Table des matières

Liste des tableaux

Tableau

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Introduction

Les gestionnaires ont, de par leur position, un contrôle important sur l'environnement organisationnel (Hantula, 2015). Qui plus est, ils représentent, aux yeux des employés, l'organisation (Eisenberger et al., 2010). Ils ont donc le pouvoir de modifier la perception de l'environnement de travail des employés, qui, à son tour, a une influence importante sur la satisfaction au travail (Jönsson, 2012). De plus, la qualité de la relation que développent les gestionnaires avec leurs subalternes aurait également une influence sur les extrants attitudinaux de ces derniers (Tsai et al., 2016) et pourrait même inhiber l'effet de certains aspects indésirables au travail, comme la solitude (Peng, Chen, Xia, & Ran, 2017), minimisant ainsi l'intention de quitter de ces derniers (Boon & Biron, 2016). Cette relation est cependant dyadique (i.e. bidirectionnelle) (Dierendonck & Dijkstra, 2012). En effet, la personnalité des employés influence la perception des comportements de leadership de leur superviseur (Stelmokiene & Endriulaitiene, 2015), et donc leurs préférences en matière de leadership (Ehrhart & Klein, 2001).

Pourtant, et pendant des décennies, le leadership fut étudié comme appartenant uniquement au gestionnaire, qui le transmettait à son employé (Meindl, Ehrlich, & Dukerich, 1985). La recherche a cependant démontré l'intérêt de mieux comprendre la relation d'échange entre un employé et son superviseur (voir Gerstner & Day, 1997), ce qui donna naissance à l'étude du *followership*. La définition du followership, soit l'étude des membres suivant le leader, à titre de participants actifs dans cette relation, ne fait

cependant pas encore l'objet d'un consensus (Crossman & Crossman, 2011). La recherche démontre désormais que l'adaptation des comportements du leader à ses suiveurs influence leurs attitudes et leurs comportements au travail (Vidyarthi, Liden, Anand, Erdogan, & Ghosh, 2010). Le leadership d'un superviseur peut potentiellement largement influencer les comportements des subalternes (Dai, Chen, & Zhuang, 2016). C'est cependant cette relation d'échange qui est désormais considérée comme transcendant l'influence du superviseur sur son subalterne en tant que tel (Paik, 2016).

Les employés tendent à évaluer globalement, positivement ou négativement leur gestionnaire (Ridley, Chatterjee, & Soutar, 1998). Cette évaluation serait basée sur la perception de ces derniers face à leur superviseur, plutôt que sur la « vraie » personnalité de leur superviseur (Meindl, 1995). Qui plus est, ces perceptions seraient influencées, notamment, par les traits de personnalité des employés eux-mêmes (Stelmokiene & Endriulaitiene, 2015). Ces traits de personnalité prédiraient, par ailleurs, la préférence des employés quant au comportement de leadership de leur supérieur immédiat (Ehrhart & Klein, 2001), ainsi que leur réponse face à divers styles de leadership (Zhu et al., 2011).

L'ajustement des comportements des employés et des superviseurs l'un en fonction de l'autre est un concept "clé" afin de comprendre les attitudes des employés au travail. (Erdogan & Enders, 2007). Considérant que les superviseurs représentent leur organisation aux yeux de leurs employés (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002), Il est donc important de se questionner sur les

caractéristiques modifiant les perceptions que les employés entretiennent l'égard de leur superviseur, et vice-versa (Sherman, Kennedy, Woodard, & McComb, 2012). Ce constat met en évidence l'importance pour les superviseurs d'investir les efforts nécessaires afin d'adapter leur style de gestion en fonction de la personnalité de leurs employés (Schyns & Sanders, 2007), en vue de considérer leurs caractéristiques et préférences personnelles (Bellou, 2011). L'impact des superviseurs sur le bien-être au travail est effectivement documenté (Gilbreath & Benson, 2004), ces derniers pouvant aider à minimiser le risque de détresse psychologique (Wu, Yim, Kwan, & Zhang, 2012). Sachant que les traits de personnalité des followers prédisent leurs attitudes au travail, notamment la satisfaction (Kim, Liden, & Kim, 2015) ainsi que le risque de détresse psychologique au travail (Harnett, Reid, Loxton, & Lee, 2016), il est d'autant plus important de mieux comprendre en quoi les mécanismes d'adaptation des comportement de leadership des gestionnaires, en fonction des traits individuels des employés, peuvent influencer la relation dyadique suiveur-meneur et ses extrants en contexte organisationnel.

Pour cette raison, il est nécessaire non seulement de considérer l'influence des comportements objectifs en matière de leadership des superviseurs sur les attitudes des employés, mais également les éléments influençant les perceptions des employés quant au leadership de leur superviseur. Pourtant, la recherche quant aux caractéristiques influençant la perception des followers et leurs réponses face aux comportements du leader est historiquement très récente.

Cette thèse est donc fondée sur les principes du leadership en tant qu'extrant relationnel. L'objectif est ainsi de mieux comprendre l'influence des traits de personnalité des employés sur les extrants organisationnels de ces derniers, via les perceptions des comportements de leadership de leur superviseur.

D'un point de vue pratique et en contexte de pénurie de main d'œuvre ressentie dans certains secteurs économiques du Québec, nous espérons que les résultats de cette thèse permettront aux gestionnaires d'établir des mesures favorisant la rétention du personnel par une meilleure compréhension des mécanismes perceptuels entourant les attitudes et les comportements des employés au travail. Les traits de personnalité des employés (Judge, Heller, & Mount, 2002) ainsi que les comportements de leadership (Rad & Yarmohammadian 2006; Tepper, 2000) sont des prédicteurs importants des attitudes au travail. Cette thèse explorera donc notamment, dans une approche fondée sur le followership, le rôle des caractéristiques des employés sur leur réceptivité à divers comportements de leadership, et sur l'impact de ces derniers sur la satisfaction et la détresse psychologique au travail.

Définition et mesure du leadership

La définition du concept de leadership en tant que tel ne fait pas l'unanimité (Fetzer, 2005). Plusieurs dizaines de théories en leadership se sont développées au cours des décennies (Greyvenstein & Cilliers, 2012; Kwasi, 2015). Les types de leaders sont à cet effet souvent catégorisés sous divers styles ou regroupements de comportements (Hamstra

& Van Yperen, 2014). Ces styles sont décrits comme étant des « tendances comportementales relativement stables démontrées par les leaders » [traduction libre] (Eagly, Johannesen-Schmidt, & van Engen, 2003, p. 569). L'un des modèles grandement utilisés pour décrire ces comportements est le Full-Range Leadership Model (voir Avolio & Bass, 1991), qui distingue trois styles de leadership, soit le style transformationnel, transactionnel et laissez-faire, évalué via un instrument psychométrique (voir le *Multifactor Leadership Questionnaire* (MLQ; Bass & Avolio, 1995). Les comportements de leadership, et particulièrement le style transformationnel (Phaneuf, Boudrias, Rousseau, & Brunelle, 2016), font l'objet d'un grand intérêt de la part du milieu académique (Greyvenstein & Cilliers, 2012).

Le leadership transformationnel se défini comme suit : « une relation de stimulation mutuelle et d'élévation qui converti les followers en leaders et qui peut convertir les leaders en agent moraux » (Burns, 1978, p. 4). Les leaders transformationnels stimulent ainsi intellectuellement et émotionnellement les followers afin d'atteindre des objectifs qui dépassent les attentes (Antonakis, Avolio, & Sivasubramaniam, 2003). Il en ressort donc une relation de stimulation mutuelle (Burns, 1978) où le leader inculque une vision au follower, lui offfrant une direction et un but précis, tout en agissant comme modèle pour ce dernier (Winchester, 2013). Li, Chiaburu, Kirkman et Xie (2013) proposent que les comportements transformationnels d'un leader auraient des effets qui varient en fonction des caractéristiques des followers. Les cinq sous-échelles du leadership transformationnel sont : la motivation inspirationnelle (c.-à-d. : capacité à articuler une

vision), l'influence idéalisée (attribuée) (c.-à-d. : attribution de charisme à un leader), l'influence idéalisée (comportement) (c.-à-d. : articuler un sens collectif d'une mission et de valeurs partagées), la stimulation intellectuelle (c.-à-d. : questionner les assomptions, les croyances et les solutions des followers) et la considération individuelle (c.-à-d. : considérer les besoins individuels des followers et développer leurs forces individuelles) (Bass & Avolio, 1995).

Le leadership transactionnel se définit comme « une relation d'échange entre un leader et un employé, au cours de laquelle chaque parti est impliqué afin d'atteindre leur propre intérêt respectifs » (Strom, Sears, & Kelley, 2014, p. 72). Les leaders transactionnels développent une relation d'échange avec le follower, basée sur les intérêts personnels de chacun (Strom et al., 2014). Ce faisant, ils réagissent et se réajustent en fonction des comportements de leur follower (Bass, Avolio, Jung, & Berson, 2003). Les trois sous-échelles du leadership transactionnel sont, la récompense contingente (c.-à-d. : définir des tâches claires et récompenser en fonction de l'accomplissement de ces tâches), la gestion par exception (passive) (c.-à-d. : intervenir seulement après qu'une erreur ou un manque soient découverts) et la gestion par exception (active) (c.-à-d. : recherche active d'erreur en vue de rectifier le tir si nécessaire) (Bass & Avolio, 1995).

Le leadership de style laissez-faire « ne semble pas être motivé ou intentionnel; il s'agit simplement de l'absence de réponse face au besoin et aux performances des subordonnés » (Hinkin & Schriesheim, 2008, p. 1235). Le leadership laissez-faire n'est

pas divisé en sous-échelle (Bass & Avolio, 1995). Il s'agirait donc d'un style distinct alors qu'il n'implique au final qu'un manque général d'implication dans la gestion des employés (Eagly et al., 2003).

Les syles de leadership transformationnel et transactionnel diffèrent grandement dans leur interaction avec les followers alors que si les leaders transactionnels se trouvent simplement dans une relation d'échange, le leadership transformationnel implique l'atteinte d'un but commun et un engagement profond (Humphrey, 2012). Au sein d'une relation dyadique entre un follower et un leader, la relation débuterait par un échange transactionnel qui pourrait évoluer avec le temps en une relation transformationelle (Graen & Uhl-Bien, 1995).

Définition et mesure de la personnalité

Il existe plusieurs théories de la personnalité (Judge, Heller, & Klinger, 2008). L'une des théories grandement utilisée est celle du Five Factor Model (FFM) qui inclut cinq sous-échelles (Extraversion, agréabilité, ouverture, conscience et névrotisme).

Les travaux de Costa et McCrae (1992), traitent des éléments sous-jacents à chaque trait de personnalité; L'extraversion inclut la chaleur (affection), la grégarité (sociabilité), l'affirmation de soi, l'activité, la recherche de l'excitation (sensations fortes) et la tendance aux émotions positives. L'agréabilité se définit par la confiance, la franchise, l'altruisme, la conformité, la modestie et la douceur d'esprit. L'ouverture se définit par un

esprit axé sur la fantaisie, l'esthétique, les sentiments, les actions, les idées et les valeurs. La conscience se définit par un esprit axé sur les compétences, l'ordre, le sens du devoir, la recherche d'accomplissement, l'autodiscipline et la délibération. Le névrotisme se définit par l'anxiété, l'hostilité (colère), la dépression, la conscience de soi, l'impulsivité et la vulnérabilité (Costa & McCrae, 1992). Le BFI-44 est largement validé afin de mesurer les cinq traits du FFM (John, Naumann, & Soto, 2008).

Le *Big Five Inventory* (BFI-44; John, Donahue, & Kentle, 1991) est l'un des instruments les plus utilisés pour mesurer les cinq facteurs du FFM, soit, l'extraversion, l'agréabilité, l'ouverture aux expériences, la conscience et le névrotisme.

Définition et mesure de la satisfaction au travail

La satisfaction au travail se définit comme étant « comment une personne se sent par rapport à son travail et à divers aspects de ce travail » [traduction libre] (Spector, 1997, p. 2). Ce niveau global de satisfaction au travail influence grandement les comportements des employés au travail (Brown & Peterson, 1993).

La satisfaction globale au travail est largement étudiée avec le Minnesota Satisfaction Questionnaire (MSQ) (Weiss, Dawis, England, & Lofquist, 1967). Cet instrument maintes fois validé inclus 20 items (version courte) évalués sur une échelle du type Likert de 6 points (1 = *Très basse satisfaction* et 6 = *Très haute satisfaction*).

Définition et mesure de la détresse psychologique

La détresse psychologique se définit comme étant un état d'esprit caractérisé par des symptômes dépressifs et de l'anxiété (Selye, 1974). L'un des outils psychométriques largement validés, afin d'étudier le niveau de détresse psychologique en contexte organisationnel est le *General Health Questionnaire-12* (GHQ-12; Goldberg & Williams, 1988). Ce dernier est un outil psychométrique regroupant 12 items en lien avec le bien-être psychologique. Cet outil est largement utilisé afin de déceler les symptômes non-psychotiques de désordres psychiatriques. Le GHQ-12 produit une évaluation de trois facteurs (Anxiété et dépression, disfonctions sociales et perte de confiance) (Gao et al., 2004). Plusieurs chercheurs l'utilisent comme étant une échelle unidimensionnelle GHQ pour représentant la détresse psychologique générale (Hankins, 2008). Le GHQ-12 est répertorié comme étant valide en contexte de travail (Makowska, Merecz, Mościcka, & Kolasa, 2002). Les items inclus « Vous avez été capable de faire face aux difficultés? » ou encore « Vous avez eu l'impression de vous rendre utile? », et sont mesurés sur une échelle de type Likert à 4 points.

Leadership, followership et perceptions des employés

Le leadership est un construit social (Meindl, 1995) qui se définit comme étant un « processus d'influence social par lequel une personne est capable d'aller chercher l'aide et le support des autres dans l'accomplissement d'une tâche donnée » [traduction libre] (Chemers, 1997, p. 1). Le leadership en contexte organisationnel dépend de plusieurs facteurs et est associé à divers extrants organisationnels (Xu & Thomas, 2015). Il s'agit

de l'un des sujets d'intérêt les plus étudiés par les chercheurs (Greyvenstein & Cilliers, 2012). Il y aurait un écart souvent important entre la perception qu'un leader a de ses comportements et la perception de ces derniers de la part de ses employés (Jacobsen & Andersen, 2015). En outre, le leadership serait un extrant partagé non seulement par le superviseur formel mais également par les membres de l'équipe (Wang, Waldman, & Zhang, 2014). Le leadership, en tant que construit dyadique, appartiendrait donc également au membre, le follower (Kean, Haycock-Stuart, Baggaley, & Carson, 2011).

Les followers se définissent comme étant « des individus qui partagent une relation d'influence avec les leaders et les autres followers avec pour objectif de supporter les leaders qui reflètent un objectif mutuel » [traduction libre] (Adair, 2008, p. 139). Il est ainsi important, tant pour les employés que les supérieurs, de s'adapter en fonction de l'autre (Weinberger, 2009). Les superviseurs doivent ainsi s'assurer de modifier leur style de leadership non seulement en fonction de leurs employés, mais également de l'environnement (Silverthorne & Wang, 2001).

Les leaders développent une relation différenciée et unique avec chacun de leurs subalternes (Le Blanc & González-Romá, 2012). Dans cette relation, le superviseur ainsi que l'employé s'influencent mutuellement (Oc & Bashur, 2013). Cependant, un écart marqué est souvent répertorié entre la perception qu'un leader a de ses propres comportements et la perception de ces mêmes comportements par l'employé (Jacobsen & Andersen, 2015). Ce faisant, chaque employé présente des attentes spécifiques envers son

superviseur, ce qui se traduit par un profil implicite de leadership souhaité (Stock & Özbek-Potthoff, 2014). En ce sens, la personnalité des employés influencerait leur satisfaction individuelle au travail (Piening, Baluch, & Salge, 2013).

Influence de la personnalité sur le leadership perçu

Les traits de personnalité modifieraient notamment les perceptions au travail (Sliter, Withrow, & Jex, 2015), qui aurait par la suite un impact significatif sur les interactions sociales (Leikas, Lönnqvist, Verkasalo, & Nissinen, 2013), notamment envers le supérieur immédiat (Cogliser, Schriesheim, Scandura, & Gardner, 2009; Martinko, Sikora, & Harvey, 2012), influençant par le fait même la qualité de leurs relations (Dierendonck & Dijkstra, 2012). Dans le cadre de la relation d'échange entre un follower et un leader, ces perceptions seraient entre autre biaisées par la personnalité du follower (Bernerth, Armenakis, Feild, William, & Walker, 2007). Les perceptions des échanges interpersonnels seraient en ce sens influencée par les caractéristiques propres à chaque individu (Lord, Phillips, & Rush, 1980). En ce sens, les employés tendent à former une opinion globale positive ou négative de leur superviseur (Ridley et al., 1998). Les employés et leur superviseur sont donc à cet effet influencés par la perception qu'ils ont de la personnalité de leur contrepartie (Hetland, Sandal, & Johnsen, 2008).

