype of a leader that they desire to follow (Quaquebeke, Graf, & Eckloff, 2014). Research has found that followers' respect for, and personal identification with their supervisors increases significantly when their perceptions of their supervisors match their ideal leader prototype (van Quaquebeke & van Knippenberg, 2012). In the same way that a follower's perceptions of his/her supervisor's interaction styles are hypothesized to alter the quality of LMX with his/her supervisor, a match between preference and reality regarding supervisor interaction styles is likely to relate to job satisfaction. Consequently, Hypothesis 6 is proposed.

> H6: Those who perceive a match between their preferred supervisor's interaction style and their supervisor's perceived interaction style will report higher levels of job satisfaction than those who perceive a mismatch.

Chapter II: Method

The sample was invited to participate in the 45-item Qualtrics survey after being provided the survey description, approximate time needed to complete the survey, and payment offer of $0.50 they would receive upon completion of the survey. The payment of $0.50 per a completed survey was calculated by considering the average pay rate for survey takers of $8.00 an hour and the anticipated average time it would take participants to complete the survey. The participants were informed of the terms of the survey and, agreeing to the implied consent, began the survey. Individuals completed the Personal Style Inventory for themselves, their supervisor, and their preferred supervisor. They also completed the LMX-7 and BIAJS portions of the survey, along with demographics. Lastly, participants were thanked for their time and debriefed by reiterating the purpose of the study. The participants were then paid through their Amazon MTurk accounts.

Participants

For this study, a power analysis calculated that with a medium effect size, and power of .80, a minimum of 240 participants were needed. Utilizing Amazon Mechanical Turk (MTurk), 240 individuals participated in the survey. These participants were/are registered "Workers" within MTurk's system and can be from countries within the Americas, Africa, Asia and Pacific, and Europe. Workers complete Human Intelligence Tasks (HITs) in return for monetary compensation from the requesters that need the HITs completed. Workers are 18 years of age or older and have access to a computing device connected to the internet. For this survey, filters were used through Amazon Mechanical Turk to select which Workers could participate in the survey. The MTurk filter of "Employment Status - Full-time (35+ hours per week)" was used.

Additionally, the filter for "Location: United States" was used to keep all participants from the United States.

Of the 240 participants, the sample was almost equally divided between male and female as 121 participants were male (50.4%) and 119 were female. The mean age of the sample was 38.89 years old (*SD* = 10.87). The racial distribution of the participants was: 78.3% White, 6.7% Asian, 5.0% African American/Black, 4.2% Hispanic/Latino, 0.1% American Indian or Alaska Native, and 5.0% individuals of Two or More Races. The average number of hours that the survey participants worked per week were 42.34 hours (*SD* = 6.37).

Materials

A 45-item Qualtrics survey containing three preexisting measures and eight demographic questions was administered an online sample via Amazon Mechanical Turk.

Leader-member exchange. The quality of leader-member exchange between a supervisor and his/her follower was measured using the "LMX-7" (Graen & Uhl-Bien, 1995). This measure has seven items and was first utilized by Graen and Uhl-Bien (1995) to appraise the main question of how follower/supervisor relationship effectiveness at the workplace (see Appendix A). These seven items are answered on a five-point scale with different answer options dependent on the item. The third item of the measure asks, for example, "How well does your leader recognize your potential?" The participant may respond by selecting one the options of "*not at all*", "*a little*", "*moderately*", "*mostly*", or "*fully*". This measure is scored by adding all seven of the items together with responses characterizing higher quality LMX (on the right side of the scale) worth up to five points and lower LMX (on the left side of the scale) as low as one point. The total sum out of 35 reveals the participant's LMX quality score with his/her leader with 35 indicating a strong, positive dyadic relationship (Graen & Uhl-Bien, 1995). For the

purposes of this study, the mean of this scale was used with 1 revealing a low LMX quality and 5 indicating a high LMX quality. The reliability coefficient obtained for this LMX-7 measure from the sample was a Cronbach's alpha of .91.

