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Leader Emotional Exhaustion: The Moderating Role of Leadership Style

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Leader Emotional Exhaustion: The Moderating Role of Leadership Style

by

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A Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree

Of

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In the Robinson College of Business

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ACCEPTANCE

This dissertation was prepared under the direction of the JAMES PRESTON DAVIS Dissertation Committee. It has been approved and accepted by all members of that committee, and it has been accepted in partial fulfillment of the requirements for the degree of Doctor of Philosophy in Business Administration in the J. Mack Robinson College of Business of Georgia State University.

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ABSTRACT

Leader Emotional Exhaustion: The Moderating Role of Leadership Style

By

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Personality and burnout are highly complex constructs that researchers continue to refine and understand through iterative testing. The present study responds to calls for more research on possible moderators of the personality-to-burnout relationship by investigating the interacting effect of a leader's adopted leadership style, thus, answering the question: Does the adopted leadership style moderate the relationship between a leader's personality and emotional exhaustion? Many leaders adapt their leadership behaviors based on their organization's needs without understanding how this might impact their emotional or physical well-being. Frequently, the leadership style needed for an organization or team extends outside the leader's regular comfort zone (as suggested by their underlying personality), which forces the leader to deplete additional resources to activate it. Founding the theoretical basis for the study, the conservation of resources theory helps posit the effect of an adopted leadership style on the relationship between a leader's personality and leader burnout.

Furthermore, it is common for researchers to overlook the impact of the weight of leadership on leaders themselves since researchers tend to prioritize the influence that a leader exerts over their followers. However, since the loss of a leader can have catastrophic impacts on an organization, the present study sheds light on the potential forces that can cause leaders to experience increased levels of emotional exhaustion. In particular, the study hypothesizes the

moderating effect of different leadership styles (e.g., the full range leadership model) on the relationship between the personality dimensions of the leader (e.g., openness and neuroticism) and the primary component of burnout (i.e., emotional exhaustion). Using hierarchical multiple regression analysis and structural equation modeling, results from an on-line survey of 412 leaders support the governing hypothesis that leadership style moderates the relationship between personality and emotional exhaustion. Nonetheless, additional research is necessary to substantiate the validity of specific individual path interactions due to the intricate associations between the constructs. The theoretical and practical implications of these findings are also examined.

Keywords: Leader Burnout; Emotional Exhaustion; Transformational Leadership; Transactional Leadership; Moderator; Maslach Burnout Inventory; Multifactor Leadership Questionnaire; Five-Factor Model; Conservation of Resources Theory

I   INTRODUCTION

Since the dawn of leadership research, many scholars have endeavored to investigate and shed light upon the elusive question of what constitutes effective leadership. Over the years, scholars and researchers have grappled with this complex issue by exploring a range of theoretical perspectives and empirical approaches to uncover the critical factors of leadership. Nevertheless, despite the vast body of literature on the subject, the answer to this question remains a matter of ongoing debate; many experts have continued to offer diverse and sometimes conflicting perspectives. Nonetheless, pursuing effective leadership remains a critical area of interest and inquiry for scholars and practitioners alike (Yammarino, 2013). Moreover, although a plethora of research regarding the situational elements of when and how to use specific leadership behaviors to garner a more productive workforce or even generate higher levels of job satisfaction exists, there is little guidance on the ways these various leadership styles influence the potential burnout or loss of effective leaders. For the present study, the term "leader" refers to a person within an organization with people management responsibilities who must influence and motivate others to accomplish a common goal (Ireland & Hitt, 1999).

Ultimately, losing an effective leader can have disastrous costs and unforetold consequences for an organization (Little et al., 2007). Being a leader involves more than just making decisions. It encompasses a wide range of responsibilities, from inspiring and motivating team members to ensuring that the team is on track to achieve its goals. Essentially, a leader is a coach, a mentor, a strategist, and a role model. The weight of their responsibilities is burdensome. Leaders are critical in shaping their company's culture, fostering employee engagement, inspiring creativity and innovation, and ultimately setting the direction that leads to the financial success or failure of the company (Ireland & Hitt, 1999). Thus, researchers must

help guide principles and interventions that could meaningfully reduce that potential loss and help support leaders' health and overall well-being. However, to do this effectively, scholars must continue evolving the understanding of leadership's antecedents and experiment with various interacting factors. As with any employee who is experiencing increased burnout and stress, the associated outcome results in higher attrition and poorer performance (Halbesleben & Buckley, 2004). However, the leader's health is often overlooked since many regard influential leaders as being almost superhero-like. In actuality, leaders' added responsibilities, workloads, and people management requirements are physically and mentally draining (Arnold et al., 2015). However, investigating the relationship between leadership personality, leadership style, and emotional exhaustion is critical to better understand, test, and eventually tailor potential remedies to leader burnout.