Il est proposé que des similitudes au niveau des traits de personnalité entre un follower et un leader puissent favoriser la motivation (Shalit, Popper, & Zakay, 2010). Cependant, dans une certaine mesure, il est également proposé que certaines différences puissent

favoriser une meilleure relation follower-leader (Oren, Tziner, Sharoni, Amor, & Alon, 2012). À cet égard, il est ainsi important de considérer le fit entre le profil de l'employé et son superviseur immédiat, qui aurait un impact positif important sur la satisfaction globale au travail (Tak, 2011).

Influence de la personnalité sur la satisfaction au travail et la détresse psychologique

Plusieurs études ont démontré de l'intérêt à comprendre l'effet de la personnalité sur la satisfaction au travail (Judge et al., 2002; Maggiori, Johnston, & Rossier, 2016; Mathieu, 2013), notamment en utilisant la théorie du Big Five (Therasa & Chidambaram, 2015). Bien qu'il y ait un lien entre la personnalité des employés et la satisfaction au travail (Furnham, Eracleous, & Chamorro-Premuzic, 2009), les résultats quant au rôle de la personnalité sur la satisfaction au travail varient cependant grandement, possiblement pour cause d'autres facteurs spécifiques aux types d'emploi étudiés (Tokar & Subich, 1997). De plus, la variation dans les résultats sur le lien entre la personnalité et la satisfaction au travail serait influencée par la théorie de la personnalité utilisée selon les études (Judge et al., 2008).

Cette influence des traits de personnalités pourrait expliquer pourquoi des événements spécifiques au travail auraient des impacts différents sur la satisfaction, selon l'employé (Nikolaou, 2003). Elle pourrait également influencer la perception des employés face à diverses tâches spécifiques à effectuer au travail (Nikolaou, 2003), alors que les traits de personnalité pourraient influencer les préférences des employés à ce niveau (Bipp, 2010).

Qui plus est, un mauvais fit entre la personnalité et les tâches demandées dans un travail pourraient entrainer de la détresse, diminuant par ce fait même la satisfaction (Christiansen, Sliter, & Frost, 2014). Non seulement les comportements des superviseurs mais également les traits de personnalité des followers pourraient ainsi avoir une influence combinée sur les extrants organisationnels, notamment la satisfaction au travail (Kim et al., 2015).

La personnalité des employés prédirait le risque de détresse psychologique au travail (Harnett et al., 2016). L'une des explications possibles proposée serait que les traits de personnalité influencent les réponses des employés face à certaines tâches spécifiques liées à l'emploi (Christiansen et al., 2014). En ce qui a trait au Big Five, la satisfaction au travail serait positivement prédite par l'extraversion et l'agréabilité et négativement prédite par le névrotisme (Cooper, Carpenter, Reiner, & McCord, 2014). Une amélioration des comportements de leadership serait positivement liée à la satisfaction au travail (Oberfield, 2012; Rothfelder, Ottenbacher, & Harrington, 2013). Plus de recherche serait cependant nécessaire afin de savoir quels comportements spécifiques des leaders influence la satisfaction des employés (Yang, 2011).

La détresse psychologique serait prédite positivement par le névrotisme (Grevenstein & Bluemke, 2015; Panayiotou, Kokkinos, & Kapsou, 2014; Rantanen, Pulkikken, & Kinnunen, 2005), et négativement par l'agréabilité (Panayiotou et al., 2014; Rantanen et al., 2005), la conscience (Grevenstein & Bluemke, 2015) (Panayiotou et al., 2014) et par

l'extraversion (Grevenstein & Bluemke, 2015). Le trait de personnalité le plus constant à titre de prédicteur de la détresse psychologique serait donc le névrotisme. Ceci n'est pas surprenant, considérant que la détresse psychologique se caractérise notamment par des symptômes dépressifs et par l'anxiété (Selye, 1974), qui sont également des caractéristiques types du névrotisme (Costa & McCrae,1992).

Impact du leadership perçu sur la satisfaction au travail et la détresse psychologique

La relation d'échange entre un follower et un leader, de même que la perception de leadership (Ozyilmaz & Cicek, 2015), sont largement répertoriées comme influençant la satisfaction au travail (Gerstner & Day, 1997; Harris, Wheeler, & Kacmar, 2009; Mardanov, Maertz, Jr, & Sterrett, 2008). Ces concepts seraient cependant inter reliés (Carlos Do Rego Furtado, Da Graça Câmara Batista, & Silva José Ferreira Silva, 2011), alors que la satisfaction globale au travail modifierait également le leadership perçu (Ho, Fie, Ching, & Ooi, 2009), influençant positivement la perception de leadership transformationnel et transactionnel (Menon, 2014).

La perception d'un écart entre ce profil implicite souhaité et le profil réel de leadership du superviseur peut se traduire par une diminution de la qualité de la relation entre l'employé et le superviseur, influençant indirectement, et de manière négative, le bien-être et les attitudes de l'employé (Epitropaki & Martin, 2005). Qui plus est, la qualité de la relation entre un employé et un superviseur a une influence majeure sur non seulement l'intention de quitter mais également la satisfaction au travail (Gerstner &

Day, 1997; Harris et al., 2009; Mardanov et al., 2008; Morrow, Suzuki, Crum, Ruben, & Pautsch, 2005). En ce sens, le leadership et ses extrants en contexte organisationnel sont issus d'un construit appartenant tant au superviseur qu'à l'employé (Wang et al., 2014).

Le risque de détresse psychologique peut être minimisé par les gestionnaires (Wu et al., 2012); le rôle clé que ces derniers jouent afin de maximiser le bien-être psychologique des employés a d'ailleurs été documenté (Gilbreath & Benson, 2004).

Limites des recherches à ce jour

Traditionnellement, le leadership était un concept « romancé », où les gestionnaires étaient perçus comme étant les seuls catalyseurs des extrants organisationnels (Meindl et al., 1985). Excluant certains chercheurs précurseurs (voir Hersey & Blanchard, 1969), la recherche sur le leadership était donc centrée sur le leader (Meindl, 1995). Le leadership était effectivement souvent, à tort, associé uniquement à l'autorité formelle et à la hiérarchie au sein des organisations (Mott, 2006). Ce faisant, l'apport des followers en lien avec le leadership fut pendant de nombreuses décennies pratiquement ignoré, et ce, tant par les professionnels que les chercheurs (Agho, 2009; Bjugstad, Thach, Thompson, & Morris, 2006; Blanchard, Welbourne, Gilmore, & Bullock, 2009).

Il est possible d'argumenter que le champ d'études du followership débuta en 1988, avec un article intitulé « In Praise of Followers » (voir : Kelly, 1988). Plusieurs études ont depuis démontré l'importance de l'apport des followers à la relation dyadique

follower-leader et ses extrants en contexte organisationnel (Dierendonck & Dijkstra, 2012; Tak, 2011; Weinberger, 2009). Il existerait cependant toujours plusieurs relations « interactives », à explorer, afin de comprendre l'influence des prédispositions des followers sur le leadership perçu en contexte organisationnel (Zhu et al., 2011).

Plusieurs auteurs discutent de l'importance pour un gestionnaire de prendre en compte les caractéristiques propres aux employés et à son environnement afin d'adapter leur comportement en matière de leadership (Honeysett & Metheny, 2012; Sledge & Miles, 2012). Il est également important de tenir compte de l'environnement à l'intérieur duquel cette relation prend place (Harris et al., 2014). Cependant, la recherche dans le domaine est fortement centrée sur la relation dyadique en tant que tel et ne prend pas en compte des facteurs autres que relationnels, ce qui limite notre compréhension (Omilion-Hodges & Baker, 2013). Il en va donc de soit que notre compréhension des éléments contextuels influençant le rôle du leadership sur les extrants organisationnels est toujours en développement.

Nous proposons, par l'entremise de cette thèse, que la personnalité aurait une influence sur la relation dyadique follower-leader, via la perception du style de leadership du supérieur. Par le fait même, la personnalité aurait donc une influence sur les attitudes au travail, notamment via une modification de ces perceptions. Pour cette raison, cette thèse porte sur l'étude de la personnalité des employés et des superviseurs à titre de

prédicteurs des comportements de leadership perçus et ses extrants en contexte organisationnel.

Les objectifs de la recherche

La présente thèse propose l'étude de l'influence de la personnalité sur le leadership perçu et ses extrants en contexte organisationnel. Cette étude s'inscrit en premier lieu dans une approche dyadique, soit en considérant tant les followers que les leaders. Par une approche dyadique, en opposition à une étude purement centrée sur le follower ou le leader, nous souhaitons prendre en compte le contexte extérieur à la relation d'échange en tant que tel entre le follower et le leader. Notamment, la nouveauté de cette étude vient de l'analyse de l'influence des traits de personnalité des followers et des leaders sur la satisfaction au travail et la détresse psychologique des employés, via l'influence de ces traits de personnalité sur la perception des comportements de gestion de leur superviseur. Dans cette thèse, la distinction majeure vient du fait que l'étude ne porte donc pas sur les « vrais » comportement de leadership des superviseurs immédiats, mais bien de l'influence de la personnalité des employés sur la perception qu'ont ces derniers des comportements de leadership de leur superviseur immédiat. Par cette thèse, nous souhaitons offrir de nouvelles connaissances sur les caractéristiques influençant la perception des employés.

Cette thèse par articles comprend deux articles empiriques principaux (voir Appendice A) ainsi qu'un article de type théorique. Le premier article, intitulé

« Personality, Perceived Leadership and Job Satisfaction », traite du rôle de médiateur des perceptions du style de leadership du superviseur immédiat dans la relation entre la personnalité des employés et leur satisfaction globale au travail. Les traits de personnalité des superviseurs étaient à l'étude à titre de variables contrôles et les analyses comportaient des régressions linéaires multiples hiérarchiques ainsi que des analyses de médiation. Les résultats suggèrent, en premier lieu, que le niveau d'agréabilité influence la satisfaction globale au travail, et ce, indépendamment du style de leadership perçu. Les résultats suggèrent cependant également que tous les autres traits de personnalité inclus dans le Five Factor Model (c.-à-d. : extraversion, ouverture, névrotisme et conscience) influencerait la satisfaction globale au travail via la perception des comportements de leadership du superviseur immédiat.

Le deuxième article est intitulé « How they think you lead: Employees' Personality Traits, Perceived Leadership Styles and Psychological Distress ». Cet article avait pour objectif, en premier lieu, de mesurer l'influence des traits de personnalité des employés sur le leadership perçu et la détresse psychologique. Deuxièmement, cette étude avait pour objectif de mesurer les traits de personnalité des employés sur la détresse psychologique, tout en contrôlant pour les styles de leadership perçu. Les résultats de cette étude suggèrent que le névrotisme est, dans notre modèle, le facteur de prédiction, positivement, le plus constant en matière de détresse psychologique chez les employés, et ce, indépendamment du style de leadership perçu. Les résultats indiquent également que le leadership perçu pourrait partiellement prédire le niveau de détresse psychologique, négativement pour le

leadership transformationnel et positivement pour le leadership laissez-faire. La perception que les employés ont des comportements de leadership d'un superviseur serait donc aussi importante que les comportements objectifs de ce dernier, ce qui démontre de l'importance pour les superviseurs de comprendre leurs employés et d'adapter leur style de supervision en fonction de ces derniers.

Finalement, l'article en complément, intitulé « Person-Organization Fit Relationship with Job Satisfaction and Turnover: The Mediating Influence of Leader-Member Exchange » publié dans la revue *Academy of Strategic Management* (voir Appendice B), traite de la relation d'échange entre un follower et un leader et de son influence potentielle comme modérateur entre le fit perçu entre un employé et son organisation et la satisfaction au travail. Cet article théorique traite ainsi de la possibilité que le fit perçu par un employé ai une influence sur la satisfaction au travail par le biais de sa relation d'échange avec son superviseur. Encore une fois, cet article démontre de l'importance de considérer l'étude du leadership dans l'optique ou cette relation n'est qu'une composante de l'environnement de travail d'un employé. Ces trois articles proposent donc d'évaluer l'influence de facteurs externes sur la relation follower-leader en contexte organisationnel.

Cette thèse est constituée de trois articles qui traiteront chacun d'un aspect de la problématique de recherche. S'en suivra une discussion générale relevant la synthèse des résultats obtenus, la contribution scientifique, les limites de cette thèse ainsi que les

propositions de recherche futures. Une section discussion et conclusion complètera finalement cette thèse doctorale.

L'hypothèse générale de cette thèse est à l'effet que les traits de personnalité des employés influencent les attitudes au travail via une modification des perceptions des comportements de leadership du superviseur immédiat. La littérature démontre une relation entre les diverses variables à l'étude. La nouveauté de cette thèse repose cependant sur l'effet médiateur du leadership sur la relation entre les traits de personnalité des employés et les attitudes au travail.

Chapitre 1
Personality, Perceived Leadership and Job Satisfaction[1]

Personality, Perceived Leadership and Job Satisfaction

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Titre en français : Personnalité, leadership perçu et satisfaction au travail

Résumé en français

Objectif. Le premier objectif de cette étude était de tester l'influence des traits de personnalité des employés et des superviseurs sur la satisfaction au travail dans un modèle incluant le style de leadership perçu. Le deuxième objectif de cette étude était de tester l'influence médiatrice du style de leadership perçu sur la relation dyadique traits FFM-Satisfaction au travail. **Design/méthodologie/approche**. 126 employés et leur superviseur immédiat, au sein d'une organisation publique, ont complété des mesures autorapportés de satisfaction au travail, traits de personnalité et style de leadership perçu. **Résultats**. Le leadership de style transformationnel était le seul à avoir un effet médiateur significatif sur la relation entre les traits de personnalité des employés et des superviseurs et la satisfaction au travail. Qui plus est, l'influence des traits de personnalité des employés sur le leadership perçu et les attitudes au travail étaient plus fortes que l'influence des traits de personnalité des superviseurs. **Originalité**. Les résultats mettent en lumière le rôle des traits de personnalité des employés et du leadership perçu à titre de prédicteurs des attitudes des employés, au-delà des traits de personnalité des superviseurs.

Abstract

Purpose. The first goal of this study was to test for the influence of both employees' and supervisors' personality traits on job satisfaction in a model including perceived leadership styles. The second goal of this study was to test the mediating influence of perceived leadership styles on the dyadic FFM traits-job satisfaction relationship. **Design/methodology/approach**. 126 employees and their direct supervisor from a public organization have completed self-report measures of job satisfaction, personality traits, and perceived leadership styles. **Findings**. Transformational leadership was the only leadership style to have a significant mediating effect on the relationship between employees' and supervisors' personality trait and job satisfaction. Moreover, the influence of employees' personality traits on employees' perceived leadership and job attitudes was stronger than the influence of supervisors' personality traits. **Originality/value**. Results highlight the role employee's personality traits and perceived leadership play in predicting employee' attitudes beyond supervisor's characteristics. These results bear important implications in understanding the mechanisms through which perceived leadership influences employees' attitudes in the workplace.

Keywords: Personality Traits; Perceived Leadership; Job Satisfaction; Followership.

Introduction

While traditional leadership research focused on leaders (Meindl, 1995), recent studies seem to indicate that followers also have a significant influence on the leader-follower relationship (Ehrhart & Klein, 2001). Leaders develop a differentiated and unique relationship with each of their followers (Harris, Li, & Kirkman, 2014), both adjusting their behaviors based on each other's perceived needs and expectations about the relationship (Chen, Wang, Chang, & Hu, 2008). It is a "key concept" to understanding employees' attitudes and behaviors in the workplace (Erdogan & Enders, 2007) including satisfaction (Bhal, Gulati, & Ansari, 2009). It is therefore important to look both into followers and leaders' perceptions of the relationship, which may differ, in order to understand the "true dyadic nature" of the relationship (Sherman, Kennedy, Woodard, & McComb, 2012).

Furthermore, employees' characteristics predict leadership preferences and perception of leadership behaviors (Ehrhart & Klein, 2001). As such, it is crucial for leaders to invest time and effort in getting to know their employees in order to understand each follower's personality (Schyns & Sanders, 2007) and take into account followers' characteristics and preferences (Bellou, 2011).

Job satisfaction is one of the most studied concepts in employee attitudes and it has been associated with job performance (Judge, Thoresen, Bono, & Patton, 2001), employees' organizational commitment (Meyer, Stanley, Herscovitch, &

Topolnytsky, 2002) and employees turnover intentions (Mathieu, Fabi, Lacoursière, & Raymond, 2016). Many studies have found that employees' personality traits can have a significant influence on their levels of job satisfaction (Judge, Heller, & Mount, 2002; Maggiori, Johnston, & Rossier, 2016; Mathieu, 2013).

The influence of leadership behaviors on employees' job satisfaction has also been extensively studied (Rad & Yarmohammadian, 2006; Tepper, 2000). However, as noted by Antonakis, House, and Simonton (2017), there are discrepancies between perceptions and objectivity in regards to leadership behaviors. Nevertheless, Hogan and Hogan (2001, p. 40) suggested that "…subordinates' ratings are the best single way to evaluate a manager's performance." Indeed, employees' perception of their manager's leadership behaviors influences how they perceive their work and work environment.