Interaction style. Interaction style was measured by the "The Social Style Profile" (SSP; Wilson Learning, 2014). This 30-item assessment is scored such that individuals are categorized as a driver, analytical, amiable, or expressive type. Individuals respond to the assessment by thinking about how he or she believes another person would view and respond about him/her. Additionally, an individual can assess another by answering the items with another target in mind. Each of the 30 items has a word or phrase that can describe an individual. An item from the instrument is as follows: "Is sociable.". The participant responds on a scale of one (low) to seven (high) to what degree the word or phrase characterizes the intended target. To score the measure, the 30 items are divided into three dimensions/categories: assertiveness, responsiveness, and versatility. Based upon the participant's response, the target can score either low, moderately low, moderately high, or high in each dimension. Dependent on the combination of results in the dimensions of assertiveness and responsiveness, the target will be classified as a driver, analytical, amiable, or expressive. For the purposes of this study, only 22 items were used from this instrument to measure individuals' assertiveness and responsiveness levels. From the sample, obtained alpha reliabilities for assertiveness and responsiveness measures were .84 and .88, respectively.

Job satisfaction. The Brief Index of Affective Job Satisfaction (BIAJS; Thompson & Phua, 2012) were used to capture global job satisfaction. The measure contains four items with three distractor items (see Appendix B). These seven items are answered on a five-point scale from (1) "*strongly disagree*" to (5) "*strongly agree*". The measure instructs the participant to

think specifically about their current job and answer the questions. One of the items has the participant respond to the statement, “I like my job better than the average person.” This measure is scored by calculating the mean of the four items directly addressing affective job satisfaction. The “*strongly disagree*” responses are worth one point and “*strongly agree*” responses are worth five points. Higher mean scores indicate higher levels of affective job satisfaction (Thompson & Phua, 2012). The BIAJS had a Cronbach’s alpha of .91 for this sample.

Demographics. These items consist of general information about the participants including age, gender, race/ethnicity, job tenure in current role, average hours worked per week, length of time working for current supervisor, frequency of interaction with supervisor, and industry (see Appendix C).

Chapter III: Results

Four one-way ANOVA tests were used to test all six hypotheses and examine the relationship between interaction styles, leader-member exchange, and job satisfaction. The independent variables were supervisor-follower interaction style matches-mismatches. The interaction styles of supervisors were either followers' current supervisors or followers' preferred supervisors and identified via the perspective of the follower. The dependent variables were leader-member exchange scores and job satisfaction scores.

Data Cleaning and Preparation

A total of 240 participants consented to participating in the survey on Amazon Mechanical Turk (MTurk). Of these participants, 240 participants completed the survey. All participants accurately filled out the main survey questions for the Social Style Profile, LMX, and job satisfaction. Two participants reported extreme values regarding how many hours per a week they worked. Additionally, there were three surveys with either missing or invalid answers to the question asking participants what industry they worked in. The data for these participants' five specific responses were removed from analysis, however, as the remainder of these participants' surveys were accurate in their responses, their surveys were retained and analyzed.

Interaction styles were created by measuring individuals' levels of assertiveness and responsiveness using the Social Style Profile (Wilson Learning, 2014), and placing the individuals on the two interrelated spectrums to identify their styles. Followers were categorized as matching with their supervisors if they had the same interaction style as their current supervisor. Likewise, current and preferred supervisors were categorized as matching if they had the same interaction styles. There were six other categories that applied to followers and their current/preferred supervisors.

Descriptive Statistics

Table 1 displays the distribution of frequencies for interaction style categories among the follower-current supervisor and current supervisor-preferred supervisor groups as categorized from the followers' perspectives and measured using the Social Style Profile (Wilson Learning, 2014) portion of the survey.

Table 1

Frequencies of Interaction Style Matches/Mismatches for Follower-Current Supervisor and Current-Preferred Supervisor Pairs (N = 240)

	Follower-Current Supervisor	Current Supervisor-Preferred Supervisor
1. Matched Styles	117 (48.8%)	132 (55.0%)
2. Drivers - Expressives	11 (4.6%)	28 (11.7%)
3. Drivers - Analyticals	30 (12.5%)	15 (6.3%)
4. Drivers – Amiables	17 (7.1%)	13 (5.4%)
5. Expressives - Analyticals	19 (7.9%)	12 (5.0%)
6. Expressives - Amiables	15 (6.3%)	11 (4.6%)
7. Analytical - Amiables	31 (12.9%)	29 (12.1%)

Table 2 displays the distribution of interaction styles for followers, current supervisors, and preferred supervisors as categorized from the followers' perspectives and measured using the Social Style Profile (Wilson Learning, 2014) portion of the survey.