Meanwhile, the literature continues to emphasize leaders' impacts on employees and followers (Avolio et al., 2009). But what about the leader? The proverbial crown of leading quickly gains crushing weight for many who don it. Companies often lack the insight, training, or necessary interventions to support new and even seasoned leaders (Riggio, 2008). Fortunately, the literature on personality and burnout is expansive and offers many avenues for understanding and analyzing the phenomenon (Harms et al., 2017).

Substantial research examines the leader and follower dyad in practice and in various research contexts. However, this research focuses heavily on a leader's influence over their followers. For example, researchers have revealed that followers respond differently to a leader's particular style based on their individual personality characteristics (Ehrhart & Klein, 2001). Time and again, researchers have identified an interplay and relationship between personality dimensions and active leadership styles. Furthermore, employees' personality traits provide a

significant alternative explanation for burnout, and these traits help to elucidate the fundamental reason for certain relationships to burnout (Ghorpade et al., 2007). Moreover, researchers have continued to connect personality, burnout, and leadership styles with significant correlations, although they have done so in different ways from the perspective and focus of the current study.

Researchers have also conducted more granular experiments to holistically examine the link between adopted leadership styles and resulting leader burnout. Specifically, one study was conducted to test the link between adopted leadership style and burnout within the hospitality industry (Zopiatis & Constanti, 2010) but without considering the potential leadership personality profile that underpinned the fundamental reason for the relationship. Diebig et al. (2017) investigated the link between leader strain and follower burnout as mediated by transformational leadership behaviors. Thus, the researchers looked at follower burnout, given the strain on the leader, which is influenced by transformational leadership behaviors that are used to mediate the relationship (Diebig et al., 2017). Ultimately, the researchers studied leadership strain but not from the perspective of the impact on the leader. The current study presents an alternative explanation of how leadership style relates to burnout by focusing on an interaction effect that magnifies or limits the strength of an adopted leadership style when paired with the personality dimensions of the leader. Ultimately, the essence of these varying responses of leadership style and burnout can be better explained and understood through the lens of personality.

The expansiveness of research on these various constructs at the employee level is well-documented (Harms et al., 2017; Montano et al., 2017; Schyns & Schilling, 2013). However, the present study aligns with prior literature by making the case that a leader's role is uniquely different from that of an employee (Avolio et al., 2009). Leaders are responsible for setting the

direction of a firm, motivating followers, achieving the firm's overall goals, and judging the firm's performance by using measurements from various stakeholders. Ultimately, a significant differentiator that points to the added potential consequences of burnout is a leader's responsibility for their followers (Hildenbrand et al., 2018). These responsibilities include providing coaching, development, training, growth, direction, and feedback and taking responsibility for the personal performance of their respective team members (Pearce, 2004). Depending on the level of leadership that a leader holds (i.e., manager or executive), an additional primary responsibility that consists of managing external stakeholders, customers, and even suppliers fall to that leader, who must develop and sustain trust, communicate, and build lasting relationships (Clement, 2005). Finally, the effective allocation and decision-making delegation concerning capital resources demonstrates why leaders are needed to drive firm performance (Graham et al., 2013). All of these different actions and responsibilities make a leader's role and influence considerably important to a firm's eventual performance.

Thus, the present study aims to empirically validate that a leader's personality is not only linked to burnout but that the relationship between a leader's personality and burnout is moderated by the particular leadership style that a leader employs. In turn, asking the question: does leadership style moderate the relationship between a leader's personality and emotional exhaustion? The associated research hopes to inspire more empirical exploration into leader-focused behaviors and well-being. Given leaders' importance and overall influence in an organization, it is critical to understand the underlying mechanisms that increase or decrease their potential burnout, which might help inform future interventions and minimize the effect. Furthermore, prior researchers often call on future researchers to investigate possible moderators

to help further develop and elucidate the relationship between personality and burnout (Alarcon et al., 2009; Arnold & Connelly, 2013). The present study answers this call.

II   LITERATURE REVIEW

Given this study's underlying focus on the relationship between personality and burnout, it is imperative to explore the relevant literature to help develop the underlying relationships and predictability between the various constructs. These relationships have been viewed and studied in many ways in an attempt to unmask their complexity. Specifically, personality has been found to be correlated, and a few specific traits have been observed to act as significant predictors of leadership styles. The predictability of these traits can lead to a disconnect when a leader uses a leadership style that is not regularly expected based on their underlying personality. I make a case for leadership style as a moderator through the conservation of resources theory lens. First, however, I discuss and review the dependent variable: burnout.