It is well documented that leaders influence employees' general well-being (Gilbreath & Benson, 2004). However, employees' perceptions of leadership also have a distinct influence on their job attitudes (Antonakis et al., 2017), still scarcely documented, based on personality and the work environment (Monzani, Ripoll, & Peiró, 2015). Employees assess their leader (Ridley, Chatterjee, & Soutar, 1998) based on prototypical expectations (Stock & Özbek-Potthoff, 2014) that, when unmet, influence job attitudes (Epitropaki & & Martin, 2005).

To measure the influence of employees' and supervisors' personality, and perceived on job satisfaction, the present study includes the full-range leadership model, a well-known theory comprising transformational, transactional and laissez-faire leadership (see Avolio & Bass, 1991). The three leadership styles included in the full-range leadership model may be self-reported or reported by others (see Bass & Avolio, 1995). Both perceived transformational (Braun, Peus, Weisweiler, & Frey, 2013) and transactional leadership have been associated with employees' job satisfaction in different work and cultural contexts (see Nguni, Sleegers, & Denessen, 2006; Rothfelder, Ottenbacher, & Harrington, 2013; Sayadi, 2016). Perceived laissez-faire leadership has also been found to predict negatively job satisfaction (Sayadi, 2016; Skogstad et al., 2014), although results are inconsistent across studies (Rothfelder et al., 2013).

The primary purpose of the present study is to test for the influence of both employees and their supervisors' personality traits on job satisfaction while controlling for perceived leadership. The possibility to compare perceived leadership with previous studies, including both self-reported and perceived behaviors, is a good basis to assess the discrepancies between the influence of both employees' and supervisors' characteristics on perceived leadership and job attitudes. The second goal of this study was to test the mediating influence of perceived leadership styles on the dyadic FFM traits-job satisfaction relationship. By doing so, this study one of the first, to our knowledge, to evaluate the influence of supervisors' characteristics on employees' assessment of leadership behaviors and job attitudes.

The five factor model of personality, perceived leadership and job satisfaction

Personality traits have been identified as predictors of employees' perceptions in the workplace (see Sliter, Withrow, & Jex, 2015). Specifically, FFM traits have all been found to be positively associated with transformational leadership ratings (agreeableness, openness to experience, extraversion and conscientiousness positively (Bono, Hooper, & Yoon, 2012), and neuroticism, negatively (Salter, Green, Ree, Carmody-Bubb, & Duncan, 2009). Employees' personality has been found to be significantly related to job satisfaction (Furnham, Eracleous, & Chamorro-Premuzic, 2009) with varying associations to personality traits depending on the personality used (Judge, Heller, & Klinger, 2008). Cooper, Carpenter, Reiner, and McCord (2014) found that employees who scored higher on extraversion and agreeableness and lower on neuroticism also scored higher on job satisfaction. Bruk-Lee, Khoury, Nixon, Goh, and Spector (2009) suggest that extraverted employees may report higher job satisfaction because they are more inclined to positive moods. In a meta-analysis, Judge et al. (2002), found that job satisfaction is moderately and negatively related to employees' neuroticism and positively related to employees' extraversion and conscientiousness while being inconsistenly related accross studies to agreeableness and openness to experience. While employees' and supervisors FFM traits have been studied in different work context, we still lack knowledge on how they interact with each other in regards to perceived leadership and job outcomes. Employees' personality traits (i.e. neuroticism and openness to experience negatively and extraversion and conscientiousness positively) are also believed to influence perceptions of the exchange relationship they share with their supervisor (Ridley et al., 1998).

Material and methods

Participants and procedures

Employees from a public organization were asked to participate voluntarily in this study by completing a series of assessments. A total of 181 employees completed self-report measures of job satisfaction, FFM and perceived leadership styles. They were matched with their direct supervisors (N = 29) who completed a self-report measure of FFM traits. The participants were asked to anonymously register the name of their direct supervisor and to only think about this supervisor when answering questions in regards to leadership. Numbers were attributed to supervisors and to ensure anonymity were matched with the corresponding employees' questionnaire in the database. Out of the 181 participants who completed the survey, 30% (56) opted out of indicating the name of their supervisor and were discarded, although they all completed the MLQ. Of the remaining 126 participants, 37% of employees were men (n = 46) and 63% were female (n = 80). Employees' age ranged from 22 to 61 (M = 44.86, SD = 9.44). Employees had been under direct supervision of their current manager from 1 month to 11 years (M = 2.96 years, SD = 2.98). 43.6% of the employees were supervised by females (n = 55) and 56.3% were supervised by males (n = 71).

Measures

Job Satisfaction. Job satisfaction was measured using a short version of the Minnesota Satisfaction Questionnaire (MSQ; Weiss, Dawis, England, & Lofquist, 1967). This repeatedly validated instrument includes 20 items rated on a 6-point Likert-type scale

(1 = *Very low satisfaction* and 6 = *Very high level of satisfaction*). Cronbach alpha for the present study was ($\alpha = .90$).

Big Five Inventory (BFI-44). FFM traits were measured using the 44-item version of the Big Five Inventory (John, Donahue, & Kentle, 1991). The BFI-44 is a 5-point Likert-Type scale with items related to the five subscales (traits) of the FFM (extraversion, agreeableness, openness, conscientiousness and neuroticism). The BFI is a widely used and validated instrument measuring the FFM (see John, Naumann, & Soto, 2008). Alpha coefficients for the five traits were as follows, respectively for employees and supervisors: extraversion ($\alpha = .64$, $\alpha = .68$); agreeableness ($\alpha = .75$, $\alpha = .72$); conscientiousness ($\alpha = .73$, $\alpha = 84$); neuroticism ($\alpha = .81$, $\alpha = .75$); openness ($\alpha = .79$, $\alpha = .77$).

Multifactor Leadership Questionnaire (MLQ). Perceived leadership styles were measured using the Multifactor Leadership Questionnaire 5X (MLQ-5X; Bass & Avolio, 1995). The standard version of the MLQ is a 5-point Likert-Type scale with 45 items classified within 9 subscales, related to the three leadership styles of the full-range leadership model (transformational leadership; transactional leadership; and laissez-faire leadership) (Avolio & Bass, 1991). "Transformational leadership is described as how a leader seeks to meet the higher-order needs of followers" (Banks, McCauley, Gardner, & Guler, 2016, p. 636). Transactional Leadership involves an exchange relationship based on self-interest (Strom, Sears, & Kelley, 2014). Laissez-faire leadership is very distinct in the way that it simply implies a lack of overall involvement in managing employees

(Eagly, Johannesen-Schmidt, & van Engen, 2003). Avolio and Bass (1999) propose that the MLQ was best represented by these three higher-order factors, which are measured directly by aggregating the lower-order subscales. The MLQ can either be used as a self-assessment instrument or to rate others leadership behaviors in the workplace. Cronbach' alphas for perceived leadership styles were as follows: transformational leadership ($\alpha = .92$); transactional leadership ($\alpha = .52$) and laissez-faire leadership ($\alpha = .84$).

The ICC approach used was ICC(3) (Atwater, Ostroff, Yammarino, & Fleenor, 1998; Fleenor, McCauley, & Brutus, 1996; Ostroff, Atwater, & Feinberg, 2004). When there is more than one rater per supervisor ICC(3), is equivalent to Cronbach's alpha for each supervisor (Shrout & Fleiss, 1979). Ostroff et al. (2004) reported that ICC(3) values are generally in the .60 range, and suggest this level of consistency among groups of raters is similar to those found by other studies on 360-degree feedback. To calculate ICC(3), calculated Cronbach's alphas for the supervisors who had a minimum of two employees rating them on the MLQ (total of 28 supervisors). The average ICC(3) scores for supervisors in the current study were .42 for transformational leadership, .30 for transactional leadership, and .62 for laissez-faire leadership.

Results

Correlations among study variables

Table 1 shows means, standard deviations and correlations among employees' and supervisors' FFM traits, employees' job satisfaction and employees' perception of their

supervisor's leadership style. Age (Zacher, Rosing, Henning, & Frese, 2011) and gender (Wolfram, 2013) were added as control variable, considering their relationship with perceived leadership behaviors. Transformational leadership was positively related to employees' agreeableness and conscientiousness and negatively related to supervisors' neuroticism. Transactional leadership was not related to either employees' or supervisors' FFM traits. Laissez-faire leadership was positively related to employees' openness to experience and supervisors' agreeableness and negatively related to employees' agreeableness. Job satisfaction was positively related to employees' agreeableness and conscientiousness and to transformational and transactional leadership. Job satisfaction was also negatively related to employees' neuroticism and laissez-faire leadership.

Table 1

Means, standard deviation and correlations among perceived leadership style, employees' and supervisors' FFM traits and job satisfaction (N = 126)

	Mean	SD	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.
1. Extra.(Emp.)	6.45	1.12															
2. Agree. (Emp.)	8.33	1.01	-.04														
3. Conscient.(Emp.)	8.56	.90	-.02	.37**													
4. Neuro. (Emp.)	5.36	1.44	-.15	-.21*	-.27**												
5. Openness (Emp.)	7.51	1.25	.31**	.01	.20*	-.25**											
6. Extraversion (Sup.)	3.46	.56	.01	-.01	-.08	-.15	.17										
7. Agree. (Sup.)	4.19	.42	.16	.13	.02	.01	.02	.20*									
8. Conscient. (Sup.)	4.22	.45	.12	.14	.03	-.01	-.04	-.07	.52**								
9. Neuro. (Sup.)	2.44	.45	-.05	.08	-.05	-.05	.02	-.18*	37**	-.09							
10. Openness (Sup.)	3.87	.71	.03	-.03	-.08	-.01	.14	.64**	.22*	-.05	-.20*						
11. Transform. Lead.	44.28	16.10	-.02	.24**	.22*	-.18	-.09	.06	.04	.09	-.18*	-.02					
12. Transactional Lead.	14.04	4.87	.02	.02	.14	-.13	-.05	.02	-.02	.05	.01	-.07	.63**				
13. Laissez-Faire Lead.	11.10	6.56	.14	-.25**	-.09	.14	.20*	.03	.21*	-.13	-.10	.17	-.19*	.05			
14. Job satisfaction	73.05	11.40	.03	.51**	.26**	-.31**	-.10	.12	.01	.15	.04	.01	.48**	.25**	-.45**		
15. Age	44.78	9.44	-.06	.05	.20*	-.07	.21*	-.15	-.01	-.01	.05	-.08	-.13	-.10	-.02	-.01	
16. Gender	-	-	.10	-.18*	-.14	-.22*	.20*	-.04	-.16	-.13	.21*	-.05	-.10	-.01	-.08	-.11	.05

Note. Lead. = Leadership, Transform. = Transformational, Extra. = Extraversion, Agree. = Agreeableness, Conscient. = Conscientiousness, Neuro = Neuroticism, (Emp.) = Employees, (Sup.) = Supervisors

* $p < 0.05$, ** $p < 0.01$

Regressions with FFM traits on job satisfaction when controlling for perceived leadership styles

Table 2 shows hierarchical linear regression with employees' and supervisors' FFM traits on job satisfaction, when controlling for perceived leadership. Results from Model 1 showed that, when entering the three leadership styles, the best predictor of job satisfaction was transformational leadership followed by laissez-faire leadership.

For Model 2, we added employees' FFM traits to the model and results indicated that, although transformational and laissez-faire leadership remained predictors of job satisfaction, employees' agreeableness had a positive influence and employees' neuroticism had a significant negative influence on job satisfaction.

For Model 3, we added the direct supervisor's FFM traits and found that this addition did not have a significant impact compared to the results from Model 2. Overall, our results indicated that job satisfaction was positively related to transformational leadership and negatively related to laissez-faire leadership. Perceived leadership styles alone accounted for 35% of the variance explained. Employees' FFM in model 2 however showed an increase of 13% of the effect size. No addition to the variance explained was found for supervisors' FFM when controlling for both perceived leadership styles and employees' FFM.

Table 2

Hierarchical linear regressions on job satisfaction (N = 126)

	Model 1 Std.β	Model 2 Std.β	Model 3 Std.β
Age	.04	.03	.05
Gender	-.04	-.03	-.01
Transformational Leadership	.39**	.27**	.25**
Transactional Leadership	.02	.06	.06
Laissez-Faire Leadership	-.37**	-.29**	-.27**
Extraversion (Emp.)		.10	.12
Agreeableness (Emp.)		.33**	.35**
Conscientiousness (Emp.)		.02	.04
Neuroticism (Emp.)		-.15*	-.13
Openness (Emp.)		-.09	-.13
Extraversion (Sup.)			.13
Agreeableness (Sup.)			-.08
Conscientiousness (Sup.)			.08
Neuroticism (Sup.)			-.04
Openness (Sup.)			.01
Adjusted R^2	.33	.46	.46
N	126	126	126

Note. Emp. = Employees, Sup. = Supervisors
* $p < 0.05$, ** $p < 0.01$

Perceived leadership style as a mediator of the FFM traits-job satisfaction relationship

To test our mediation models, we ran manifest path analyses using Mplus (Muthén & Muthén, 1998-2010).We ran mediation path analyses for each employee FFM traits and for each supervisor FFM traits. Furthermore, we ran each mediation path model using Transformational leadership as a mediator variable and ran additional models using Laissez-Faire leadership style as a mediator. As can be seen in Table 3, the mediation effect of Transformational leadership was significant to explain the influence of employees' extravation, conscientiousness, neuroticism and openness and supervisors' openness. However, the mediating effect of Laissez-faire leadership was not significant. These results add to the regression analyses by showing not only the impact of employee FFM traits on job satisfaction but also the impact of employee FFM traits on their perception of leadership, which, in turn, influences their levels of job satisfaction.

Table 3

Manifest mediation analyses using autonomous perception of leadership as a mediator (N = 126)

	Mediation Analyses for the following FFM traits									
	Employee FFM traits					Supervisor FFM traits				
	Emp. Extra	Emp. Agree	Emp. Consc	Emp. Neuro	Emp. Open	Sup. Extra	Sup. Agree	Sup. Consc	Sup. Neuro	Sup. Open
Transformational leadership										
Direct path										
FFM Trait → Job Satis	-.37***	.04	.42***	.17*	-.24**	-.05	.09	-.01	.11	.04
Indirect path										
FFM Trait →Transform Lead	-.19*	-.02	.24**	.22**	-.18*	.09	.06	.04	.09	-.18*
Transform Lead → Job Satis	.41***	.48***	.38***	.45**	.44***	.48***	.48***	.48	.47***	.49***
Total Indirect	-.08*	-.01	.09**	.10**	-.08*	-.04	.03	.02	.04	-.09*
Laissez-Faire leadership										
Direct path										
FFM Trait → Job Satis	-.46***	.03	.51***	.23**	-.28***	-.08	.12	.02	.14	-.05
Indirect path										
FFM Trait → LF Lead	.05	.02	.02	.14	1.13	-.05	.02	-.02	.05	.01
LF Lead → Job Satis	.27***	.25**	.24***	.21**	.21**	.24**	.24**	.25**	.24**	.25**
Total Indirect	.01	.00	.01	.03	-.03	-.01	.01	-.01	.01	.05

Note. $*p < 0.05$, $**p < 0.01$, $***p < 0.001$

Discussion and conclusion

The first goal of this study was to test the influence of employees' and supervisors' FFM personality traits on job satisfaction when also controlling for perceived leadership styles. By doing so, we look into the sources influencing perceptions (employees' and supervisors' personality traits), and not the quality of the relationship per say.

Results showed that job satisfaction was positively predicted by transformational leadership and negatively predicted by laissez-faire leadership. More importantly, job satisfaction was positively influenced by employees' agreeableness beyond perceived leadership styles and supervisors' FFM traits. While these results are in line with past studies (see Judge et al., 2002), our model also included supervisors' personality. The present findings suggest that employees' personality on job satisfaction goes beyond supervisors' personality and perceived leadership behaviors. Employees have a significant influence on the leader-member relationship (Dierendonck & Dijkstra, 2012). While it is important to look into both employees' and supervisors' characteristics (Sherman et al., 2012), present findings suggest that this may go beyond perception of the exchange relationship but also be true in regards to outcomes associated with perceived leadership at work.

While the present study shows the strong influence of employees' agreeableness as a predictor of job satisfaction, the lack of results regarding supervisors' FFM traits is also, in itself, interesting. Leadership is considered a "contextualized version" of behaviors in

a formal setting and, thus, strongly related to leaders' personality (de Vries, 2012). While perceived leadership mediates the employees' personality-job satisfation relationship, supervisors' personality did not have a significant impact on job satisfaction in our model when including employee personality traits. While this may be caused by that the influence of supervisors' personality on perceived leadership, which in turns influences job attitudes, very small correlationswere found between supervisors' personality and perceived leadership styles and job satisfaction.

The second goal of this study was to test for the mediating influence of perceived leadership on personality-job satisfaction relationship. Our results indicated that employee personality traits influenced job satisfaction through employees' perception of leadership style. However, laissez-faire leadership did not have a significant influence on the influence of employees' personality traits and employees' job satisfaction. While leadership styles and FFM traits have been amply used in the past as predictors of job satisfaction, our study is, to our knowledge, the first to simultaneously test for both employees' and their supervisors' FFM traits' influence on job satisfaction and perceived leadership.