Table 2

Frequencies of Interaction Styles Among Followers, Current Supervisors, and Preferred Supervisors (N = 240)

	Followers	Current Supervisors	Preferred Supervisor
1. Analytical	103 (42.9%)	81 (33.8%)	59 (24.6%)
2. Driver	23 (9.6%)	49 (20.4%)	23 (9.6%)
3. Expressive	38 (15.8%)	57 (23.8 %)	86 (35.8%)
4. Amiable	76 (31.7%)	53 (22.1%)	72 (30.0%)

Leader-member exchange was measured using the LMX-7 (Graen & Uhl-Bien, 1995). For this sample, the mean score for this measure was 3.67 (*SD* = 0.85). Job satisfaction was measured using the Brief Index of Affective Job Satisfaction (BIAJS; Thompson & Phua, 2012). This sample had a mean job satisfaction score of 3.58 (*SD* = 0.97). The descriptive statistics for these measures are displayed in Table 3.

Table 3

Descriptive Statistics for LMX and Job Satisfaction

	N	*M*	*SD*	Min	Max
1. LMX	240	3.67	0.85	1.00	5.00
2. Job Satisfaction	240	3.58	0.97	1.00	5.00

Hypothesis Testing

The first two predictions aimed to assess how perceived interaction styles between a follower and his/her leader would influence the follower's quality of exchange with his/her supervisor. The first hypothesis predicted that followers who perceived a match in interaction styles with their supervisors would report higher quality levels of leader-member exchange

(LMX) than those who perceived a mismatch in interaction styles. A one-way ANOVA test was run to test both hypotheses, comparing the LMX ratings of seven interaction style categories, $F(6, 233) = 5.06$, $p < .001$. Table 4 displays descriptive information for follower-current supervisor interaction styles, LMX, and job satisfaction scores with noted significant differences among interaction style pairs as found through one-way ANOVA tests. Post-hoc Hochberg's GT2 tests revealed that the LMX scores of the matched category ($M = 3.85$, $SD = 0.84$) were significantly higher than the driver – analytical pair ($M = 3.10$, $SD = 0.90$), but not other mismatched pairs (see Table 4). Therefore, Hypothesis 1 was partially supported.

Table 4

Descriptive Analyses for Follower-Current Supervisor Interaction Styles, LMX, and Job Satisfaction Scores

		LMX		Job Satisfaction	
	N	*M*	*SD*	*M*	*SD*
Follower-Current Supervisor Interaction Styles					
1. Matched Styles	117	3.85	.84	3.64	.93
2. Drivers - Expressives	11	3.51	.83	3.48	1.09
3. Drivers - Analyticals	30	3.10**	.90	3.09	1.10
4. Drivers - Amiables	17	3.33	.86	3.62	1.14
5. Expressives - Analyticals	19	3.87	.54	3.87	.66
6. Expressives - Amiables	15	4.01	.56	4.08	.71
7. Analytical - Amiables	31	3.47	.75	3.42	.97

Notes. *$p < .05$ level, **$p < .01$ interaction compared with the matched styles.

The second hypothesis predicted that followers who perceived competing interaction styles with their supervisors (i.e., expressive vs. analytical, and driver vs. amiable) would experience economic LMX compared to matched and other mismatched interaction style pairs. Post-hoc Hochberg's GT2 tests showed a significant difference in LMX qualities for the competing expressive – analytical interaction style pair (M = 3.87, SD = 0.54) compared to the driver – analytical pair (M = 3.10, SD = 0.90). However, this significant difference can still be considered as support against the hypothesis as the competing expressive – analytical pair (M = 3.87, SD = 0.54) scored significantly higher than the driver - analytical pair (M = 3.10, SD = 0.90), and reported experiencing the second highest social LMX in the study (see Table 4). Therefore, Hypothesis 2 was not supported.