II.1   Brief Review of the Burnout Construct

Fundamentally, burnout refers to a psychological condition that emerges after exposure to chronic stressors that overwhelm three key dimensions: exhaustion (emotional), cynicism (depersonalization), and the lack of personal accomplishment (Maslach & Leiter, 2016). The Maslach Burnout Inventory (measuring the construct of burnout) is a psychological syndrome that was originally proposed by Christina Maslach and Susan Jackson in 1981 and has since been revised and expanded. The construct consists of three components that will be discussed in more detail.

Emotional exhaustion is a core dimension of burnout that causes workers to feel fatigued, reclusive, and generally resource-depleted (Alarcon et al., 2009). Thus, emotional exhaustion is a struggle that results from workplace stressors. Researchers tend to focus on emotional exhaustion as it differentiates burnout from concepts such as self-efficacy and self-esteem (Cropanzano et

al., 2003; Shirom, 1989). Nonetheless, the present study incorporates and empirically tests the interaction and relationships at all three levels of burnout.

Cynicism (or depersonalization), which is the second dimension of the burnout measure, results from various job stressors that create a detachment from work that causes people to view others as objects (Maslach & Jackson, 1981). A high score, relative to a low score, indicates an elevated degree of burnout from the impersonal association with work and people. Given the stress that is created in leadership roles, the depersonalization element is expected to be an important marker in the study (Dale & Weinberg, 1989).

Personal accomplishment, or the lack thereof, measures that feeling of incompetence and doubt of one's abilities (Maslach & Jackson, 1981). Thus, a low score, as opposed to a high score, indicates more significant burnout (i.e., higher scores reduce burnout through a positive belief in one's abilities and achievements). The diminished effect has been attributed to the feeling of being incompetent, unrealistic expectations at work, or even the lack of decision-making opportunities (Maslach & Jackson, 1981).

Burnout has been found to be associated with a range of adverse work outcomes, including decreased job satisfaction, increased absenteeism, and, within a healthcare setting, decreased quality of patient care (Leiter & Maslach, 2004). While it was initially identified as a result of research within the health services community, burnout has been studied within various populations and other work settings. Ultimately, these studies work in conjunction to demonstrate that emotional exhaustion and depersonalization are linked to turnover intention and dissatisfaction, while personal accomplishment is associated with positive outcomes such as commitment and job satisfaction (Demerouti et al., 2001). Nonetheless, some researchers have suggested that the Maslach Burnout Inventory measured by the developed MBI survey is limited

in focus to the individual and does not properly consider contextual factors such as those in the workplace (Shirom & Melamed, 2006). Although these arguments have been made to suggest the expansion of the construct for organizational factors, these contextual issues are often studied as potential moderators of the relationship between burnout and the focal predictor.

Undoubtedly, emotional exhaustion has become the key dimension of the three-part model of burnout (Baba et al., 1998) within research. Following a similar path, the present study focuses on the emotional exhaustion component as a proxy to better distinguish the conceptual meaning of burnout from other similar concepts (Cropanzano et al., 2003; Shirom, 1989). Ultimately, emotional exhaustion has also been proven to be tied to more important outcome variables that are more in common with the present study, which focuses on the importance of leaders (Cropanzano et al., 2003; Wright & Bonett, 1997).

Using conservation of resources theory (COR) literature, I have built the foundation for exploring the key relationship between burnout and specific personality traits. Given the different predictors, COR highlights the importance of understanding and managing available resources that might influence one's susceptibility to burnout.

II.2   Conservation of Resources Theory

Conservation of resources theory is a psychological theory examining how individuals acquire and maintain resources they value. Ultimately, the theory describes the motivations and behaviors associated with pursuing new resources and protecting current ones. This theory was initially presented by Stevan Hobfoll in 1989 to expand on how the loss or threat of loss of essential resources leads to stress and negative outcomes (Hobfoll, 1989). More specifically, due to its relationship with burnout, COR research supports the importance of resource controls in predicting well-being, satisfaction, and exhaustion (Hobfoll, 1989; Halbesleben et al., 2014).

Valued resources vary depending on an individual's prioritization, which can be affected by situational and personal characteristics (such as one's personality). Thus, individuals who prioritize social support might find replenishment in activities (e.g., networking) that others who, for example, prioritize financial stability might experience as draining (Hobfoll, 2002). Additionally, researchers have continued to demonstrate that the perceived loss of resources can predict psychological outcomes such as depression and anxiety (Sverke et al., 2002). While there are four categories of resources (i.e., object, conditional, personal, and energy), the present study focuses primarily on personal resources that govern one's personality traits and alignment with their chosen leadership style. Granted, all these broad categories are interrelated to an extent since a loss in one category might negatively impact another. Nonetheless, the scope and feasibility of incorporating all aspects are challenging and limiting.