Our study has several implications for researchers and practitioners alike. First, we took into account perceived leadership behaviors of direct supervisors by employees. While the role of employees' personality traits on leadership perceptions and preferences has been documented before (see Ehrhart & Klein, 2001; Stelmokiene &

Endriulaitiene, 2015), our study is one of the first, to our knowledge, to demonstrate that supervisors' personality traits have no significant influence on overall employees' job satisfaction. In fact, our result suggest that perceived leadership and overall job satisfaction may be much more influenced by employees' own personality traits. This underlines the role of perceptions in regards to leadership and job attitudes. Hogan and Kaiser (2005) stated that the best way to measure a manager's performance is through employees' ratings.

The present study constitutes important information for HR professionals in charge of hiring and pairing employees with supervisors and stresses the importance of assessing employees' personality prior to hiring them. Employees' agreeableness has a strong influence on their predisposition to be more satisfied at work, independently of their supervisors' personality or behaviors. More importantly, employees' personality traits modify perceptions of leadership behaviors which, in turn, influence job satisfaction. Our results suggest that HR professionals have to investigate deeper than the employee-supervisor relationship per se, should a relational problem arises and affect job satisfaction.

On a practical note, it is interesting to find that employee agreeableness had an influence on job satisfaction, even when controlling for perceived leadership style and supervisor personality traits. Selection processes often tend to favor extraverted candidates on the basis that charisma and extraversion are good predictors of employee

performance. Our results indicate that employees who score higher on agreeableness present higher levels of job satisfaction and perceive their supervisors more positively. Since job satisfaction has been associated with employee performance, it would be interesting for future research to test the relationship between agreeableness and job performance.

Limitations and future directions

Transactional leadership reliability was relatively low ($\alpha = .52$). This seems to be caused by the contingent reward subscale, which was more strongly associated with transformational leadership than transactional Leadership in the present sample. Nevertheless, the MLQ is one of the most widely used leadership instruments and the leadership style subscales provide interesting information. A meta-analytic test of leadership styles' relative validity found that contingent reward was often highly correlated with transformational leadership (Judge & Piccolo, 2004). In the present study, Mean ICC(3) for transformational and transactional leadership were lower than expected, especially the latter. One of the goals of the present study was precisely to investigate the role of personality on perceived leadership styles. Our results suggest that personal differences may affect perceptions of leadership behaviors and thus potentially inter-rater reliability. Future research should look into inter-rater reliability and its effect on questionnaires used to measure perceived behaviors of others in the workplace.

Employees provided the information used to score the study variables, raising the possibility that some of the results were a reflection of common-method variance. Some commentators have suggested that the effects of common-method variance may be overstated (Brannick, Chan, Conway, Lance, & Spector, 2010). Nonetheless, it is important to minimize these effects as much as possible (MacKenzie & Podsakoff, 2012). In the present study, participants remained anonymous, giving them latitude to express their "true" perceptions, attitudes and intentions. We used robust measurement scales, and made sure that job satisfaction and the dependent variables were placed in different sections of the questionnaire.

The present study was conducted in the public sector. Results could be specific to this type of organization, considering that the work environment is different compared to the private sector (LeRoux & Feeney, 2013) and that the perception of fit between an employee and his or her organization has been found to influence perceptions of management practices (Gregory, Albritton, & Osmonbekov, 2010). Future research should test our model in different types of organizations.

Conclusion

Many efforts have been put into changing organizational variables and leadership style of managers in order to increase employees' job satisfaction. While we agree that these measures are important, our results indicate that a focus on employees' personality traits that are associated with job satisfaction during the selection process may be just as

important. Indeed, while it is possible for supervisors to foster job satisfaction, employees may have predispositions to being more or less satisfied at work.

The relationship between leaders' personality traits and job satisfaction was non-significant in the present study, when controlling for to the role of employees' personality traits. Our results also highlight the importance for supervisors to adapt their leadership behaviors based on their employees' characteristics.

Research-wise, the present findings suggest that while the recent focusing on the leader-member exchange relationship instead of focusing solely on the leaders is a good step forward, there is still a lack of understanding on how both employees' and supervisors' characteristics influence this relationship. We believe that more research on the particular role of followers and leaders on the exchange relationship will be needed in order to understand the role of perceived leadership on job attitudes.

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Chapitre 2
How they think you lead: Employees' Personality Traits, Perceived Leadership Styles
and Psychological Distress[1]

How they think you lead: Employees' Personality Traits, Perceived Leadership Styles and Psychological Distress

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Titre en français : Comment voient-ils votre leadership : Traits de personnalité des employés, leadership perçu et détresse psychologique

Résumé en français

Les différences individuelles sont des prédicteurs importants des extrants attitudinaux au travail. Cependant, peu d'études prennent en compte le rôle combiné des traits de personnalité des employés sur les perceptions de comportements de leadership perçu et la détresse psychologique. Le premier objectif de cette étude était de mesurer l'influence des traits FFM des employés sur le style de leadership perçu et la détresse psychologique. Le deuxième objectif était de mesurer l'influence des traits FFM des employés sur la détresse psychologique, en contrôlant le style de leadership perçu. Deux cent onze (211) employés d'une organisation publique ont complété des mesures autorapportées de détresse psychologique, de traits de personnalité ainsi qu'une mesure de perceptions du style de leadership de leur supérieur immédiat. Les résultats indiquent que l'agréabilité des employés prédit positivement le leadership transformationnel perçu et négativement le leadership laissez-faire perçu. L'ouverture à l'expérience des employés prédisait positivement le leadership laissez-faire. Le leadership laissez-faire perçu du superviseur et la détresse psychologique des employés prédisait positivement le névrotisme des employés. Plus important, dans un modèle incluant le style de leadership perçu, les traits FFM, et la détresse psychologique, le névrotisme des employés prédit la détresse psychologique au-delà du leadership perçu. Les résultats suggèrent que l'évaluation des comportements de leadership par les employés est prédite par la personnalité de ces derniers. Qui plus est, les résultats indiquent que les traits de personnalité des employés

prédisent la détresse psychologique plus que l'évaluation du style de leadership du superviseur. Ces résultats pourraient avoir d'importantes répercussions pour la sélection des employés et des superviseurs et le coaching exécutif.

Abstract

Individual differences are strong predictors of attitudinal outcomes at work. However, few studies have taken into consideration the combined role of employees' personality traits on perceived leadership behaviors and psychological distress. The first goal of this study was to measure the influence of employees' FFM traits on perceived leadership styles and psychological distress. The second goal was to measure the influence of employees' FFM traits on psychological distress, while controlling for perceived leadership style. 211 employees from a public organization filled out self-report measures of psychological distress, personality traits, and perceived leadership styles. Results indicated that employees' agreeableness positively predicted perceived transformational leadership and negatively predicted perceived laissez-faire leadership. Employees' openness to experience positively predicted laissez-faire leadership. Both supervisors' perceived laissez-faire leadership and employees' psychological distress were positively predicted by employees' neuroticism. More importantly, in a model including both leadership style and FFM personality traits to predict psychological distress, employees' neuroticism predicted psychological distress beyond perceived leadership style. Results suggest that the assessment of leadership behaviors by employees is predicted by employees' personality traits. Moreover, results indicate that employees' personality traits also predict employees' psychological distress more than employees' assessment of their supervisor's leadership style. These results could have important repercussions for employees' and leaders' selection and executive coaching.

Keywords: personality; employee selection; interpersonal relations.

Introduction

Employees tend to make a global assessment, either positive or negative, of their leader (Ridley, Chatterjee, & Soutar, 1998), based on their perceptions rather than by the "true" personality of their leader (Meindl, 1995). These perceptions seem to be influenced, among other things, by employees' personality (Stelmokiene & Endriulaitiene, 2015) which, in turn, predicts leadership preferences (Ehrhart & Klein, 2001).

Perceptions are also believed to influence interactions between employees and their supervisor (Cogliser, Schriesheim, Scandura, & Gardner, 2009; Martinko, Sikora, & Harvey, 2012). Supervisors adapt according to followers behaviors (Dierendonck & Dijkstra, 2012). Previous studies indicate that employee personality traits influence their perception of the relationship they share with their supervisor (i.e. neuroticism and openness to experience having a negative influence, and extraversion and conscientiousness having a positive influence while agreeableness was not found to have a significant influence (Bernerth, Armenakis, Feild, William, & Walker, 2007).

However, the risk of employees suffering from psychological distress at work (i.e. a negative state of mind characterized by depressive symptoms and anxiety (Selye, 1974), may be minimized by managers (Wu, Yim, Kwan, & Zhang, 2012). The fact that supervisors influence employees' well-being at work has been documented (Gilbreath & Benson, 2004). Furthermore, supervisor behavior has been linked to numerous job outcomes including employee engagement (Jiang, Hong, McKay, Avery, &

Wilson, 2014), absenteeism (Hilton, Sheridan, Cleary, & Whiteford, 2009), and job performance (Lim & Tai, 2014). Hogan and Hogan (2001) Suggest that subordinates ratings is the best way to evaluate a manager's performance. It is therefore important to consider the role of employees' characteristics on these ratings and perceptions, instead of considering only actual leadership behaviors exhibited by supervisors.

The first goal of this study is to test the relationship between employees' FFM traits, perceived leadership styles and employees' psychological distress. The distinction between perceptions of leadership and actual leadership is of importance. As noted by Antonakis, House, and Simonton (2017), there are discrepancies between perceptions and objectivity in regards to leadership behaviors. Both should therefore be considered as independent factors potentially influencing employees' job attitudes. The second goal of this study is to test the influence of perceived leadership styles and employees' personality on psychological distress, in a hierarchical model including both independent variables. By doing so, we hope to shed light on the unique influence of employee personality as a predisposition of psychological distress at work. This is, to our knowledge, one of the first studies to test for the relationship between employees' FFM traits and psychological distress, while also controlling for the influence of perceived leadership styles. It is also one of the rare studies to take into account perceptions of leadership behaviors instead of actual leadership behaviors, while also considering independently how personality traits affect these perceptions.

Perceived leadership and psychological distress

Research exploring simultanously the relationship between specific FFM traits, perceived leadership and psychological distress at work is surprisingly still relatively scarce. Nevertheless, personality traits have been identified as predictors of employees' perceptions in the workplace (see Sliter, Withrow, & Jex, 2015); perceptions having an influential impact on social interactions in general (Leikas, Lönnqvist, Verkasalo, & Nissinen, 2013).

Leadership is traditionally considered a predictor of employees' job attitudes (see Judge & Piccolo, 2004). However, while perceived leadership influences psychological distress, it may in turn influence perceived leadership behaviors, in a two-way relationship (Nielsen, Christensen, Finne, & Knardahl, 2018). The presence of this "reverse causality", according to Birkeland, Nielsen, Knardahl, and Heir (2016), could be dependent on time and be more salient with employees who have experienced a traumatic situation at work, explaining why factors associated with psychological distress are sometimes found as having very limited influence on factors associated with perceived leadership (e.g. organizational justice) (Elovainio et al., 2013). However, although perceived leadership attitudes are likely to influence psychological distress at work (Heijden, Mulder, König, & Anselmann, 2017), overall perception of leadership is generally very stable (Birkeland et al., 2016). While reverse causality models are indeed important, past results suggest that models using leadership as a predictor of psychological distress may be more

generalizable and explain a more steady relationship among employees and their leaders in the workplace.

Employees' personality traits and the full-range leadership model. Arguably one of the most studied leadership theory is the Full-Range Leadership Model (Avolio & Bass, 1991). The Full-Range Leadership Model includes transformational, transactional and laissez-faire leadership. Transformational leadership, first introduced by Burns (1978) refers to "how a leader seeks to meet the higher-order needs of followers" (Banks, McCauley, Gardner, & Guler, 2016, p. 636) and, as a result, a "relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents" (Burns, 1978, p. 4). Transactional leadership is described as "the exchange relationship between leader and employee, in which each party is involved to meet their respective self-interests" (Strom, Sears, & Kelly, 2014, p. 72). Transactional leaders seek to establish an exchange relationship with their subordinates (Humphrey, 2012). Laissez-faire leadership refers to a lack of response toward subordinates (Hinkin & Schriesheim, 2008) and a lack of overall involvement in managing employees (Eagly, Johannesen-Schmidt, & van Engen, 2003). It has been related to lower satisfaction with immediate supervision (Judge & Piccolo, 2004) and to having a negative influence on subordinates (Skogstad, Hetland, Glasø, & Einarsen, 2014).

One of the most important assumptions in personality theory is that traits are relatively stable over time (Gustavsson, Jönsson, Linder, & Weinryb, 2003).These traits influence

our perceptions which in turn modify our social interactions in general (Martinko et al., 2012). Followers personality traits have been found to predict leadership ratings in different work environments (Schyns & Sanders, 2007). Specifically, FFM traits have all been found to be positively associated with transformational leadership ratings (agreeableness, openness to experience, extraversion and conscientiousness positively (Bono, Hooper, & Yoon, 2012), and neuroticism, negatively (Salter, Green, Ree, Carmody-Bubb, & Duncan, 2009). Furthermore, the influence of perceived leadership styles on work outcomes is not only based on employees' personality but also the work environment (Monzani, Ripoll, & Peiró, 2015). While the variables influencing employees' perception of transformational and transactional leadership have been explored, very few studies have inquired about the variables influencing perceptions of laissez-faire leadership (Hinkin & Schriesheim, 2008); thus few data are available on the relationship between personality and laissez-faire ratings.

Employees' personality traits and psychological distress. Employees' personality has been found to predict psychological distress (Harnett, Reid, Loxton, & Lee, 2016). More specifically, numerous traits of the Five Factor Model of Personality (FFM) have been associated with psychological distress, to different degrees. For instance, Panayiotou, Kokkinos, and Kapsou (2014) found psychological distress to be positively predicted by neuroticism, and negatively by agreeableness and conscientiousness. Rantanen, Pulkikken, and Kinnunen (2005) have also found a positive relationship with neuroticism and a negative relationship with agreeableness. In a model controlling for age, gender and

education, Grevenstein and Bluemke (2015) found a positive relationship between psychological distress and neuroticism, and a negative relationship with conscientiousness and extraversion. Overall, not surprisingly, the constant finding across studies is the association between psychological distress and neuroticism.

Material and methods

Participants and procedures

Canadian employees from a public organization were asked to participate voluntarily to a study, by reporting a series of assessments. A total of 211 employees completed self-report measure of psychological distress, FFM and perceived leadership styles of their direct supervisor. 58.4% of the participants were male (N = 132) and 41.6% were female (N = 94). Participants age ranged from 20 to 66 (M = 44.36). Participants had between 1 month and 37 years of experience within the organization (M = 12.80). 57% of the employees (N = 129) had a secondary, professional or technical diploma, 22.5% had a bachelor degree (N = 51) and 4.8% of employees had a master degree (N = 11), while 15.7% of participants did not specify their level of education (N = 35).

American Psychological Association and Institutional Review Board guidelines were followed in the treatment of participants, and informed consent was granted by the participants, who were debriefed. The participants could withdraw from the study at any time, without any consequences.

Measures

Psychological Distress. The General Health Questionnaire-12 (GHQ-12; Goldberg & Williams, 1988) is a 12-item measure of psychological well-being frequently used to screen for symptoms of non-psychotic psychiatric disorders. Many researchers have used it as a single unidimensional GHQ scale score to represent overall psychological distress (Hankins, 2008). The GHQ-12 has been found to have good validity for individuals in the workforce (Makowska, Merecz, Mościcka, & Kolasa, 2002). Sample items include "I think of myself as worthless," "I have been unable to concentrate," and are rated on a 4 point Likert-type scale. Cronbach's alpha was $\alpha = .88$.

Big Five Inventory (BFI-44). FFM traits were measured using the 44-item version of the Big Five Inventory (John, Donahue, & Kentle, 1991). The BFI-44 is a 5-point Likert-Type scale with items related to the five subscales (traits) of the FFM (extraversion, agreeableness, openness, conscientiousness and neuroticism). The BFI is a widely used and validated instrument measuring the FFM (see John, Naumann, & Soto, 2008). Alpha coefficients for the five traits were as follows: Extraversion ($\alpha = .68$; Agreeableness ($\alpha = .74$); Conscientiousness ($\alpha = .77$); Neuroticism ($\alpha = .81$); Openness ($\alpha = .80$).

Multifactor Leadership Questionnaire (MLQ). Perceived leadership styles were measured using the Multifactor Leadership Questionnaire 5X (MLQ-5X) (Bass & Avolio, 1995). The standard version of the MLQ is a 5-point Likert-Type scale with 45 items classified within 9 subscales, related to the three leadership styles of the full-range

leadership model (transformational leadership; transactional leadership; and laissez-faire leadership) (Avolio & Bass, 1991). Transformational leadership is composed of five subscales (idealized influence (behavior); idealized influence (attributes); inspirational motivation; intellectual stimulation and individual consideration). Transactional leadership is composed of two subscales (contingent reward and management by exception (active), and laissez-faire leadership is measured with two subscales (laissez-faire behaviors and management by exception (passive)). Cronbach' alphas for the leadership styles were as follows: Transformational leadership (α = .91); transactional leadership (α = .58) and laissez-faire leadership (α = .84).