The fourth and fifth hypotheses were similar to the first two hypotheses. The aim in these pair of predictions was to evaluate how perceived interaction styles between a follower and his/her supervisor would influence the follower's job satisfaction. A one-way ANOVA was run to test these hypotheses, F (6, 233) = 2.58, p = .020 (see Table 4). There was only one significant difference between two interaction style pairs for job satisfaction scores when the post-hoc Hochberg's GT2 test were run. This significant difference was between the mismatched driver – analytical interaction style pair (M = 3.09, SD = 1.10) and mismatched expressive – amiable interaction style pair (M = 4.08, SD = 0.71). This significant difference, however, did not support Hypotheses 4 or 5.

First, Hypothesis 4 predicted that followers who perceived matched interaction styles with their current supervisor would report higher job satisfaction scores than those who perceived mismatched interaction styles with their current supervisors. The job satisfaction scores of the same seven interaction style categories were compared against each other. Post-hoc

Hochberg's GT2 tests showed the job satisfaction scores of the matched category (M = 3.64, SD = 0.93) were not significantly different than any mismatched categories. As such, Hypothesis 4 was not supported. The fifth hypothesis predicted that followers who perceived competing interaction styles with their supervisors (i.e., amiables vs. drivers, expressives vs. analyticals) would experience the lowest levels of job satisfaction. As previously mentioned, post-hoc Hochberg's GT2 tests revealed there was only one significant difference in job satisfaction scores among interaction style pairs overall (see Table 4). The driver – analytical pair (M = 3.09, SD = 1.10) had significantly lower job satisfaction scores than the expressive – amiable interaction styles pair (M = 4.08, SD = .71). However, no differences in job satisfaction were among the competing driver – amiable or expressive – analytical pairs, thus Hypothesis 5 was not supported.

The third and sixth hypotheses predicted that followers who perceived matched interaction styles between their current supervisors and preferred supervisors would have higher levels of LMX and job satisfaction, respectively. The same seven interaction style categories were used. However, the two individuals' interaction styles rated in these pairs were a current and a preferred supervisor. These two individuals' interaction styles were rated from the perspectives of followers. Two one-way ANOVA tests were run to test these hypotheses (see Table 5). The tests analyzed how followers' perceived interaction styles of their current and preferred supervisors may impact their own LMX or job satisfaction scores. Table 5 displays descriptive information for current-preferred supervisors interaction styles, LMX, and job satisfaction scores with noted significant differences among interaction style pairs as found through one-way ANOVA tests.

Table 5

Descriptive Analyses for Current-Preferred Supervisors Interaction Styles, LMX, and Job Satisfaction Scores

		LMX		Job Satisfaction	
	N	*M*	*SD*	*M*	*SD*
Current-Preferred Supervisors Interaction Styles					
1. Matched Styles	132	3.82	.81	3.77	.92
2. Drivers - Expressives	28	3.60	.80	3.67	.94
3. Drivers - Analyticals	15	2.95**	1.00	2.77**	.84
4. Drivers - Amiables	13	2.79**	.88	2.67**	1.30
5. Expressives - Analyticals	12	3.62	.59	3.48	.63
6. Expressives - Amiables	11	4.00	.65	4.09	.84
7. Analytical - Amiables	29	3.69	.69	3.30	.97

Notes. *$p < .05$ level, **$p < .01$ interaction compared with the matched styles.

A one-way ANOVA test revealed a significant effect in current-preferred supervisor interaction style categories on followers' LMX, F (6, 233) = 5.74, $p < .001$. Post-hoc Hochberg's GT2 tests revealed significantly higher social LMX scores in the matched category (M = 3.82, SD = 0.81) compared to two other mismatched categories. The mismatched categories that had significantly lower quality LMX levels were the driver – analytical (M =2.95, SD = 1.00) and driver – amiable (M = 2.79, SD = 0.88) pairs.

A one-way ANOVA test showed a significant effect in current-preferred supervisor interaction style categories on followers' job satisfactions as well, F (6, 233) = 6.11, $p < .001$.