Despite researchers' growing interest in using the COR, little research exists that involves the COR and the effects of resources on leaders themselves (Byrne et al., 2014). COR establishes the structure that frames how stress influences behavior (Costa & McCrae, 1992). Furthermore, the concept of leadership stress proposes that resources (e.g., cognitive, physical, and emotional resources) become depleted when an individual tries to adapt to a stressful situation (Alarcon et al., 2011). Thus, in the case of leadership style, I argue that a leader who is acting outside the normative fit of a leadership style and personality dimension might experience higher (or lower) levels of resource depletion. I aim to establish that acting outside the normal range of one's personality-to-leadership-style predictor creates a stressful environment. Prior researchers have demonstrated that certain personality traits align directly with burnout (Alarcon et al., 2009) and that personality traits are also determinants of specific leadership styles (Hassan et al., 2016). Consequently, a leader who employs a leadership style that is not naturally determined or linked

to their personality is more likely to use additional resources (i.e., expend extra effort to perform) to operate under the resulting stress conditions. There are many insights to be gained by improving our understanding of the stress and resource depletion that come with employing different leadership styles in conjunction with various personality profiles.

Furthermore, related studies examine leaders' specific actions that cause burnout, such as surface acting (Arnold et al., 2015). Surface acting is simply defined as faking emotions and behaviors to fit a particular context (Shanock et al., 2013). However, these studies provide limited explanations of leaders' fundamental reasoning for why surface acting exists. The current study provides insight into examining and explaining the underlying mechanisms within the personality dimensions that enable and impact the acting-out type behaviors, such as surface acting, which arguably are the specific behaviors that deplete leaders' resources (Arnold et al., 2015). Prior researchers have established the relationship between leadership style, emotional regulation (e.g., surface acting), and burnout; however, the present study examines the underlying behavioral reasoning for such actions by relying on personality dimensions as an alternative explanation.

II.3 Five-Factor Model of Personality (The Big Five) for Burnout

The five-factor model remains one of the most widely researched personality models (Judge & Bono, 2000). Developed in the 1980s, the model has a rich history of extensive use in personality research in the organizational context. Furthermore, given the long history of academic credibility, reliability, and rigor, "the big five" continue to be the standard for academic research. The traits fall under five broad meta-construct dimensions: openness, conscientiousness, extraversion, agreeableness, and neuroticism (OCEAN). Thus, how might leaders' personalities be related to burnout? First, I review the specific nature of the personality-

to-burnout relationship and develop hypotheses based on prior literature to fit the slight variation of this study, which focuses solely on the personalities of leaders who experience burnout.

Openness indicates the degree to which a person values uniqueness, variety, and change. Open individuals tend to be described as creative and divergent thinkers (Judge et al., 2002). As measured via Maslach Burnout Inventory (MBI) survey, those with low scores are considered more down-to-earth, conventional, and less appreciative of aesthetics. Those with high scores are imaginative, independent thinkers who accept ambiguity and are open to new experiences; hence, individuals with higher levels of openness experience higher levels of creative thinking, which leads to flexibility in coping strategies (Straudet al., 2015). Leaders who maintain high levels of openness should experience a negative relationship with burnout since openness aligns with seeing challenges as opportunities rather than barriers. The ability to reshape and reimagine a challenge is a unique skillset that a leader high in openness likely possesses. Thus, no additional resource depletion is expected to handle the consequences of coping in stressful environments. Nonetheless, openness has been found to be positively related to emotional exhaustion (Ghorpade et al., 2007). While early research suggests that there is little to no correlation between openness and burnout (Piedmont, 1993), given the nature of the present study, there is a theoretical basis for believing that openness has an overall negative relationship with burnout.

H1a: Openness to experience is negatively correlated with emotional exhaustion.

Conscientiousness aligns with achievement-driven, organized, dependable, and responsible behavior. Thus, having a high score in conscientiousness indicates that an individual is reliable, self-disciplined, and well-organized. Conversely, low scores represent people who are more careless, disorganized, and impressionable. Additionally, the literature has demonstrated a

negative association between conscientiousness and employee burnout (Alarcon et al., 2009). Alarcon et al. (2009) uncovered the relationship within each dimension of burnout, which, for this study, demonstrates that conscientiousness has a negative correlation with emotional exhaustion specifically.