Results

Correlations among study variables

Table 4 shows means, standard deviations and correlations among employees' FFM traits, perceived leadership style of direct supervisor and psychological distress.

Perception of transformational leadership was positively related to employees' agreeableness and conscientiousness, and negatively related to neuroticism. Laissez-faire leadership was positively related to neuroticism and negatively related to agreeableness and conscientiousness No correlation between employees' FFM traits and transactional leadership were found.

Psychological distress was positively related to employees' neuroticism and laissez-faire leadership and negatively related to employees' conscientiousness, transformational and transactional leadership.

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Regression analyses measuring the influence of FFM on the three leadership styles and on psychological distress

Linear regression analyses were conducted to understand the influence of personality on the three perceived leadership styles included in the Full-Range Model of Leadership and psychological distress separately. As it can be seen in Table 5, perceived transformational leadership ($R = .27$, $R^2 = .05$) was positively predicted by employees' agreeableness. Perceived laissez-faire leadership ($R = .34$, $R^2 = .09$) was positively predicted by employees' neuroticism and openness and negatively predicted by employees' agreeableness. No significant relationships between FFM traits and perceived transactional leadership ($R = .13$, $R^2 = .01$) were found. Finally, psychological distress ($R = .51$, $R^2 = .25$) was positively predicted by employees' neuroticism.

Table 4

Means, standard deviation and correlations among perceived leadership style, employees' FFM traits and psychological distress (N = 211)

	Mean(SD)	1.	2.	3.	4.	5.	6.	7.	8.	9.
1. Extraversion	3.24 (.58)									
2. Agreeableness	4.15 (.50)	.05								
3. Conscientiousness	4.24 (.49)	.07	.43**							
4. Neuroticism	2.61 (.73)	-.20**	-.27**	-.29**						
5. Openness	3.79 (.62)	.29**	.07	.09	-.15*					
6. Transformational Leadership	11.86 (3.15)	.03	.21**	.15*	-.20**	-.02				
7. Transactional Leadership	3.78 (1.05)	.04	.04	.08	-.09	-.05	.69**			
8. Laissez-Faire Leadership	2.66 (1.47)	.10	-.24**	-.15*	.19**	.13	-.46**	-.20**		
9. Psychological Distress	21.91 (5.49)	-.05	-.13	-.24**	.50**	-.05	-.30**	-.16*	.29**	

Note. $* p < 0.05$, $** p < 0.01$

Table 5

Hierarchical linear regressions on perceived leadership styles (MLQ) and Psychological Distress (N = 211)

	Transformational Leadership Std.β	Transactional Leadership Std.β	Laissez-Faire Leadership Std.β	Psychological Distress Std.β
Extraversion	.01	.02	.11	.04
Agreeableness	.16*	-.01	-.19*	.06
Conscientiousness	.04	.06	-.04	-.13
Neuroticism	-.14	-.08	.18*	.49**
Openness	-.06	-.07	.14*	.02
R	.27	.13	.34	.51
Adjusted R^2	.05	.01	.09	.25

Note. * $p < 0.05$, ** $p < 0.01$

Regressions measuring the influence of FFM traits on psychological distress when controlling for perceived leadership style

The reasons to conduct hierarchical linear regressions on psychological distress, as can be seen in Table 6, were twofold. First, to test the influence of perceived leadership styles on psychological distress and second, to test the influence of employees' FFM traits on psychological distress when controlling for perceived leadership styles.

In the first model, psychological distress (R = .35, R^2 = .11) was positively predicted by perceived laissez-faire leadership and negatively predicted by transformational leadership. For Model 2, psychological distress (R = .57, R^2 = .29) was positively

predicted by employees' neuroticism and negatively predicted by perceived transformational leadership.

Table 6

Hierarchical linear regressions on Psychological Distress (N = 211)

	Model 1 Std.β	Model 2 Std.β
Transformational Leadership	-.26 *	-.19 *
Transactional Leadership	.05	.04
Laissez-Faire Leadership	.18 *	.13
Extraversion		.03
Agreeableness		.11
Conscientiousness		-.12
Neuroticism		.44 **
Openness		-.01
R	.35	.57
Adjusted R^2	.11	.29

Note. $* p < 0.05, ** p < 0.01$

Discussion and conclusion

The role of personality on leadership perceptions and psychological distress is often studied independently (Jutras & Mathieu, 2016). Our results show that personality may influence psychological distress both directly (through neuroticism) and through perceptions of leadership behaviors. Leaders do not behave solely based on their own

characteristics but also modify their behavior by adapting to their employees (Zacher, Rosing, Henning, & Frese, 2011). To understand the role of individual differences on perceptions and job attitudes in the workplace, it is necessary to look not only at actual behaviors but how they are perceived by their counterpart in a follower-leader relationship.

As suggested by Antonakis et al. (2017), perceptions of leadership behaviors and actual leadership behaviors may have a different impact on employees job attitudes. Present results suggest that employees' individual characteristics predict perceptions of leadership behaviors, which in turn influence job outcomes. Furthermore, employees with higher levels of neuroticism may suffer for more psychological distress at work, independently of perceived leadership behaviors. Our results underline how important the role of individual differences is on employees' well-being at work. Indeed, not only do personality traits influence perceptions of leadership behaviors, but they also influence directly job outcomes, thus having a double impact on job attitudes in the workplace.

One other possibility could be that employees have preferences for different work environments and leaders, depending on personality traits. Implicit leadership frameworks suggest that employees have prototypical expectations about their leader (Stock & Özbek-Potthoff, 2014), and that when these expectations are unmet they may affect job attitudes (Epitropaki & Martin, 2005). In the present study, employees' in supervision position were also asked to rate their own supervisors. It is possible that individual factors other

than personality may have an influence on the outcomes of the studied leader-member dyads. Personality traits may drive employees to choose one profession over the other. Future studies should look into the possibility that group of employees' may share similar personality traits and be assigned to different supervisors.

As for the first goal, we tested for the influence of employees' FFM traits on perceived leadership styles and psychological distress. Employees' perception of their supervisor's transformational leadership was positively predicted by employees' agreeableness. Perception of laissez-faire leadership was positively predicted by employees' openness, and neuroticism negatively predicted by employees' agreeableness. Furthermore, psychological distress was positively predicted by neuroticism. Personality traits influence on perceived leadership differs greatly depending on studies. Monzani et al. (2015) propose that these factors could be found in the environment surrounding the relationship per se. While these factors are yet to be comprehensively documented, past studies showed that personality traits influence on perceived leadership, while present, varies when comparing groups of participants in different settings (Schyns & Sanders, 2007).

These results are in line with past studies, suggesting that employees tend to assess their leader (Ridley et al., 1998), and that these perceptions may be influenced by personality traits (Stelmokiene & Endriulaitiene, 2015) which, in turn, predicts leadership preferences (Ehrhart & Klein, 2001).

Transformational leadership (negatively) and laissez-faire leadership (positively) predicted psychological distress, even when adding FFM traits to the model. Our results suggest that while leadership may indeed be of significance in mitigating psychological distress at work, it is possible that the strength of this influence may be mitigated by other factors, such as employees' personality.

Another interesting finding in our study is the extent of the effect size in our models. Perceptions of leadership styles account for 11% of the variance explained in our first model. In our second model (i.e. step two), FFM traits added 18% of the variance explained. Results suggest that while personality traits and perceptions of leadership styles may be intertwined in the workplace, they both have a distinct influence on psychological distress, underlining the importance of taking both variables into account in future models.

Implications for research and practice

Our results have implications for researchers and practitionners alike. For researchers, our results suggest that neuroticism predicts psychological distress both directly and through perceptions of leadership behaviors. Our results suggest that although managers may contribute, through their behaviors, to minimizing psychological distress at work, employees may have their own predispositions to suffer from psychological distress.

For practitionners, our results suggest that propention to feel distress at work can be analyzed through personality traits. Our results therefore underline the importance for HR

professionnals to use personality tests during the selection process. By doing so, it should be possible to minimize the risk of misfit between employees and job-specific requirements, leading to psychological distress. The results stresses the importance for HR professionals when assessing supervisors not only to take into account the objective leadership behaviors exhibited but also how they were perceived by the employees. We suggest that assessing how employees react to their respective supervisor may be a good opportunity to do so.

It is possible that FFM traits' influence on perceived leadership styles and psychological distress may be context-dependent. Considering that employees perceptions of their leader may be shaped by their perceptions of their organisation (Jutras & Mathieu, 2016) and that the influence of perceived leadership on job outcomes may also be context-dependant (Monzani et al., 2015). HR managers should therefore adapt their assessment by taking into account the context when assessing supervisors' leadership behaviors at work.

Limitations and future directions

First, transactional leadership's reliability was relatively low (α = .58). This may be due to issues found in previous research with the factor structure of the MLQ (Carless, 1998; Tracey & Hinkin, 1998). The fact that we found personality traits as predictors of perceived transactional leadership, and the latter non-significant as a predictor of psychological distress could therefore not be generalizable. However, the low

alpha values are consistent with previous research and not specific to the present study. In the present sample, the contingent reward subscale was more strongly associated with transformational leadership than transactional leadership, as it has been found in past studies (Judge & Piccolo, 2004). However, the MLQ is one of the most widely used leadership instruments and as such; we have decided to keep the transactional leadership in our analyses. However, the fact that no significant results were found in relationship with perceived transactional leadership in the present study may be in fact due to the low alpha coefficient we have found in our sample.

Neuroticism has been found to positively predict psychological distress in numerous contexts (see Panayiotou et al., 2014; Rantanen et al., 2005; and Grevenstein & Bluemke, 2015). However, the relationship between neuroticism and psychological distress is also to take with some precaution. In the present study, the correlation between both variable was strong ($r = .50$) and psychological distress was strongly predicted by neuroticism (Std.$\beta = .44$), even when controlling for perceived leadership styles. Both variables, while distinct, are related (Ploubidis & Frangou, 2011). Although most of the research on personality is based on Factor-level analyses of the FFM of personality, future studies could use facet-level analyses to test their influence on psychological distress. By doing so, it could be easier to understand the particular role of neuroticism on perceived leadership and psychological distress. For instance, using a different measure of FFM, the NEO-PI-3 (Costa & McCrae, 2008), future research could explore the link between the

facets of neuroticism (i.e. Anxiety, Hostility, Depression, Self-Consciousness, Impulsiveness, and Vulnerability).

The perceived leadership-psychological distress relationship is proposed as a two-way relationship between individuals (Nielsen et al., 2018). This reverse causality could be influence by factors present in the environment (e.g. a past traumatic event) (Birkeland et al., 2016). Future research could look into the specific contextual factors influencing this reverse causality. The low base rate for psychological distress in the present study could be caused by the work environment. The general level of psychological distress could be one of the contextual factors influencing its relationship with personality traits and perceived leadership and should be adressed in future research. Researchers should also focus on repeating the present study in different settings and by looking at possible reverse-causality in the preceived leadership-psychological distress relationship. It would be interesting to understand the role personality traits in a model using psychological distress as a mediator of the FFM-perceived leadership relationship.

Our results stress the importance of not only assessing objective leadership behaviors, but also how they are perceived by the employees. We propose that future studies should try to replicate past leadership studies by comparing groups of employees based on specific individual characteristics such as personality, level of education, or the type of trade or industry.

Conclusion

Results of the present study are of importance as they shed a new light on the relationship between perceived leadership and psychological distress. While supervisors indeed have an influence on employees well being at work, some employees are more inclined to feel distressed independently of how they assess their direct supervisor. Furthermore, the present study highlights the nuance between leadership behaviors and how they are actually perceived in the workplace. Present findings suggest that perceived leadership behaviors have a strong influence on psychological distress. However, they are dependant on employees' individual personality traits. This information may be of importance for HR professionals and managers as it highlights the importance of assessing how leaders are perceived at work and puts an emphasis on the importance for leaders to understand and adapt to their own supervisors. We believe that these results offer interesting new avenues for HR professionnals as well as for researchers by increasing the understanding of some of the underlying factors of psychological distress at work.

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Chapitre 3
Leader-Member Exchange and Person-Organization Fit: Interactive Influence on Job Satisfaction and Turnover[1]

Leader-Member Exchange and Person-Organization Fit: Interactive Influence on Job Satisfaction and Turnover

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Résumé en français

L'environnement de travail est composé de plusieurs mécanismes complexes influençant potentiellement les attitudes et les comportements des employés. À cet effet, l'impact de la théorie de l'échange membre-leader (LMX) (c.-à-d. : membre-suiveur) sur les extrants au travail, présenté à titre de relation dyadique individuelle, est devenu au cours des dernières années un sujet de grand intérêt et une alternative désormais établie à la recherche traditionnelle sur le leadership. Qui plus est, la littérature sur le fit personne-organisation (P-O fit), se concentre sur son rôle à titre de prédicteur des extrants au travail des employés, notamment l'intention de quitter. Cependant, les relations entre le LMX et le P-O fit avec la satisfaction au travail, l'intention de quitter et le fait de quitter, sont très peu étudiées. Très peu de tentatives par les chercheurs tentèrent de combiner les deux cadres de références en vue d'en comprendre leurs dynamiques interreliées au travail. Cette étude présente une revue exhaustive des deux théories ainsi que des résultats et une discussion sur le possible effet médiateur de la qualité de la relation LMX sur le P-O fit, la satisfaction au travail l'intention de quitter.

Abstract

Work environment is composed of many intricate mechanisms potentially influencing employee's attitudes and behaviors. In this regard, leader-member exchange theory's (LMX) impact on job outcomes, presented as an individual dyadic relationship, has been a burgeoning subject of interest in the past years and a now well studied alternative path on traditional leadership research. Moreover, the person-organization fit (P-O fit) literature seems to also have considerably focused on the relevance of P-O fit as a predictor of employee's job outcomes, notably potential turnover. However, LMX and P-O fit's relationships with job satisfaction, turnover intention and actual turnover are largely independently studied. Accordingly, few scholars have tried to combine both frameworks in order to comprehend the intertwined dynamics of those two theories in the workplace. This study presents a comprehensive review of theories as well as the results and a discussion about the possible mediating influence of LMX quality on P-O fit- Job satisfaction and turnover relationship.

Keywords: Leader-Member Exchange, Person-Organization Fit, Perceived Leadership, Job Satisfaction, Turnover

Introduction

Leader-member exchange (LMX) research suggests that, through a dyadic relationship, leaders develop a differentiated and unique relationship with each of their followers (Harris, Li, & Kirkman, 2014). These relationships, of variable quality, influence follower's attitudes and behaviors in the workplace (Vidyarthi, Liden, Anand, Erdogan, & Ghosh, 2010). Furthermore, a perceived good fit with the direct supervisor helps shape followers' organizational outcomes (E.g. job satisfaction, turnover intention) (Tak, 2011). However, a sense of congruity with organization is also believed to have an impact on followers' organizational outcomes; Person- organization fit (P-O fit) being extensively studied by academics (Hoffman & Woehr, 2006). Both LMX and P-O fit relationships with job outcomes are widely studied independently. Yet, supervisors tend to be, on a daily basis, representatives of head management and organization (Eisenberger, Stinglhamber, & Vandenberghe, 2002). As such, we propose that both perceived LMX and P-O fit are interwoven in the eyes of employees. We believe that it is crucial to study both frameworks simultaneously in order to understand their full effect on employees' overall satisfaction and turnover.

The goals of this theoretical study are twofold. Firstly, this article is originally designed as a review of both Leader-Member Exchange (LMX) and Person-Organization fit (P-O fit) literature in relationship with job satisfaction, turnover intention and actual turnover. Therefore, we synthetized knowledge in both theoretical frameworks independently. Secondly, we hope to shed light on the relationship between both LMX

and P-O fit relationships with job satisfaction, turnover intention and actual turnover by a comparative study of their respective theoretical frameworks. Both LMX and P-O fit relationships with job satisfaction, turnover intention and actual turnover relationship have been the subject of sustained focus by academics but, to our knowledge, very few comparative studies have tried to incorporate both theoretical frameworks.

However, we suggest that considering both theories may give an interesting insight on how employees' perception of one's leader and organization (i.e. LMX and P-O fit) may influence overall job satisfaction and turnover. Therefore, we suggest that this study may provide possible future avenues for academics aspiring to take a holistic approach into understanding organizational factors influencing the said outcomes. LMX and P-O fit represents real life aspects of jobs for employees, and thus, influence attitudes and behaviors in the workplace. The last goal of this study is to propose a possible interactive relationship between LMX and P-O fit in regards to expected outcomes. Our main argument, in partial accordance with Jung and Takeuchi's (2014) findings, is that both LMX and P-O fit are interrelated when it comes to employees' attitudes and behaviors. We therefore suggest that not only both LMX and perceived P-O fit affect job satisfaction, turnover intention and actual turnover but also that LMX may act as a mediator influencing P-O Fit-Job satisfaction, turnover relationship. The originality of the present theoretical article lies in the fact that we combine two theories that have, so far, been studied independently.