Post-hoc Hochberg's GT2 tests revealed significantly higher levels in job satisfaction in matched pairs ($M = 3.77$, $SD = .92$) than driver – analytical ($M = 2.77$, $SD = .84$) and driver – amiable ($M = 2.69$, $SD = 1.30$) pairs. The analysis revealed significant differences at the same points as the LMX results (see Table 5). The results for Hypothesis 3 and Hypothesis 6 were statistically significant for the same mismatched pairs and at the same levels ($p < .01$), showing partial support for both hypotheses.

Chapter IV: Discussion

Previous studies have found that followers with lower levels of job satisfactions and more economic leader-member exchange (LMX) have been observed as having lower work productivity, faster burnout, and less organizational commitment (Pyc, Meltzer, & Liu, 2017; Smith, Koppes Bryan, & Vodanovich, 2012).This study examined how follower perceptions of their own, current supervisor's and preferred supervisor's interaction styles could influence a follower's LMX quality and job satisfaction. The interaction styles between individuals in the workplace could potentially determine a worker's job satisfaction, quality of LMX, and the underlying consequences. In this study, interaction styles between a follower and his/her current supervisor were compared (SSP; Wilson Learning, 2014) to observe the impact on a follower's quality of leader-member exchange (Graen & Uhl-Bien, 1995) and job satisfaction (Thompson & Phua, 2012). Lastly, interaction styles between a follower's current supervisor and his/her preferred supervisor were compared to assess how comparisons influenced a follower's LMX quality and job satisfaction.

Here, interaction styles between a follower and his/her current supervisor did partially impact LMX quality as Hypothesis 1 had predicted. Prior to the study, it was anticipated that followers that matched interaction styles with their supervisors would have the most social LMX based upon literature (Sears & Hackett, 2011; Zhang et al., 2012). However, results indicated that only the driver-analytical mismatched interaction style group was significantly different in LMX than the matched interaction styles group. These findings would suggest that perceived interaction styles between a follower and his/her supervisor only partially influence LMX quality. This may be because followers are able to acclimate to a variety of communication styles displayed from their supervisor to ensure that LMX qualities do not suffer (Tsai et al., 2017).

This maintaining of LMX qualities might be through intentional or unintentional adaptive behaviors that followers and/or leaders have learned to utilize to work effectively with their dyadic counterparts. However, in some circumstances, such as in the driver – analytical pair, follower-supervisor interaction style mismatches have the potential to significantly lower LMX qualities. This means that mismatches in interaction styles may create dissonances in exchanges between followers and supervisors which can significantly impact their relationship (Bolton & Bolton, 2009; Sears & Hackett, 2011). Additionally, it is also possible that while mismatches in interaction styles may not significantly affect follower-supervisors' LMX quality levels; mismatches in interaction styles could contribute to minor dissonances in the pair's exchanges.

Hypothesis 2 further predicted that the follower-current supervisor pairs that had competing interaction styles (i.e., drivers and amiables, expressives and analyticals) would have the most economic LMX. Competing interaction styles were speculated to cause suffering in relationships due to varying preferences in communication behaviors (Bolton & Bolton, 2009). Therefore, this clash in relationships was hypothesized to cause LMX to decrease consequently. Surprisingly, results revealed opposing evidence. While only the mismatched driver - analytical pair ($M = 21.67$, $SD = 6.29$) had a significant difference in LMX than the competing expressive – analytical pair ($M = 27.11$, $SD = 3.77$), it is important to note that the competing expressive – analytical pair reported the second *highest* levels of LMX in the study. It is possible that the expressive – analytical pair can compensate in their relationship or find ways to interact that positively influence LMX. For example, the expressive – analytical pair may take more intentional efforts than other mismatched pairs to increase communication with their counterparts. While other mismatched pairs may do this, the expressive – analytical pair may more successfully increase LMX qualities through their efforts. Furthermore, the expressive –

analytical pair could also have significantly more social LMX qualities as a result of the pair naturally working well together (Tsai et al., 2017). Analytical followers might appreciate the exuberant behaviors of their expressive supervisors and analytical supervisors might view expressive followers as enthusiastic to succeed within the organization, increasing mutual respect and active listening between one another thus resulting in higher LMX qualities.