Furthermore, Camilleri et al. (2019) found that conscientiousness is a significant predictor of lower levels of burnout among nurses. The present study aims to confirm these findings in relation to leaders' personalities. Given that conscientious employees naturally work to address stressors that lead to burnout, there is an expectation that high levels of conscientiousness negatively correlate with burnout since leaders are actively engaged in mitigating and controlling stressful conditions. As shown in employees with high conscientiousness, leaders ultimately extend a similar relationship with emotional exhaustion. These individuals represent high-achieving and dependable leaders that take necessary action to manage emotional exhaustion actively. Intuitively, individuals who have made the leap to leadership positions that exhibit high conscientiousness will likely manifest stronger traits.

H1b: Conscientiousness is negatively correlated with emotional exhaustion.

Extraversion reflects cheerfulness, gregariousness, festiveness, and enthusiasm (Costa & McCrae, 1992). High levels of extraversion typically align with individuals who are more sociable, affectionate, and optimistic and perceive more positive social environments than those with low scores. Furthermore, extraversion is negatively correlated with emotional exhaustion (i.e., a key element of job burnout) (Hobfoll et al., 2018; Li & Xu, 2020). The literature consistently states that extraversion (along with neuroticism) is not only correlated with emotional exhaustion but also supports these traits as actual predictors of emotional exhaustion (Nowell et al., 2017). Thus, the study anticipates similar findings since highly extroverted leaders

must deplete fewer resources, which establishes a negative association with burnout since emotional exhaustion is a vital component of the overall burnout measure. Considering that extraversion helps employees maintain higher levels of positive emotions at work in the face of stressors, which also helps combat burnout, the overall relationship is expected to be negative (Li & Xu, 2020). Leaders' high in extraversion are empowered by the social environments that might otherwise lead to stress and exhaustion in other traits. Those individuals with high levels of extraversion that become leaders are likely going to personify those optimistic and sociable traits stronger than employees.

H1c: Extraversion is negatively correlated with emotional exhaustion.

Agreeableness reflects cooperation, trustworthiness, and caring. High scores indicate empathy, while low scores are related to criticism and irritability. Individuals who are highly agreeable tend to behave in ways that promote positive responses from others. Agreeableness might lessen the susceptibility to burnout because of these more favorable interactions and relationships with fellow employees. Given this information, as a leader, agreeableness may, in fact, have a contradicting effect in comparison to the effects it would have for a non-manager employee since the effort to create this atmosphere might require a leader to expend additional resources. According to COR, having to maintain intense levels of empathy for a large group is likely to take a toll on a leader (especially on the emotional exhaustion measure), which can lead to an overall positive correlation with burnout. This interaction is fascinating since prior literature demonstrates that high levels of agreeableness have a negative correlation with the overall burnout measure for individual employees (Alacron, 2009). The agreeableness relationship is the only variation I predicted from prior literature when isolating the study from a leader's perspective. Ultimately, the empathetic individual forced to balance the effectiveness and

performance of followers is constantly at odds with the agreeableness trait. Thus, the battle between promoting positive relationships and the nature of leadership responsibility over performance creates a stressful environment that eventually depletes emotional regulating resources.

   H1d: Agreeableness is positively correlated with emotional exhaustion.

   Neuroticism often relates to emotional stability; high scores indicate helplessness, shamefulness, and insecurity. However, low scores relate to optimism, an even-tempered nature, security, and calmness. Neuroticism demonstrates the tendency to experience unstable emotions (De Hoogh & Den Hartog, 2009). In cases where leaders have high levels of neuroticism, the lack of emotional stability suggests that these leaders cannot adequately identify or address burnout-related feelings. The prior literature demonstrates that neuroticism is positively related to burnout. A group of researchers who conducted a study among teachers found that neuroticism is positively related to burnout and, more specifically, demonstrates a higher effect size for emotional exhaustion (Roloff et al., 2022). Furthermore, Bianchi (2018) found that neuroticism is one of the most consistent predictors of emotional exhaustion and explains the increased variance in burnout compared to work stress and job support. Ultimately, individuals high in neuroticism expend resources to make the initial leap into management or leadership roles, suggesting a greater propensity to unravel and experience unstable emotions.

   H1e: Neuroticism is positively correlated with emotional exhaustion.

   While the H1 hypotheses are confirmatory, except for one deviation from prior studies, these are important for developing the foundation of the relationship to explore the potential moderating effect of leadership styles. Furthermore, these hypotheses are critical to establishing a valid sample set that is in line with and consistent with well-established prior literature on

personality and burnout constructs. Therefore, in the next section, I present the basis and arguments for adopted leadership styles as a potential moderator in the relationship between personality and burnout.