H.1 LMX and P-O fit have an interactive influence on overall Job Satisfaction and Turnover

Leader-member exchange (LMX), job satisfaction and turnover

LMX-Job outcomes framework: Key components overview

Leader-member exchange theory's (LMX) impact on job outcomes, presented as an individual dyadic relationship, has been a burgeoning subject of interest in the past years and a now well studied alternative path on traditional leadership research. LMX, as a theory, suggests that outcomes of the dyadic relationship between a leader and a follower are predicted at an individual, group and organizational level, depending on the quality of the relationship (Gerstner & Day, 1997). Moreover, followers and leaders alike, in LMX theory, tend to adjust their behaviors, in order to meet each other's expectations (Chen, Wang, Chang, & Hu, 2008). Accordingly, many job outcomes such as turnover intention, actual turnover and job satisfaction, are extensively studied as outcomes of LMX and are now arguably generally accepted as being correlated with the latter (Gerstner & Day, 1997; Harris, Wheeler, & Kacmar, 2011; Mardanov, Maertz Jr, & Sterrett, 2008). In fact, studies show that LMX is a "key variable in explaining employee attitudes and behaviors" (Erdogan & Enders, 2007, p. 327). LMX, as a multidimensional concept, is comprised of underlying dimensions, notably contribution and affect, both having a distinct influence on specific LMX-subordinate-related work outcomes, such as organizational commitment and job satisfaction (Bhal, Gulati, & Ansari, 2009).

LMX theoretical framework also proposes that a high quality relationship between a follower and a leader may prevent employees from leaving their organization (Morrow, Suzuki, Crum, Ruben, & Pautsch, 2005). Additionally, supervisors, in order to achieve high quality LMX must increase employees' commitment and help enhance both self-efficacy and team mean efficacy (Walumbwa, Cropanzano, & Goldman, 2011). Furthermore, communicating consideration, respect and support is also believed to foster higher-quality relationships (Jacques, Garger, Thomas, & Vracheva, 2012). Nonetheless, high-quality LMX often implies that influence and support from the leader go beyond basic requirements (Zacher, Rosing, Henning & Frese, 2011), leading to a high-quality relationship with expected mutual exchange (Yukl, O'Donnell, & Taber, 2009).

To understand the implications of the relationship between LMX and job outcomes, such as turnover intention and actual turnover, it is therefore important to address both the leader and the member's perceptions of the relationship, which may differ, in order to understand the "true dyadic nature" of the relationship (Sherman, Kennedy, Woodard, & McComb, 2012). In other words, LMX gives a framework for the study of follower's contributions to the relationship. This focus on the interrelation between the follower and the leader, often an employee and his or her manager, helps to understand the outcomes of this relationship.

LMX quality, job satisfaction and turnover

Not surprisingly, when reviewing the existing literature on LMX-job outcomes relationship, the first arguably striking observation is the impressive number of studies that have been carried to understand how LMX relationship quality influences job satisfaction, turnover intention and actual turnover. In fact, it is generally accepted that LMX is linked to job satisfaction (Stringer, 2006). Yet, LMX-job satisfaction relationship is believed to be reciprocal with job satisfaction also potentially affecting the quality of LMX (Volmer, Niessen, Spurk, Linz, & Abele, 2011). Moreover, LMX and turnover are believed to be fully mediated by job satisfaction (Han & Jekel, 2011).

Implicit leadership profile could be regarded as employees' expectations toward their leader (Stock & Özbek-Potthoff, 2014). Employees' perception of differences between this implicit leadership profile, and the actual profile of their leader, is argued to translate into lower quality LMX, thus in turn indirectly affecting employees' attitudes and well-being (Epitropaki & Martin, 2005). On the other hand, being satisfied with one's supervisor is also believed to be associated with lower levels of turnover intention (Vecchio & Norris, 1996). Moreover, the quality of the relationship between an employee and his or her direct supervisor is believed to positively influence work engagement and innovative work behaviour and to be negatively related to turnover intention (Agarwal, Datta, Blake-Beard, & Bhargava, 2012). Accordingly, LMX, as a construct, is proposed to play a critical role in both employee's organizational commitment and their commitment to their career.

Kim, Lee, and Carlson (2010) propose that the quality of LMX may be negatively related with turnover intention, regardless of status and position within the organization. However, the relationship between LMX quality and turnover intention seems to be reinforced in the case of individuals with high political skills (Harris, Harris, & Brouer, 2009). Furthermore, Harris, Wheeler, and Kacmar (2009) propose those employees' empowerment acts as a moderator between LMX and outcomes such as job satisfaction, turnover and job performance. Furthermore, the authors suggest that empowerment level may be negatively correlated with the importance of LMX to the outcomes.

LMX differentiation, job satisfaction and turnover

LMX differentiation is a critical notion in LMX Theory. It refers to the fact that a leader will develop differentiated and unique relationships with each of his or her followers (Le Blanc & González-Romá, 2012). These varying exchanges (i.e. LMX differentiation) may foster higher or lower levels of LMX among employees, leading to varied consequences (Steiner, 1997). The social environment and perceived comparison between individuals within a group may provide a point of reference for a group member and affect one's perceived LMX relationship with his or her leader (Henderson, Wayne, Shore, Bommer, & Tetrick, 2008).

As proposed by Henderson, Liden, Glibkowski, and Chaudhry (2009), "the influence of organizational-level cultural prescriptions on LMX differentiation patterns is mediated by work group-level cultural norms and values" (p. 524). Furthermore, lower mean levels

of LMX, in case of high differentiation, may results in a higher rate of conflicts among teammates, by creating competition and problems derived from perceived inequity (Boies & Howell, 2006). As a matter of fact, employees' behaviors are believed to be influenced by their perceived relationship with their leader, in comparison with others within their group (Vidyarthi et al., 2010).

Furthermore, LMX, as a dyadic and individualized relationship between a follower and a leader, seems to be affected by a number of factors outside of the direct relationship between a follower and a leader (e.g. perceived job alternatives, organizational culture). Accordingly, Harris et al. (2014) propose that in order to understand the effects of LMX, it is important to not only focus on the dyadic relationship, per se, but also on the context in which these relationships take place, a position also shared by Omilion-Hodges and Baker (2013), who further argue that "while leader–member exchange (LMX) has evolved, a richer understanding continues to evade scholars due to the sustained focus on the leader–member dyad" (p. 935).

Person-organization fit (P-O Fit), job satisfaction and turnover

P-O Fit-Job outcomes framework: Key components overview

The fit between individuals and their environments has been extensively studied over decades. One of the main assessment of fit theory is that the initial overall perceived fit between an employee and his or her environment (P-E fit) seems to disembody in many fits over time (e.g. Person-Organization fit, Person-Job fit, Person-Group fit and

Person-Person fit), these fits then independently influencing employees potential job outcomes (Edwards & Billsberry, 2010). Person-Environment Fit is therefore a "time-dependent process" (Schmitt, Oswald, Friede, Imus, & Merritt, 2008). Furthermore, fits seem to be constantly influenced by a "dynamic reciprocity" between the environment and the individual (Wille, Beyers, & De Fruyt, 2012). One of these underlying fits, namely person-organization fit (P-O fit), has been defined by Kristof (1996) as "the compatibility between people and organizations that occurs when: (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both" (pp. 4-5). Moreover, P-O fit is known to depend on many intricate factors such as "self-selection, organizational selection, socialization, personal and work experiences, perceptions, personality, attitudes and type of organization" (Nicol, Rounding, & MacIntyre, 2011, p. 897). P-O fit is also argued to be intertwined with numerous behavioral outcomes, to be an important predictor of employee turnover (Hoffman & Woehr, 2006) and to minimize the risk of upcoming conflicts between employees and their organization (Sun, Wang, & Wu, 2008).

P-J Fit and P-O Fit impact on job satisfaction and turnover

In order to understand the relationship between P-O fit, job satisfaction and turnover, it is important to consider person-environment fit theory as a construct with many underlying dimensions. In this regard, P-O Fit's influence on job outcomes is to be taken has one component of the fit theory; P-J fit also having an impact on the outcomes. P-O Fit and P-J Fit's influence on overall job satisfaction and turnover are, therefore,

intertwined in the workplace. Sekiguchi and Huber (2011, p. 203) have described person-job fit as "the assessment of the match between job requirements and qualifications of job candidates in terms of their knowledge, skills, and abilities (KSA's)". Both P-J fit and P-O fit are believed to be independently affecting job satisfaction and turnover intentions, having a "unique impact" on these outcomes (Lauver & Kristof-Brown, 2001). The assertion that different fits may simultaneously impact job outcomes also seem to be shared by Boon, Den Hartog, Boselie, and Paauwe (2011), proposing that perceived human resource practices (HR practices), through both perceived P-J fit and P-O fit, impact employees outcomes.

Tak (2011) suggest that a mismatch between a newcomer and his job (P-J fit mismatch) could be related to turnover intentions early on. Nonetheless, it is also argued that these intentions could be intensified, should the individual later realise that his values don't match those of the organization (P-O fit), potentially finally resulting in turnover (Tak, 2011). Accordingly, in the case of a newcomer in an organizational context, Saks and Ashforth (1997), propose that P-O fit could be related to actual turnover whereas P-J fit would be associated with job attitudes. The authors further assess that it is possible to change job, thus making P-J fit variable within the very same organization, in opposition to P-O fit, directly addressing the fit between an individual and the organization.

However, according to Wheeler, Gallagher, Brouer, and Sablynski (2007), P-O fit seems to indirectly influence turnover intentions through job satisfaction. Furthermore,

Alniaçik, Alniaçik, Erat, and Akçin, (2013), estimate that P-O fit could have a significant moderating effect on job satisfaction and turnover intention. Moreover, Gregory, Albritton, and Osmonbekov (2010) argue that high P-O fit foster a sense of autonomy and authority over one's work outcomes, leading to job satisfaction and performance. Accordingly, Autry and Daugherty (2003) have suggested that lower levels of job satisfaction are associated with an increase in turnover intention.

P-O Fit as an early predictor of job satisfaction and turnover

Not surprisingly, P-O fit literature, in the past years, seems to have focused on the relevance of P-O fit as a predictor of employee's job outcomes, notably potential turnover. However, from a practitioner's perspective concerning job outcomes, P-O fit seems to have been studied largely as a potential decision-making tool in selection. Regardless, Swider, Zimmerman, and Barrick (2014, p. 1) state that it seems that:

> much is known about the outcomes of applicant PO fit with a specific organization at one point in time but a lack of knowledge exists regarding when and how applicants develop and modify these perceptions over the course of recruitment.

Concerning the selection process, perceived P-O fit by individuals actively looking for employment is also believed to affect organization's attractiveness (Cable & Judge, 1996).

Perceived P-O fit therefore may influence potential candidate attitudes toward the organization before they even begin the selection process. It is also proposed that

pre-hiring interviews could potentially influence perceived P-O fit value congruence of interviewee based mostly on his or her perceptions of interviewer's general behaviors and interview procedures (Kutcher, Bragger, & Masco, 2013). Coldwell, Billsberry, Van Meurs, and Marsh (2008) hypothesize that "misfits between individual ethical orientations and corporate ethical reputations generate negative attitudes and behaviours among potential recruits" (p. 620). It thus seems that, from both the candidate's and the recruiters' perspectives, perceived P-O fit can affect the selection process, perhaps even employee job attitudes early on.

McCulloch and Turban (2007) propose that valid P-O fit measures prior to hiring could be used by organizations to estimate turnover risk for candidates. However, Arthur Jr., Bell, Villado, and Doverspike (2006) suggest that P-O fit tests should be used cautiously during the selection process (i.e. pre-hiring) as P-O fit does not seem to be directly linked to job performance. This assertion seems to, at least partially, contrast with Gregory et al. (2010) proposition that P-O fit could lead to performance through perceived autonomy and authority over work's outcomes. However, Sekiguchi and Huber (2011) propose that a low P-O fit is relatively tolerated during selection process, hypothesizing that P-O fit may have "less legal support" to justify a selection decision than P-J fit.

LMX mediating effect on P-O Fit, job satisfaction and turnover relationship

LMX and P-O Fit: Comparative overview

Wide arrays of studies on LMX-job outcomes and P-O fit-job outcomes relationships have been conducted. However, little is known on the mechanisms through which LMX and P-O fit combined affect job outcomes and job attitudes. Logically, leaders and/or direct supervisors, embody the organization's culture and values to the followers. Even though this statement may seem like common sense, few data support our understanding of the role of LMX on outcomes related to P-O fit.

Leader-member exchange theory (LMX) and person-organization fit (P-O fit) theory are often independently studied (Jung & Takeuchi, 2014). Only very few comparative studies are available. One of the reasons for the lack of comparative studies between LMX and P-O fit, and job outcomes, may be due to the existence of the person-supervisor fit (P-S fit) component of the fit theory. It is proposed that, "in the case of LMX, the emphasis is on the nature of the relationship that develops between leaders and followers not the match of their underlying psychological characteristics" (Kristof-Brown, Zimmerman, & Johnson, 2005, p. 287), albeit both theories take a dyadic approach.

Furthermore, Van Vianen (2000) argues that perceived P-O fit of newcomers, in early organizational socialization context, may be influenced by available information about the organization, often given by peers and supervisors. In this regard, Leung and Chaturvedi, (2011, p. 399), propose that:

An individual's subjective judgment of P-O fit is an extrapolation of an indirect assessment of fit which consider individuals' values and their perception of their organization's values, which in turn is influenced by the fit between the perceived organizational values and those espoused by management representatives

Leader's interactive role in LMX and P-O Fit relationship with job satisfaction and turnover

Top leaders shape organizations to fit with their own personality and values, by a process of organizational homogenization, in which they surround themselves over time with individuals sharing their own values (Giberson, Resick, & Dickson, 2005). Moreover, value congruence, in P-O fit literature, is believed to be positively related to employee's organizational commitment, thus potentially diminishing turnover intention (Johnson & Jackson, 2009). Followers and leaders in LMX theory, as a reciprocal and dyadic relationship, tend to adjust their behaviors, to an extent, in order to meet each other's expectations about the relationship (Chen et al., 2008). In other words, leaders try to maintain individuals with perceived value congruence in the organization, while employee's perception of value congruence with the organization is an incentive to stay within the organization. This may create homogenization over time within the workforce. However, it is suggested that the level of trust in direct supervisors affects employees' level of trust toward senior management (Kannan-Narasimhan & Lawrence, 2012).

Furthermore, followers are more likely to embrace their leader's goals when they are perceived as congruent with organization's priorities (Krishnan, 2002). Similarity between employee and supervisor's moral values is also suggested to have a positive influence on their relationships (Dose, 1999).

Perceived supervisor support (PSS) may influence, over time, perceived organizational support (POS) (Eisenberger et al., 2002). However, it is also argued that when employees feel supported by their organization, they will likely become more attentive to supervisor and organization's objectives, through a sense of felt obligation toward management (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). This felt obligation may be reinforced, should employees favorably perceive organization's valuation of them, through discretionary actions (i.e. actions taken without external constraints) (Eisenberger, Cummings, Armeli, & Lynch, 1997). Moreover, employees are believe to go seek organizational support when supervisor's support is perceived as lacking, a minimum of support being necessary in the workplace, in order to avoid risk of turnover (Maertz, Griffeth, Campbell, & Allen, 2007). Furthermore, the relationship between P-O fit and job outcomes is indirectly influenced by perceived social exchange, P-O fit and perceived social exchange being moderated by LMX quality (Kim, Aryee, Loi, & Kim, 2013). Supervisors play a non-negligible role in building bridges between employees and organizations. For this reason, we propose that more research should be done on the relationship between LMX and P-O fit in regards to job outcomes, the absence of data presently being an important shortcoming in both LMX and P-O fit literature.

LMX authenticity impact on P-O Fit-Job satisfaction and turnover relationship

Individuals' subjective P-O fit may be based on complementary or supplementary characteristics, either by adding complementary features to organization's environment as a whole or having similar characteristics to the said environment (Piasentin &

Chapman, 2007). Both supplementary and complementary components being associated individually with increased overall P-O fit (Yu-qin, 2011). Furthermore, both sharing similarities and differences with co-worker and work environment in general may foster organizational commitment (Mehtap & Alnıaçık, 2014). Overall, it seems that individuals in the workplace tend to prefer to work in a surrounding where they can be themselves (Tett & Murphy, 2002).

Authenticity in the follower-leader relationship is also believed to be influenced by personal histories and antecedents of both followers and leaders (Hinojosa, McCauley, Randolph-Seng, & Gardner, 2014). Leader's support may be a key component for followers during stressful situations (Hinojosa et al., 2014). Accordingly, authenticity at work, or the possibility to work in line with one's personal values and beliefs, is negatively related to stress and positively related to well-being and outcomes associated to it, such as work engagement and job satisfaction (Bosch & Taris, 2014).