Using similar logic that follower-current supervisor interaction styles influence LMX, it was hypothesized that matching follower-current supervisor interaction styles would result in the highest follower job satisfaction. Additionally, it was hypothesized that competing follower-current supervisor interaction styles would result in the lowest follower job satisfaction levels. However, results of the study found job satisfaction was similar across follower-current supervisor interaction style pair types, suggesting that perceptions of interaction styles do not influence follower job satisfaction. This might be because job satisfaction is determined by a multitude of other factors such as a follower's job tasks, an organization's work culture, job security, or a follower's salary (Thompson & Phua, 2012). As job satisfaction is influenced by so many other components of a job position, negative interactions between a supervisor alone may not be enough to significantly lower the job satisfaction levels of followers. Alternatively, followers may be able to communicate with their supervisors of mismatched interaction styles effectively enough through active effort to prevent any significant detriment on job satisfaction levels.

The last two hypotheses compared a follower's perceived interaction style of his or her *preferred* supervisor with the perceived interaction style of their *current* supervisor. It was posited that when a follower's preferred supervisor's interaction style matched his/her perceived current supervisor's interaction style, the follower's LMX quality would be more social (H3) and

job satisfaction would be higher (H6). Results from the study indicate significantly lower LMX qualities in driver – analytical and driver – amiable pairs when compared to the matched interaction style pair group of preferred-current supervisors. Additionally, significantly lower levels of job satisfaction were found in the driver – analytic and driver – amiable pairs when compared to the matched interaction style pair group of preferred-current supervisors.

Driver – analytical and driver – amiable pairs were significantly lower in both measures indicating that these two pairs were particularly affected by their interaction styles with their current supervisors when compared to their preferred supervisor (see Table 5). This can be interpreted as the followers of these pairs having the least amount of LMX and job satisfaction while working with their current supervisors when compared to the followers' preferred supervisors. This may be due to followers seeking out communication or behaviors from current supervisors that followers would receive from supervisor of a preferred interaction style. For example, a follower may have a current supervisor that has a driver interaction style but would prefer a supervisor that has an amiable interaction style. The current supervisor would display driver-type behaviors, such as a fast-paced, task-oriented philosophy (Bolton & Bolton, 2009). These traits contrast with the follower's preferred amiable supervisor's traits of a relaxed, follower-centered mentality who speaks more with each worker (Bolton & Bolton, 2009). A follower desiring a supervisor that has a follower-centered mentality in the workplace may struggle with LMX quality and job satisfaction under the leadership of a task-oriented supervisor. This study's results partially supported that followers who have supervisors that matched their preferred supervisors' interaction styles would have higher LMX qualities (H3) and job satisfaction levels (H6).

Practical Implications

The results partially support that interaction styles between followers and current supervisors affect LMX quality. Furthermore, the results partially support that when interaction styles of followers' preferred supervisors do not match the followers' current supervisors' interaction styles, the followers' LMX and job satisfaction are significantly impacted negatively. These results could have real-world implications which individuals in the workplace may take into consideration while conducting trainings or attempting to generate greater work solidarity among colleagues. For example, these results could be considered by human resources personnel or organizational developers when structuring trainings around employee relations or conflict resolution. Considering interaction styles while discussing communication methods and behaviors may benefit workplace relationships and potentially lead to increasing workplace factors such as LMX and job satisfaction. These results may help human resources personnel pinpoint where and why in relationships followers and supervisors may not be engaging smoothly with one another and what techniques the pair may take to encourage a thriving work relationship.

Followers, and especially supervisors, should both be aware that it is possible that mismatched interaction styles have the potential to negatively or positively affect LMX quality. With this knowledge, workers would benefit from acknowledging other individuals' natural interaction styles (i.e., drivers, analyticals, amiables, or expressives). This recognition of another individual's interaction style will give understanding to that follower/leader's tendencies. For leaders, this can be extremely beneficial, as this will give supervisors proper avenues to communicate to and motivate each individual follower and harness their strengths in the workplace. Utilizing the knowledge of each follower's interaction style may assist the leader of a

cross-functional team in best placing each team member in their most suitable positions where they will be most proactive in performing and will optimally produce work outcomes (Bolton & Bolton, 2009; Zhang et al., 2012). This can be particularly advantageous for followers as well as it would give followers the ability to connect well with their supervisors through altering and adapting work methods and workplace behaviors in ways that best fit their supervisor's preferences (Bolton & Bolton, 2009).

