



Master Seminar “Leadership”

I. LEADERSHIP STYLES

1. Toxic Leadership

Toxic leadership refers to leaders exerting excessive pressure on their subordinates, fuelling fears, and resorting to lies, slandering, and bullying. KILIC/GÜNSEL (2019) analyzes the influence of toxic leaders on their subordinates. BROUWERS/PALTU (2020) find that toxic leadership has negative effects on job satisfaction and commitment and stress the role of the organisational culture as a mediator in a sample from the South African manufacturing industry.

Kilic, Mert; Ayşe Günsel (2019). The dark side of the leadership: The effects of toxic leaders on employees. *European Journal of Social Sciences* 2(2019)2: 51-56.

Brouwers, Marissa; Amelda Paltu (2020): Toxic leadership: Effects on job satisfaction, commitment, turnover intention and organisational culture within the South African manufacturing industry. *Journal of Human Resource Management* 18(2020)1: 1-11.

2. Ethical Leadership

Interest in ethical leadership has grown in recent years. The study by HUANG/PATERSON (2017) explores the relationship between ethical leadership and ethically correct team behaviour. JOPLIN et al. (2021) investigate the influence of ethical leadership behaviour on the link between employee behavior and performance.

Huang, Lei; Ted A. Paterson (2017): Group Ethical Voice: Influence of Ethical Leadership and Impact on Ethical Performance. *Journal of Management* 43(2017)4: 1157-1184.

Joplin, Toby; Rebecca L Greenbaum; J. Craig Wallace; Bryan D. Edwards (2021): Employee Entitlement, Engagement, and Performance: The Moderating Effect of Ethical Leadership. *Journal of Business Ethics* 168(2021): 813–826.

3. Virtual Leadership

In the digital era, teams are often virtual and no longer interact face-to-face. NEWMAN/FORD/MARSHALL (2020) focus on leaders of virtual teams, and how virtual team members' perceptions of their leaders' effective use of communication tools affect team performance. HOCH/KOZLOWSKI (2014) focus on team virtuality as a moderator for the leadership-performance relation.

Newman, Sean A.; Robert C. Ford; Greg W. Marshall (2020): Virtual team leader communication: Employee perception and organizational reality. *International Journal of Business Communication* 57(2020)4: 452-473.

Hoch, Julia E.; Steve WJ Kozlowski (2014): Leading virtual teams: Hierarchical leadership, structural supports, and shared team leadership. *Journal of applied psychology* 99(2014)3: 390-403.

4. Feminine Leadership

Several empirical studies examine the relationship between a leader's gender and his or her leadership style. HERNANDEZ BARK et al. (2016) examine differences in leadership behaviour between men and women, while STRØM/D'ESPALLIER/MERSLAND (2014) analyse the relationship between a more "feminine" leadership style and firm performance.

Hernandez Bark, Alina S.; Jordi Escartín; Sebastian C. Schuh; Rolf van Dick. (2016): Who Leads More and Why? A Mediation Model from Gender to Leadership Role Occupancy. *Journal of Business Ethics* 139 (2016): 473–483.

Strøm, Reidar Øystein; Bert D'Espallier; Roy Mersland (2014): Female leadership, performance, and governance in microfinance institutions. *Journal of Banking & Finance* 42(2014): 60-75.

II. ANTECEDENTS

5. Height

Using sports data, ELGAR (2016) find no evidence for their hypothesis that "team captains are typically taller than their teammates" (ELGAR 2016: 590). STULP et al. (2013) show that height plays a significant role in the selection and assessment of political leaders.

Elgar, Mark A. "Leader selection and leadership outcomes: Height and age in a sporting model." *The Leadership Quarterly* 27 (2016)4: 588-601.

Stulp, Gert, et al. (2013): Tall claims? Sense and nonsense about the importance of height of US presidents." *The Leadership Quarterly* 24(2013)1: 159-171.

6. Attractiveness

DEGROOT (2011) analyse how the perceived attractiveness of a leader's voice is related to the assessment of his or her effectiveness as a leader. KOCOGLU/MITHANI (2020) focus on a leader's partner's facial attractiveness and find it to be an indicator of the leader's (perceived) leadership qualities – however, only for male leaders.

DeGroot, Timothy, et al. (2011): Does talking the talk help walking the walk? An examination of the effect of vocal attractiveness in leader effectiveness. *The Leadership Quarterly* 22(2011)4: 680-689.

Kocoglu, Ipek; Murad A. Mithani (2020): Does an attractive partner make you a better leader? Only if you are a male!." *The Leadership Quarterly* 31(2020)2: 101339.