However, trust toward leader is of the utmost importance when inquiring into the dyadic relationship between followers and a leader, namely in what has been referred to by Liborius (2014) as "the worthiness of being followed" (WBF). Employees' trust in their supervisor is also believed to promote motivation and engagement, while the level of trust in supervisor is influenced by perceived authenticity of leader, among other things, through consistency between words and actions (Wang & Hsieh, 2013).

LMX as a mediator of P-O Fit-Job satisfaction, turnover relationship

We have pointed out that LMX relationship may influence perceived P-O fit of employees, and thus have an impact on job outcomes associated with perception of fit with organization. Although operating under different frameworks, both theories seem to be interactive in the workplace. Moreover, our general proposition seems to be in partial accordance with one of the few research combining both LMX and P-O fit theory with job outcomes. In fact, Jung and Takeuchi (2014) reported:

> employees who had a low quality of LMX with their immediate superiors and who were in a 'weak' situation in the workplace tended to demonstrate a strong relationship between P–O fit and job satisfaction, while those with a high quality of LMX, who were thus in a 'strong' situation in the workplace, tended to show a weak relationship between P–O fit and job satisfaction (p. 36)

In the light of this review, we propose that LMX quality is linked to P-O fit's impact on job satisfaction, turnover intention and actual turnover, acting as a mediator of this relationship. Very few studies seem to have incorporated both LMX and P-O fit literature. Theoretical findings however partially support Jung and Takeuchi (2014) empirical observations, while few other articles seem to have incorporated both LMX and P-O fit in a comparative study regarding job outcomes. Present knowledge about both frameworks indicates LMX as a possible mediator of the P-O fit-job satisfaction, turnover relationship.

**Toward a comprehensive model of P-O Fit and LMX intertwined dynamics in the workplace**

As aforementioned, leadership is one of the most studied subjects in business literature. Although traditional research tends to focus on the leaders (Meindl, 1995),

LMX has become an interesting alternative path into understanding the relationship between leadership and job outcomes (Gerstner & Day, 1997). Academics, to this day, do not seem to have reached a consensus on how to define followership (Crossman & Crossman, 2011). However, LMX, as a key theory in followership research, suggests that leaders develop dyadic and unique relationships with their followers (Harris et al., 2014), thus influencing their attitudes and behaviors in the workplace (Vidyarthi et al., 2010). Albeit a growing focus on LMX's importance pertaining to job outcomes, few studies seem to have taken into account how LMX may also help shape followers' perceptions of their organization. Yet, some researchers suggest that, to the employees, supervisors are perceived as daily reprentatives of head management (Eisenberger et al., 2002).

Our understanding of the relationship between P-O fit and LMX in is still in its infancy. While it is proposed that employees assess perceived fit based on organizational values (Tak, 2011), it is still unclear how exactly direct supervisors, as perceived by the employees, may help shape these perceptions. While both LMX and P-O fit literature independently suggest a linkage between the two theories, very few studies, to our knowledge, have incorporated both frameworks, in order to provide a comprehensive model.

The reason why both frameworks are so often independently studied in regards to job outcomes could reside in the fact that they seem to have each been originally designed to offer a comprehensive model on their own. However, supervisors seem to embody, to an

extent, the organization in the eye of the employees. We therefore propose this article as not only a comprehensive review of both P-O fit and LMX relationships with job outcomes, but also as a theoretical basis for future research pertaining to the possible mediating influence of LMX in the P-O fit-job outcomes relationship.
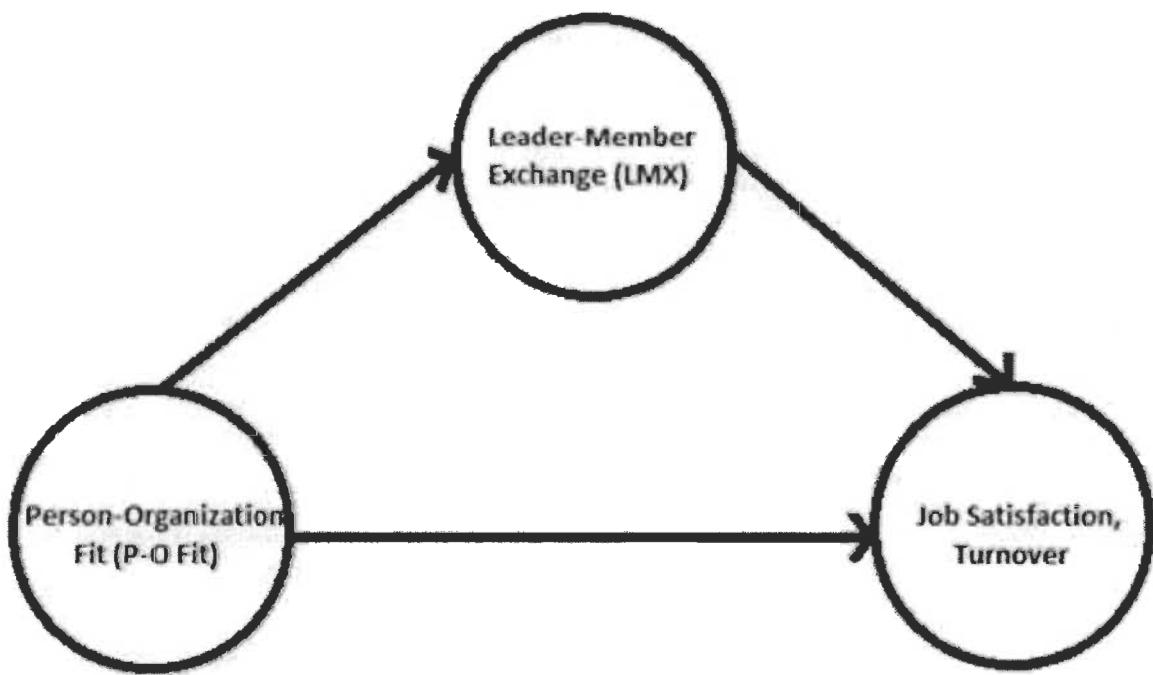
Figure 1. Proposed model.

Discussion and conclusion

LMX and P-O fit's relationships with job satisfaction, turnover intention and actual turnover are independently largely studied. However, few scholars have tried to combine both frameworks in order to comprehend the intertwined dynamics of those two theories in the workplace. Work environment is composed of many intricate mechanisms potentially influencing employees' attitudes and behaviors. In furtherance of Jung and Takeuchi (2014) empirical study, we propose that both LMX and P-O fit are too

considered in order to understand employees' overall job satisfaction, turnover intention and actual turnover. Our comparative review of both frameworks leads us to believe that leader's influence may affect job outcomes not only by his or her relationship with a follower (LMX), but also by the potential impact of this relationship on employees' perceived fit with the organization (P-O fit). We propose that, from a follower's perspective, LMX quality may be associated with perceived organizational fit, direct supervisors embodying organization to the followers.

From an academic standpoint, we inquire that further researches combining LMX and P- O fit frameworks could be done. Both theories are largely independently studied. However, as stated by Harris et al. (2014) and Omilion-Hodges and Baker (2013), social context needs to be taken into account when inquiring into the LMX relationship with job outcomes. It is still unclear if LMX and P-O fit compensate each other's in regard to job satisfaction, turnover intention and actual turnover, our review only pointing out at LMX as a possible mediator of P-O fit-job satisfaction turnover relationship. However, it is clear that both these dimensions of employee's environment have an interactive role in the workplace.

From a practitioner's perspective, our theoretical findings suggest that direct supervisor's relationship with employees may have a non-negligible impact on how employees perceive their organization. These perceptions may translate in shift of attitudes and behaviors, thus potentially being directly related to job outcomes, namely

job satisfaction, turnover intention and actual turnover. Direct supervisors are, to an extent, daily representatives of head management. We propose that values and behaviors transmitted by direct supervisors are perceived as a reflection of organizational values, to the face of employees. Our theoretical results suggest that focusing on leader's relationship quality with employees may therefore influence employees' perceptions of their organization, thus influencing job outcomes.

Limitations

Some limitations need to be taken into account when questioning the outcomes proposed in this article. As a comparative and exploratory review of the principles inherent to both LMX and P-O fit theories, this article is mostly based on theoretical assumptions. The first limitation therefore comes from the lack of empirical evidences to defend some of our hypothesis. We think that future research should empirically test our propositions; in order to validate or refute what has been advanced in this paper.

The second limitation, despite our best efforts to bring an exhaustive review of the principles of both LMX and P-O fit theories, is that that some elements of literature may be missing. Combining both LMX and P-O fit brings a massive amount of literature, and thus, it is possible that some key components of literature concerning the theoretical influence of LMX and P-O fit on outcomes may not have been analysed properly.

The last significant limitation of this study comes from its exploratory nature. We acknowledge that this article is largely exploratory. Some propositions, based on comparative theoretical assumptions, may be refuted in short term by empirical observations. Working with two different frameworks may also lead to contradictions, albeit our best efforts to make coherent hypothesis.

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Discussion générale

L'objectif principal de ce projet de recherche était, dans un premier temps, d'analyser l'influence de la personnalité sur le leadership perçu et les extrants attitudinaux en contexte organisationnel. Les études présentées considéraient également l'aspect dyadique de la relation entre un follower et un leader. Ce projet de recherche, avec pour théorie sous-jacente les principes du followership, était l'un des premiers à positionner le leadership comme un extrant d'une relation dyadique appartenant tant au follower qu'au leader, tout en tenant compte non seulement de la personnalité des employés et de leur superviseur immédiat, mais également de l'influence perceptuelle du leadership sur les extrants organisationnels.

La personnalité fut déjà préalablement individuellement largement répertoriée comme ayant une influence sur le leadership perçu (Cogliser et al., 2009; Martinko et al., 2012) et les extrants organisationnels (Judge et al., 2002; Maggiori et al., 2016; Mathieu, 2013). La nouveauté de cette étude vient de l'aspect dyadique du devis de recherche, alors que les traits de personnalité des employés et des superviseurs furent, dans un premier temps, simultanément étudiés. Traditionnellement, le leadership étaient associé au superviseur, en lui offrant un rôle « romantisé » et en minimisant l'importance du follower dans la relation (Meindl, 1995). Ces fondements même de la recherche en leadership sont cependant désormais largement considérés comme incomplets, le follower ayant également une influence significative sur la relation (Oc & Bashur, 2013; Perko et al., 2016).

Au cours de ce projet de recherche, nous avons donc considéré le leadership perçu, soit l'évaluation des employés, des comportements en matière de leadership de leur superviseur immédiat.

Le deuxième objectif de ce projet de recherche était d'évaluer l'influence de la personnalité sur les extrants organisationnels, en contrôlant pour le style de leadership perçu par les employés. La personnalité influencerait les préférences en matière de leadership (Ehrhart & Klein, 2001). Les gestionnaires, de par leurs comportements, auraient également une influence significative sur les extrants organisationnels des employés (Oberfield, 2012; Rothfelder et al., 2013). Pourtant, très peu de recherche sur les prédispositions des employés à vivre de la détresse psychologique ou de la satisfaction au travail prend simultanément en compte la personnalité des employés et des superviseurs, et les perceptions des employés en matière de leadership.

Sommaire des résultats

Le premier article avait pour objectif principal de mesurer l'influence des traits de personnalité des employés et des superviseurs sur le leadership perçu et la satisfaction au travail. Le deuxième objectif était d'analyser l'influence de ces traits de personnalité sur la satisfaction au travail, via un effet de médiation par le style de leadership perçu. Des régressions linéaires multiples hiérarchiques ainsi que des analyses de médiations furent effectuées sur un échantillon de 126 employés et leur superviseur immédiat. Les résultats ont démontré que le leadership transformationnel perçu était positivement lié à

116

l'agréabilité et à la conscience des employés et négativement lié au névrotisme du superviseur. Le leadership transactionnel perçu n'était pas lié ni aux traits des employés ou des superviseurs. Le leadership Laissez-Faire perçu était positivement lié à l'ouverture à l'expérience des employés et à l'agréabilité des superviseurs et négativement lié à l'agréabilité des employés. Qui plus est, l'agréabilité des employés avait une influence significative à titre de prédicteur de la satisfaction au travail, indépendamment du leadership perçu ou des traits de personnalité des superviseurs.

Plus spécifiquement, des régressions linéaires multiples hiérarchiques furent premièrement effectuées avec les traits de personnalité du Big Five des employés et des superviseurs comme prédicteurs des trois styles de leadership du Full-Range Leadership Model et de la satisfaction au travail. Des régressions linéaires multiples hiérarchiques furent ensuite réalisées sur le même échantillon en incluant les trois styles de leadership du Full-Range Leadership Model, les traits de personnalités des employés et ceux de leur superviseur immédiat, sur la satisfaction au travail.

Les résultats de cette étude ont démontré que les traits de personnalité des employés et les superviseurs ont tous les deux une influence significative sur le leadership perçu et la satisfaction au travail. Les résultats suggèrent également que les employés peuvent être prédisposés, de par leur personnalité, à vivre plus ou moins de satisfaction au travail, et ce, indépendamment de la perception qu'ils ont des comportements de leur superviseur immédiat. Finalement, nos résultats suggèrent que les traits de personnalité des employés

ont une importance relative et participent de manière non-négligeable à expliquer la satisfaction au travail, même dans un modèle incluant les traits de personnalité des superviseurs et le leadership perçu.

Les résultats de cette première étude ajoutent à la littérature en démontrant l'effet des traits de personnalité sur la satisfaction au travail, au-delà des perceptions de comportements de leadership et des traits de personnalité du superviseur. Les résultats suggèrent que certains employés peuvent êtres prédisposés à être plus heureux au travail, indépendamment de comment ils perçoivent les comportements de leadership de leur superviseur immédiat. Nos résultats suggèrent également que la personnalité des employés peut influencer la satisfaction au travail, via une modification des perceptions des comportements en matière de leadership du superviseur immédiat.

Les résultats mettent en lumière l'influence des traits de personnalité des employés sur le leadership perçu et la satisfaction au travail, même en contrôlant pour la personnalité du superviseur immédiat. Il s'agit de résultats importants pour les professionnels, alors que nos résultats suggèrent que bien que le leadership influence la satisfaction de ce dernier, le rôle du superviseur immédiat est limité. Par conséquent, il est important de prendre en compte les traits de personnalité lors des processus de sélection et également l'importance du fit entre un employé et son superviseur immédiat, en vue de favoriser des perceptions positives des comportements de ce dernier par ces subalternes.

Le deuxième article avait pour objectif, en premier lieu, de mesurer l'influence des traits de personnalité des employés sur le leadership perçu et la détresse psychologique. Deuxièmement, cette étude avait pour objectif de mesurer les traits de personnalité des employés sur la détresse psychologique, tout en contrôlant pour les styles de leadership perçu. Cette étude était composée d'un échantillon d'employés issus du domaine municipal (N = 211). Les résultats de cette étude suggèrent que le névrotisme est le prédicteur le plus constant en matière de détresse psychologique chez les employés, et ce, indépendamment du style de leadership perçu. Les résultats suggèrent également que le leadership perçu des superviseurs immédiats est influencé par les traits de personnalité des employés. Finalement, le leadership transformationnel perçu a une influence négative le niveau de détresse psychologique, alors que la perception du leadership laissez–faire a une influence négative sur la détresse psychologique des employés. Nos résultats sont en lien avec les études antérieures suggérant que la personnalité des employés influence le leadership perçu (Stelmokiene & Endriulaitiene, 2015) et donc les préférences en matière de leadership. (Ehrhart & Klein, 2001). Cependant, la nouveauté de notre étude porte sur l'influence directe de ces traits de personnalité sur la détresse psychologique, même en contrôlant pour les styles de leadership perçus. Nos résultats renforcent l'idée que même si certains employés sont prédisposés à vivre des sentiments négatifs au travail, le superviseur immédiat, en adaptant ses comportements aux caractéristiques de ses employés, peut aider à mitiger cet effet.

Des différences en ce qui a trait à l'influence des traits de personnalité sur le leadership perçu furent trouvées. Ceci pourrait être attribuable à l'environnement et au type d'employés. Les perceptions d'un employé à l'égard des comportements de leadership d'un superviseur pourraient être, au moins partiellement, modifiées par les perceptions de l'employé par rapport à son organisation. Qui plus est, l'influence du leadership perçu sur les extrants organisationnels est proposée comme étant dépendante du contexte (Monzani, Ripoll, & Peiró, 2015), ce qui pourrait expliquer les résultats inconsitents dans la littérature.

Les résultats de l'étude suggèrent que les perceptions des comportements de leadership transformationnels par les employés étaient positivement prédites par l'agréabilité. Les perceptions de leadership laissez-faire étaient positivement prédites par l'ouverture à l'expérience et le névrotisme et négativement prédite par l'agréabilité. Qui plus est, la détresse psychologique était positivement prédite par le leadership laissez-faire et négativement prédite par le leadership transformationnel perçu.