For instance, if an analytical follower was aware that his supervisor was a driver, he could alter his well-thought-out, detailed presentations and reports to be to-the-point and direct in its message with the knowledge that his supervisor would not want to spend a lot of time on each presentation or report. Followers with matched interaction styles of their supervisors may be able to work more with less adaptations to their work methods and avoid communication struggles with their supervisors as they perform their job. Working with less alterations to work methods may lead to a more natural growth in LMX quality and job satisfaction. Contrary, followers with mismatched interaction styles from their supervisors may need to modify their work methods more often. This frequent modification of work methods may hinder communication or require more intentional efforts from followers and/or supervisors to increase LMX quality and job satisfaction.

Limitations and Future Directions

There were several limitations identified in this study. The first limitation in this study is the skewed number of participants classified into each interaction style category (see Table 3). A majority of followers classified themselves as analyticals (42.9% of followers) while expressives made up the lowest percentage of followers (9.6%), current supervisors (20.4%), and preferred supervisors (9.6%). As a result, there were low frequencies in interaction style mismatches

leaving a large skew in matched styles for follower-current supervisor (48.8%) and current-preferred supervisor (55.0%) pairs (see Table 2). This uneven distribution in interaction styles and matched/mismatched pairs led to analyses of data that may not have equally represented all groups in the study. Ideally, all interaction styles would be proportionately distributed among individuals and frequency of pairs would be equally matched/mismatched. Future studies may benefit from analyzing the specific directionality of follower-supervisor interaction styles on LMX and job satisfaction. For example, having a follower that is analytical and supervisor that is expressive might yield greater job satisfaction and LMX quality in the follower than when the follower is expressive and supervisor is analytical. Analyticals could feel comfortable in their natural state of being a quieter individual with premeditated actions as a follower and gives more justifications for the behaviors of an expressive supervisor that speaks his mind and gives directions. It is possible that analyticals could believe that it is their role to not be as outspoken as followers (which suits their interaction style), and that their supervisor's expressive behaviors are attributed to his/her role as the leader (but are an outcome of the supervisor's interaction style). For this study, the high ratio of analytical followers without taking into consideration the directionality of the relationship may have altered average job satisfaction and LMX scores for interaction style mismatched pairs.

Another limitation was how individuals' interaction styles were classified within the study. For the simplicity of this study, all individuals' interaction styles were classified based upon the perspectives of one follower. For followers' preferred supervisors' interaction styles, this is unavoidable. However, having the perspectives of multiple outsiders, such as coworkers, would give higher validity to interaction style classifications for follower and current supervisor interaction styles. Having outsiders' perspectives of followers and their current supervisors might

reflect more accurate interaction styles and of the individuals and the behaviors they portray while communicating. A survey that incorporated willing external participation from coworkers that are familiar with both the supervisor and follower subjects could be utilized for future research.

One last limitation is the generalizability of the results. The data was collected via Amazon Mechanical Turk (MTurk) and as such, was only available to individuals that had 1) access to devices connected to the internet and 2) registered MTurk accounts. MTurk provides data from users who take surveys in exchange for money supplemental to their incomes. As a result, users were proficient survey-takers who provided the requested information in whole and, as such, little data cleaning needed for this study. As stipulated by the restrictions of the MTurk survey post, only full-time employed U.S. residents could participate in the survey. Consequently, those who did not have MTurk accounts were not considered during this survey nor part-time employees who have worked with their supervisors for many years. Future studies may explore looking at interaction styles between followers and supervisors of different countries to analyze if cultural factors could influence the outcome measures of LMX and job satisfaction. Future research may also use different/additional measures than used in this study to explore significant effects resulting from follower-supervisor interaction styles besides LMX and job satisfaction. This might help indicate further insight into how interaction styles contribute in workplace communication and behaviors, and influence a worker's productivity, organizational commitment, or burnout.