II.4   Transformational and Transactional Leadership (Full Range Leadership Model)

Leadership is inherently demanding since it requires overseeing employee development and compliance, setting goals and strategies, and influencing a company's culture (Wang et al., 2010). Because leaders exert considerable effort to facilitate all these different callings, their resources (e.g., energy, mindshare, and emotions) are depleted quickly (Byrne et al., 2014); thus, as resources diminish, the likelihood of experiencing burnout and stress increases. To counteract this, one must ask, what are some of the components that increase or mitigate the effect of resource depletion? One particular avenue that has been explored is connected to the adopted leadership style. Within the current study, leadership style poses as an interacting trait that has the potential to positively or negatively influence the overall effect of resource depletion. Ultimately, connecting these two frameworks of COR and the full range leadership model provides another avenue for explaining how leaders might preserve and build personal and social resources. Through the use of COR and the full range leadership model, I attempt to explore and elucidate a better understanding of a very complex relationship between personality and burnout.

The present study highlights two prominent styles of the full range leadership model: transformational and transactional leadership. However, the study leaves the exploratory findings open for the entire full range leadership model (e.g., the components of passive avoidance are also included), although no specific hypotheses are outlined. Nonetheless, transformational and transactional leadership styles are the key focus of the current study because of their alignment with more effective and successful organizations and teams (Ejere & Ugochukwu, 2013).

Moreover, transformational leadership has been found to be an effective tool for building social and psychological support, while transactional leadership is more effective for preserving physical resources (Avolio, 1999). Reinforcing the claim on transformational leadership, Kim et al. (2021) suggested that transformational leadership behaviors can be used to effectively build and preserve personal and social resources in relation to the study of cultural and community factors that affect the well-being of a group. All of these researchers suggested that the full range leadership model has been used and explored within the context of COR to help examine more complex relationships that are associated with resource depletion and individual well-being.

Transformational leadership comprises four primary factors: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 1993). Idealized influence stems from acting as a role model, demonstrating higher ethical and moral conduct, and instilling trust and respect. Inspirational motivation refers to a leader's ability to create a sense of purpose and generally encourage team spirit through the power to communicate effectively with visions (Lai et al., 2020). Intellectual stimulation requires leaders to challenge norms and encourage innovative and divergent thinking (Joo & Nimon, 2014). Finally, individualized consideration defines a leader's proficiency in recognizing followers' needs and providing them with the coaching and mentorship needed to help them develop (Antonakis et al., 2003; Gilbert et al., 2017). Generally, all of these aspects of transformational leadership stem from an individual's ability to inspire followers to perform beyond their commonly perceived capabilities.

Transactional leadership is grounded in the leader-member exchange process, which is based on fulfilling obligations between the employee and leader (Kuhnert & Lewis, 1987). These leaders rely heavily on traditional rewards and punishment to influence followers to perform

task-specific outcomes (Bass, 1985). The style distinguishes three constructs: contingent rewards (e.g., rewards-focused exchanges for the fulfillment of obligations that have been defined in the role and task requirements), active management by exception (e.g., actively engaging in monitoring to immediately take corrective actions regarding unwanted behaviors), and passive management by exception (e.g., taking corrective action after mistakes and problems have persisted) (Aga, 2016). Generally, this style effectively addresses obligatory tasks since the inspiration for behavioral change does not require value or attitudinal adjustments. With the common understanding of the two highlighted leadership styles in the study, the following section builds the hypotheses that are related to the combination and interaction of leader personality, leader burnout, and leadership style.

III HYPOTHESIS DEVELOPMENT

III.1 Developing the Hypotheses Regarding the Interaction of Leadership Style

As stated previously, empirical research consistently demonstrates a relationship between employee personality dimensions and burnout (Alarcon et al., 2009). Furthermore, Alarcon et al. (2009) found that each personality dimension "explained a significant variance in each of the burnout dimensions." Therefore, the prior literature review and hypotheses help develop the foundation for arguing that a leader's personality is also connected to burnout (albeit in slightly different ways). After all, leaders are also employees, but they have higher levels of responsibility and potential influence and impact. Moreover, one might expect a more significant relationship between leadership and burnout since leaders are employees who must deal with higher expectations, burdens, and obligations to their organizations. Therefore, following a similar pattern to the H1 items, based on the prior established predictability of the personality-to-style relationship and the personality-to-burnout relationship, the following interaction hypotheses were developed following the similar flow of the OCEAN five-factor acronym. Nonetheless, the study's overarching contribution and research question concerns whether the interaction of leadership style in the relationship between leader personality and burnout is significant. Thus, the first hypothesis for the study can be presented:

> H2*: An adopted leadership style moderates the relationship between personality and emotional exhaustion.

Openness has been linked to transformational leadership with varying degrees of significance (Hassan et al., 2016; Judge & Bono, 2000). Ultimately, I posit in the current study that openness as a general construct provides logical evidence for a relationship with transformational leadership since these types of leaders must be creative and innovative.