Cette étude présente des implications pour les chercheurs et les professionnels. En matière de recherche, nos résultats suggèrent que le névrotisme est le trait de personnalité prédisant de manière la plus forte le niveau de détresse psychologique au travail. Pour les professionnels, nos résultats renforcent l'importance de l'évaluation des traits de personnalité des candidats et employés, notamment lors du processus de sélection. Bien qu'un superviseur soit en mesure de mitiger l'effet de la personnalité sur la détresse

psychologique, la personnalité d'un employé influencera en elle-même l'évaluation que ce dernier fait des comportements de leadership de son superviseur, via son influence sur la perception que les employés ont de leur superviseur. La perception que les employés ont des comportements de leadership d'un superviseur serait donc aussi importante que les comportements objectifs de ce dernier, ce qui démontre de l'importance pour les superviseurs de comprendre leurs employés et d'adapter leur style de supervision en fonction de ces derniers.

Le troisième article se voulait une synthèse de la littérature mettant en lumière l'effet possible de médiation de la relation d'échange entre le follower et le leader (LMX) sur la relation entre le fit perçu d'un employé envers son organisation (P-O Fit) et la satisfaction au travail. Dans un premier temps, cet article servait de revue de la littérature en ce qui à trait la relation d'échange entre un follower et un leader ainsi que le fit perçu par un employé face à son organisation.

Cette revue de la littérature, dans le cadre du troisième article, fut effectuée en lien avec la satisfaction au travail et l'intention de quitter, alors que notre hypothèse de recherche traitait notamment de la possibilité que le fit perçu par un employé avec son organisation modifie la qualité de sa relation d'échange avec son superviseur, influençant par le fait même la satisfaction au travail et l'intention de quitter. Le superviseur aurait, face à l'employé, un rôle de facilitateur visant la compréhension des informations issues de l'environnement de travail (Naseer, Taja, Syed, Donia, & Darr, 2016). À cet effet, le

superviseur immédiat, agirait comme représentant de l'organisation, jusqu'à l'incarner, face aux employés (Eisenberger et al., 2002). Ces deux cadres théoriques étaient largement répertoriés dans la littérature en lien avec les extrants organisationnels. Cependant, très peu d'études incluaient ces deux variables comme liées en contexte organisationnel. C'est en suivant les recommandations de Jung et Takeuchi (2014), que nous avons décidé pour cet article d'étudier d'un point de vue théorique les rapprochements possibles entre le fit perçu par un employé envers l'organisation et la relation d'échange qu'il entretient avec son superviseur.

Au moment de la publication de l'article, les seuls résultats empiriques disponibles incluant une étude comportant le LMX et le P-O Fit, à notre connaissance, indiquaient que le LMX et le P-O fit semblaient, dans une certaine mesure, pouvoir compenser l'un pour l'autre afin de favoriser la satisfaction au travail et diminuer l'intention de quitter (Jung & Takeuchi, 2014).

Notre revue exhaustive de la littérature suggérait, entre autre, que cette relation d'échange serait différenciée et unique à chaque dyade follower-leader (Le Blanc & González-Romá, 2012). Les employés compareraient ainsi la relation qu'ils perçoivent avoir avec leur superviseur à celle de leurs collègues, ce qui semble influencer les perceptions entre les membres du groupes (Li & Liao, 2014). Également, le contexte et les événements externes à la relation follower-leader en tant que telle, aurait une influence sur la dyade entre un employé et son superviseur (Harris et al., 2014). Depuis la

publication de notre revue de la littérature, les résultats d'une autre étude proposent que la relation d'échange entre un follower et un leader serait fortement associée à la perception de fit entre un employé et son organisation (Zhang, Lam, & Deng, 2016). Bien que des études supplémentaires soient nécessaires, ces résultats suggèrent qu'une relation existe effectivement entre ces deux concepts. Qui plus est, notre revue de la littérature concernant les extrants organisationnels associés au LMX ainsi qu'au P-O Fit démontrent que dans les deux cadres théoriques, la satisfaction au travail ainsi que le l'intention de quitté sont fortement influencés par la qualité de la relation dyadique suiveur-meneur et le fit perçu par l'employé avec son organisation.

Importance du travail de recherche

Ce travail de recherche s'inscrit dans une démarche visant à mieux comprendre l'impact du subalterne sur la relation dyadique follower-leader. Notamment, un intérêt constant fut accordé, lors des différentes analyses, non pas au comportement objectif de leadership mais bien aux perceptions de leadership des employés, avec pour base, les traits de personnalité de ces derniers.

La satisfaction au travail et la détresse psychologique étaient, dans les deux cas, prédites par les traits de personnalités des employés. Qui plus est, les deux études principales de ce travail de recherche suggéraient que les traits de personnalité influencent les perceptions de comportements de leadership du superviseur, ce qui par la suite, influence les attitudes au travail. Les caractéristiques intrinsèques des employés, tel que

la personnalité, ont un impact sur les perceptions de ces derniers et leurs réactions à l'environnement organisationnel, ce qui influencent ensuite leur attitude au travail.

Le présent travail de recherche revêt également une grande importance pour les professionnels en gestion des ressources humaines et en psychologie organisationnelle. Nos résultats ajoutent à la littérature en mettant en lumière le rôle de la personnalité des employés et l'importance de l'évaluation psychométrique de ces derniers préalablement à l'embauche. Ces résultats ont des implications notamment pour les professionnels en dotation et les gestionnaires en charge de former des équipes de travail ou d'octroyer des postes de supervision auprès d'une équipe. Tel que discuté dans l'article complémentaire, le « fit » entre un employé et son superviseur immédiat peut avoir une incidence importante sur les perceptions de ce dernier et sur la relation qu'il ou elle entretient avec son superviseur. Ce fit peut être basé sur beaucoup d'éléments, notamment les traits de personnalité qui gagnent à être considérés.

Deuxièmement, nos résultats suggèrent que le leadership perçu présente une grande importance. Cela implique donc non seulement d'évaluer les comportements d'un superviseur mais également comment ces comportements sont perçus par les employés. Par le fait même, nos résultats suggèrent que bien que les pratiques en matière de leadership puissent avoir une influence importante sur les attitudes des employés, certains employés sont prédisposés à vivre des attitudes particulières au travail indépendamment du style de leadership présenté par leur supérieur. Ainsi, un employé plus agréable serait

prédisposé à vivre plus de satisfaction et un employé névrotique plus de détresse psychologique. Les résultats présentés dans ce travail de recherche suggèrent donc que dans une certaine mesure, il sera impossible de totalement modifier, via des pratiques organisationnelles ou des comportements de leadership, les attitudes au travail des employés. Encore une fois, ces résultats mettent en évidence l'importance du fit entre un individu et son environnement de travail.

Des pistes de réflexions en vue de futurs travaux de recherche émanent du présent document. Premièrement, et considérant l'importance de l'environnement, notre modèle devrait être testé dans des contextes organisationnels variés. Il est effectivement difficile de généraliser une étude portant sur les perceptions au travail sans prendre en contexte l'applicabilité des résultats dans divers contextes pouvant modifier lesdites perceptions au travail. Il serait donc important de poursuivre ces analyses dans divers contextes tout en contrôlant pour des variables pouvant influencer la relation entre la personnalité des employés, le leadership perçu et les attitudes au travail.

Deuxièmement, la littérature accorde encore trop peu d'importance au rôle des différences individuelles sur les perceptions de leadership et les attitudes qui en découlent en contexte organisationnel. Si les comportements et les styles de leadership en tant que tel ont définitivement été démontrés comme influençant les attitudes au travail, trop peu de recherche se focalisent sur les perceptions de leadership. Il serait intéressant de comparer les perceptions des superviseurs de leur propre style de leadership et celle des

employés. Ce type d'étude comparative permettrait de mieux comprendre le rôle du leadership sur la relation dyadique follower-leader et les attitudes au travail en contexte organisationnel.

Limites de la thèse

Ce projet de recherche n'est pas sans limite. En premier lieu, la fiabilité de la mesure du leadership transactionnel était relativement faible dans les deux études. Ceci fut cependant répertorié dans des études précédentes sur la structure des facteurs du MLQ (Carless, 1998; Tracey & Hinkin, 1998). Les alphas relativement faibles pour l'échelle transactionnelle ne sont donc pas spécifiques à cette étude. Néanmoins, le MLQ reste l'un des outils mondialement le plus utilisé en matière de recherche en leadership en contexte organisationnel.

Deuxièmement, les employés fournissaient eux-mêmes les informations utilisées lors de l'étude, augmentant par le fait même les risques de variance de la méthode commune. Certains commentateurs ont suggéré que les effets de la variance de la méthode commune est surévaluée (Brannick, Chan, Conway, Lance, & Spector, 2010). Il est cependant important de minimiser ses effets au maximum (MacKenzie & Podsakoff, 2012). Dans la présente étude, les participants répondaient de manière volontaire et anonyme, leur offrant de la latitude afin d'offrir leur « vraies » perceptions, attitudes et intentions. Nous avons également utilisé des échelles de mesure robuste et nous nous sommes assuré que les

mesures de satisfaction, de détresse psychologique ainsi que les variables dépendantes étaient inscrites dans différentes sections du questionnaire.

Conclusion générale

Plusieurs efforts sont déployés par les organisations en vue de modifier l'environnement et les comportements de leadership afin d'augmenter le bien-être des employés au travail. Bien que ces efforts et les mesures mises en place soient définitivement inscrits dans les meilleures pratiques en gestion, nos résultats suggèrent que comprendre les différences personnelles des employés, notamment en ce qui a trait à la personnalité, est également importante. Les superviseurs immédiats et les professionnels en gestion des ressources humaines ont un rôle à jouer afin d'offrir un environnement de travail favorisant la satisfaction et diminuant le niveau de détresse psychologique. Cependant, certains employés sont prédisposés à vivre des émotions plus positives ou négatives et le rôle de leur perception est également à considérer.

Les résultats des deux premières études empiriques, effectuées sur des échantillons différents, suggèrent que la personnalité des employés à une influence sur la perception que ses derniers entretiennent sur le style de leadership de leur superviseur immédiat ainsi que sur la détresse psychologique et la satisfaction au travail. Qui plus est, le style de leadership perçu, notamment transformationnel et laissez-faire, et la personnalité des employés, auraient tous les deux une influence distincte sur la détresse psychologique et la satisfaction au travail.

Finalement, il est crucial de comprendre l'importance du gestionnaire à titre de lien possible entre le fit perçu entre un employé et son organisation et ses attitudes face au travail. Un superviseur incarne, dans une certaine mesure, l'organisation aux yeux des employés. Notamment, son influence sur les attitudes des employés face à leur travail est significative. Il est donc crucial de considérer non seulement les qualifications et compétences, mais également les caractéristiques individuelles des membres et le « fit » potentiel avec ces derniers, avant d'attribuer un superviseur à une équipe de travail ou d'ajouter un membre à une équipe déjà établie.

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Appendice A
Formulaire de consentement des participants

Invitation à participer au projet de recherche

« Portrait du bien-être au travail »

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Université du Québec à Trois-Rivières

Votre participation à la recherche, qui vise à mieux comprendre les variables liées au bien-être au travail, serait grandement appréciée.

Objectifs

Les objectifs de ce projet de recherche sont d'identifier et de comprendre les variables qui sont liées au bien-être au travail afin de pouvoir proposer des pistes de solution. Les employés de plusieurs entreprises au Québec seront appelés à remplir un questionnaire portant sur la santé au travail. Par la suite, les données seront compilées et analysées et chaque organisation recevra un portrait global du bien-être de son entreprise. Des pistes de solutions et des suggestions seront proposées à ces entreprises comme plan d'intervention. Il sera cependant impossible pour ces entreprises d'identifier les employés puisqu'ils ne recevront que des résultats globaux.

Les renseignements donnés dans cette lettre d'information visent à vous aider à comprendre exactement ce qu'implique votre participation de manière que vous puissiez prendre une décision éclairée. Nous vous demandons donc de lire le formulaire de consentement attentivement et de poser toutes les questions que vous souhaitez poser avant de décider de participer ou non à l'étude.

Tâche

Votre participation à ce projet de recherche consiste à remplir le questionnaire ci-joint d'une durée de 45 minutes.

Risques, inconvénients, inconforts

Aucun risque n'est associé à votre participation. Le temps consacré au projet, soit environ 45 minutes, demeure le seul inconvénient.

Bénéfices

La contribution à l'avancement des connaissances au sujet du bien-être au travail sont les seuls bénéfices directs prévus à votre participation. Aucune compensation d'ordre monétaire n'est accordée.

Confidentialité

Les données recueillies au cours de cette étude sont entièrement confidentielles et ne pourront en aucun cas mener à votre identification. Votre confidentialité sera assurée en identifiant votre questionnaire par un code numérique. Les résultats de la recherche seront diffusés sous forme de conférences, de présentations et d'articles, mais ne permettront pas d'identifier les participants.

Les données recueillies seront conservées sous clé dans le bureau de la professeure Cynthia Mathieu et les seules personnes qui y auront accès seront l'équipe de recherche de madame Mathieu. Elles seront détruites en juin 2015 et ne seront pas utilisées à d'autres fins que celles décrites dans le présent document.

Participation volontaire

Votre participation à cette étude se fait sur une base volontaire. Vous êtes entièrement libre de participer ou non et de vous retirer en tout temps sans préjudice et sans avoir à fournir d'explications. Le chercheur se réserve aussi la possibilité de retirer un participant en lui fournissant des explications sur cette décision.

Responsable de la recherche

Pour obtenir de plus amples renseignements ou pour toute question concernant ce projet de recherche, vous pouvez communiquer avec Cynthia Mathieu Ph.D., professeure au département des sciences de la gestion, tél : (819) 376-5011 poste 3165; courriel : cynthia.mathieu@uqtr.ca

Question ou plainte concernant l'éthique de la recherche

Cette recherche est approuvée par le comité d'éthique de la recherche avec des êtres humains de l'Université du Québec à Trois-Rivières et un certificat portant le numéro CER-13-192-07.03.07.03 a été émis le 17 juin 2013. Pour toute question ou plainte d'ordre éthique concernant cette recherche, vous devez communiquer avec la secrétaire du comité d'éthique de la recherche de l'Université du Québec à Trois-Rivières, Mme Martine Tremblay, par téléphone (819) 376-5011, poste 2136 ou par courrier électronique CEREH@uqtr.ca.

FORMULAIRE DE CONSENTEMENT

Engagement de la chercheuse ou du chercheur

Moi, Cynthia Mathieu, m'engage à procéder à cette étude conformément à toutes les normes éthiques qui s'appliquent aux projets comportant la participation de sujets humains.

Consentement du participant

Je, _____, confirme avoir lu et compris la lettre d'information au sujet du projet portant sur le bien-être psychologique au travail. J'ai bien saisi les conditions, les risques et les bienfaits éventuels de ma participation. On a répondu à toutes mes questions à mon entière satisfaction. J'ai disposé de suffisamment de temps pour réfléchir à ma décision de participer ou non à cette recherche. Je comprends que ma participation est entièrement volontaire et que je peux décider de me retirer en tout temps, sans aucune pénalité.

J'accepte donc librement de participer à ce projet de recherche

Participant(e) :	Chercheuse ou chercheur :
Signature :	Signature :
Nom :	Nom :
Date :	Date :

Appendice B
Lettre d'acceptation - *Academy of Strategic Management Journal*

Renaud Jutras   March 15, 2016
Université du Québec à Trois-Rivières

Your manuscript entitled:

PERSON-ENVIRONMENT FIT RELATIONSHIP WITH JOB SATISFACTION AND TURNOVER: THE MEDIATING INFLUENCE
OF LEADER-MEMBER EXCHANGE

has been selected for publication in: *Academy of Strategic Management Journal (ASMJ)*

In order for your manuscript to be published, you must accomplish the following

1) All authors must be members of the appropriate Academy affiliated with the Journal. When you submit the final
manuscript for publication, as described below, the system will check the list of authors against the membership roster. If
any author is not a member, you will not be able to submit the manuscript for publication. If an author needs to become a
member, go to the Membership Page, log in, and join the appropriate Academy from the list. Membership is $75 per
person, per Academy. If you have any questions about membership, please email the Executive Director.

2) Each author must read and agree to the terms of the Publication Agreement, which grants us permission to publish.
Download the Agreement HERE. This document does NOT need to be signed and submitted in hard copy. By submitting
the paper via the Accepted Journal Submission Form, described below, all authors acknowledge that they are granting
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publication grants us permission to publish under the terms of the Agreement.

3) The last step is for one author to submit the final, formatted version of the manuscript via the Accepted Journal
Submission Form. The form will require that you enter the email address of each author, which it will use to look up the
names and member status. Please Note: If the system indicates the person is not a member, he or she may have a secondary
email address associated with their membership. Please check with the author to see if they have completed their
membership or have a different email address to enter here. Failure to include all authors on the form can lead to delays in
publication. The submission will be reviewed by the publishing company, and each author will receive a confirmation
email when the manuscript has been accepted for publication and entered into the publication queue. Articles are scheduled
for publication in the order in which they are accepted into the queue.

If you have any questions about the publication process, please email the Publisher. If you have any questions about the
referee process, please email the Executive Director. We look forward to receiving your materials and we
congratulate you on your work!

Sincerely,

Trey Carland, Executive Director
Allied Academies