Age could play a role in influencing a follower's LMX, job satisfaction, or his/her other various workplace outcomes (e.g., productivity, organizational commitment, burnout), and should be taken into consideration when measuring these variables. For example, having a

follower that has a large age gap between his supervisor might lead to communication difficulties between the pair regardless of interaction styles. The communication difficulties may be due to communication preferences or expectations (e.g., technology versus face-to-face, phrases used in each individual's generation) not met by the other individual and could harm LMX quality between the pair. Furthermore, age may be especially important for a supervisor as it could determine the maturity of his/her leadership capability and lead to more discernment in the actions he/she takes to best connect with his/her followers (Zacher, Rosing, Henning, Frese, & Duberstein, 2011). Additionally, age issues might contribute to the factor of organizational commitment. As individuals get older, they may be more reluctant to readily leave an organization where they are employed. A follower's increased organizational commitment may be due to a close approaching retirement, higher position and influence held within the company, and/or growing levels of autonomy as age and tenure increases (Brimeyer, Perrucci, & Wadsworth, 2010).

Conclusion

This study explored how interaction styles between followers and their current supervisors influenced followers' job satisfaction and leader-member exchange (LMX) quality. The results suggested that interaction styles between followers and their current supervisors, as perceived by followers, did not influence the followers' job satisfaction levels, but did partially affect a follower's LMX quality. Furthermore, this study explored how interaction styles between followers' preferred supervisors and current supervisors influenced the followers' job satisfaction levels and LMX quality. There was partial support to suggest that followers' who did not have matched interaction styles between their preferred and current supervisors (i.e., driver – analytical and driver – amiable pairs) had lower job satisfaction levels and LMX qualities when

compared to the job satisfaction and LMX of followers who had matched interaction styles between their preferred and current supervisors. Thus, interaction styles between followers and leaders may play little to no role in influencing followers' LMX qualities and job satisfaction, but may leave certain followers desiring more specific interactive behaviors from their current supervisors that would be more suited to a follower's own preferences. Lastly, LMX was not found to be a mediator of follower-current supervisor interaction styles and job satisfaction as a relationship between follower-current supervisor interaction styles and LMX was not significant. These results may be used by managers, leaders, and human resources in the workplace who are considering organizational leadership education and training.

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Appendix A: LMX-7

1. Do you know where you stand with your leader... do you usually know how satisfied your leader is with what you do?

Rarely Occasionally Sometimes Fairly Often Very Often

2. How well does your leader understand your job problems and needs?

Not a Bit A Little A Fair Amount Quite a Bit A Great Deal

3. How well does your leader recognize your potential?

Not at All A Little Moderately Mostly Fully

4. Regardless of how much formal authority he/she has built into his/her position, what are the chances that your leader would use his/her power to help you solve problems in your work?

None Small Moderate High Very High

5. Again, regardless of the amount of formal authority your leader has, what are the chances that he/she would "bail you out," at his/her expense?

None Small Moderate High Very High

6. I have enough confidence in my leader that I would defend and justify his/her decision if he/she were not present to do so?

Strongly Disagree Disagree Neutral Agree Strongly Agree

7. How would you characterize your working relationship with your leader?

Extremely Worse Than Average Better Than Extremely
Ineffective Average Average Effective

Appendix B: The Brief Index of Affective Job Satisfaction (BIAJS)

Thinking specifically about your current job, do you agree with the following?

1. I find real enjoyment in my job.

2. I like my job better than the average person.

3. Most days I am enthusiastic about my job.

4. I feel fairly well satisfied with my job.

Interval measure: 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree

Distracter items: My job is unusual. (insert between Items 1 and 2); My job needs me to be fit. (insert between Items 2 and 3); My job is time consuming. (insert between Items 3 and 4).

Appendix C: Demographic Items

1. What is your age? _____
2. What is your Sex/Gender?

   Male

   Female

   Intersex

   Transgender

   Alternative identity (specify) _____
3. Race (choose 1 or more):

   African American or Black

   American Indian or Alaska Native

   Asian

   Hispanic/Latino

   White

   Other Race (Please Specify)
4. What industry do you currently work in? _____
5. How many hours per week do you work on average? _____
6. How long have you been working in your current job role? _____
7. How many months have you been working under your current supervisor? _____
8. On average, how often do you interact with your supervisor in a week?

   Daily
   4-6 times a week
   2-3 times a week
   Once a week
   Never