Furthermore, researchers who conducted a meta-analysis found that transformational leadership behaviors are positively related to openness to experience (Bono & Judge, 2004). That connection between personality and leadership style suggests that a leader who is highly open does not expend additional resources when adopting a transformational leadership style. However, one must also consider the transactional style. Given that the transactional style is not defined by the use of creativity and innovation (or other traits that can be used to describe openness), COR suggests that a person who is highly open and is required to adopt a transactional style is acting in an environment of stress since they have to expend additional resources to act in opposition to a natural fit.

      H2a: The relationship between openness and emotional exhaustion is moderated by the transactional leadership style such that the relationship between openness and emotional exhaustion is stronger for those who exhibit more transactional leadership behaviors.

      Prior researchers have suggested that conscientiousness is uncorrelated and does not predict actions that are associated with transformational leadership (Judge & Bono, 2000). More recently, conscientiousness was found to be positively related to transactional leadership behaviors (Judge & Piccolo, 2002; De Hoogh et al., 2005). Therefore, this indicates that a leader with this personality type who must act in a transformational way is doing so through a more significant depletion of resources (i.e., cognitive attention and physical energy), which would increase their burnout potential. Additionally, throughout the time of writing the study, I had many informal conversations with high-level executives and mid-level managers regarding the topic of the study. From these conversations, I discovered a common theme where the topic of burnout was associated with feelings of using leadership styles that did not feel natural. Therefore, COR stands as the basis for hypothesizing that high levels of conscientiousness, when

paired with a transformational style, will deplete a leader's resources and moderate that relationship.

H2b: The relationship between conscientiousness and emotional exhaustion is moderated by the transformational leadership style, such that the relationship between conscientiousness and emotional exhaustion is stronger for those who exhibit more transformational leadership behaviors.

Extraversion is linked to transformational leadership behavior through emotional expressiveness and social leadership characteristics (Judge & Bono, 2000), which are traits that align with the explanation of both extraversion and transformational leadership. Although prior researchers have identified a link with predicting transformational leadership (Hassan et al., 2016; Judge & Bono, 2000), the expectation is that extraversion does not align naturally with transactional leadership behaviors. Given that extraversion focuses on festiveness and cheerfulness and a transactional leader focuses on using traditional rewards and punishments for motivation, these two factors would be at odds. A fun-loving and cheerful person would act against their natural instincts to use behaviors that align with transactional leadership. Furthermore, several researchers have demonstrated that extraversion is positively related to transformational leadership behaviors (Judge & Bono, 2000).

H2c: The relationship between extraversion and emotional exhaustion is moderated by the transactional leadership style, such that the relationship between extraversion and emotional exhaustion is stronger for those who exhibit more transactional leadership behaviors.

Similar to extraversion, agreeableness has been found to be positively correlated with transformational leadership and negatively correlated with a *laissez-faire* attitude (Bono &

Judge, 2004). Transformational leadership aligns with agreeableness based on shared traits such as generosity and empathy toward others. Often, to effectively use transformational leadership behaviors, a leader must possess the ability to empathize (Bass, 1985). As agreeableness enters the picture, so does concern for others. The fundamental measures of empathy and concern would suggest that leaders who are highly agreeable feel out of place and uncomfortable (i.e., stressed) in their environment if they are required to use transactional leadership behaviors that are not focused on value creation and connectivity with employees. Amponsah and Asamani (2015) demonstrated a weak positive relationship between agreeableness and transactional leadership; however, another study revealed no significant relationship with transactional leadership but did confirm the relationship between transformational and *laissez-faire* behaviors (De Hoogh et al., 2005). The existence of this possible weak relationship suggests that agreeableness may not naturally fit into using transactional leadership behaviors.

H2d: The relationship between agreeableness and emotional exhaustion is moderated by the transactional leadership style such that the relationship between agreeableness and emotional exhaustion is stronger for those who exhibit more transactional leadership behaviors.

Finally, neuroticism does not predict a designated leadership style (Hassan et al., 2016; Judge & Bono, 2000). However, multiple researchers have observed some level of negative correlation with both transformational and transactional leadership styles (Judge, 2002; Avey, 2009; Zhang, 2012). Given the nature of neurotic personality profiles, which are characterized by being overly anxious and fearful and lacking confidence, its elements directly contradict the picture of a transformational leader (i.e., to be transformational, one must possess the self-confidence and self-awareness to motivate and influence others). The disconnect of the profile

demonstrates that a leader who is high in neuroticism and attempts to offer up value-based motivation and clarity is acting contrary to logical form, suggesting a higher use of resources to overcome the disconnect between neuroticism and transformational behaviors. Ultimately, neurotic individuals are more self-focused and less able to prioritize building positive relationships with others.
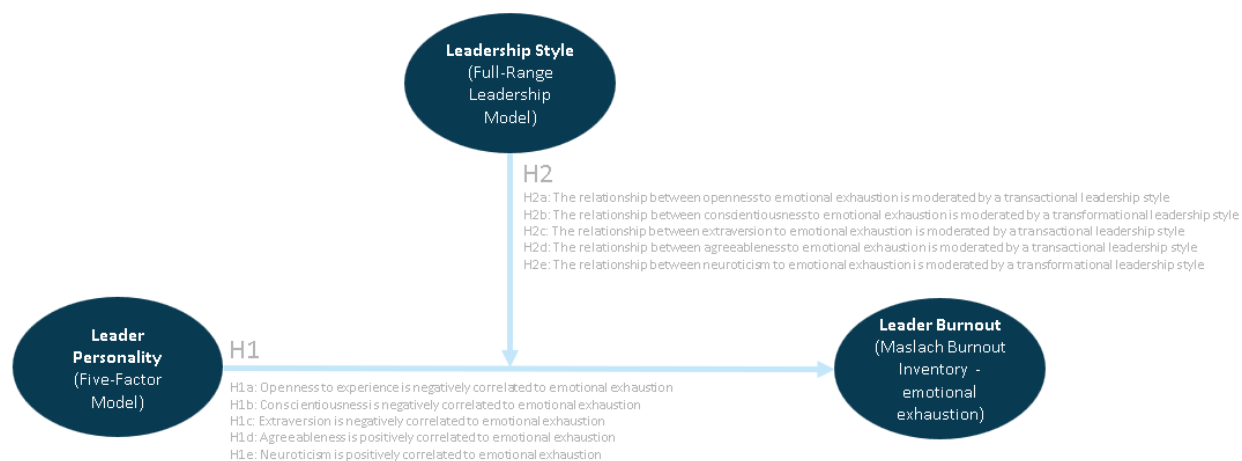
H2e: The relationship between neuroticism and emotional exhaustion is moderated by the transformational leadership style such that the relationship between neuroticism and emotional exhaustion is stronger for those who exhibit more transformational leadership behaviors.

Figure 1 Conceptual Model

IV RESEARCH DESIGN

IV.1 Sample and Data Collection

The sample consisted of 412 respondents from various backgrounds and disciplines in the United States. The survey was accessible via MTurk, and 538 participants started the survey at some point during the administration window from January 9, 2023, through January 22, 2023. Of the 538 that started, 113 people were disqualified for not meeting the minimum criteria outlined in the directions. The primary criteria were designed to isolate leader-managers who are responsible for managing at least three direct reports in a current role for at least six months. There were additional subtractions for the following reasons: 11 surveys were rejected for incompleteness, and the final two were rejected for incorrect answers to attention-check questions.

The group comprised 165 women and 247 men, of whom 70% had a bachelor's degree or higher. These leader-managers had worked a minimum of 6 months in their current companies, with the majority (56%) having been employed for more than five years at their current employers. Additional screening criteria included a minimum of three direct reports to denote management responsibility, with the majority (59%) responsible for four or more direct reports.

Only two of the demographic and general group classifications were found to be significantly related to emotional exhaustion: age (b = -1.245, p < .05) and the number of indirect reports (b = 1.266, p < .01). The sample represented all working-age groups, and the top three groups were comprised as follows: 25–34-year-olds representing 40%, 35–44 representing 33%, and 45–54-year-olds representing 15%. The indirect reports measure, which was positively related to emotional exhaustion, consisted of the following groupings: less than three made up 31%, 3–6 indirect reports made up 33%, 7–10 indirect reports made up 22%, 11–13 indirect

reports made up 5%, and 13+ made up 10%. While not statistically significant to the dependent variable, other data points included salary information, ethnicity, position, job category, and engagement with a business coach or mentor (see Appendix for more demographic details and information).

Ultimately panel data comes with its own limitations (i.e., attrition bias, endogeneity, and variability) (Porter et al., 2019), and some may argue and highlight the limitations and concerns of panel data from MTurk. I am aware of the potential criticisms of online panel data (Aguinis et al., 2020; Walter et al., 2019; Porter et al., 2019; Cheung et al., 2017), and I implemented several of the best-practice recommendations suggested in the literature to minimize challenges and increase validity associated with MTurk research, for example, I include three 'attention checks' in the survey. Herman Aguinis, Isabel Villamor, and Ravi Ramani (2020), 'attention checks' should help ensure participant attentiveness, weed out incomplete or inattentive responses from distracted participants, and remove possible 'bot' responses. In the end, many highly cited studies have proven MTurk as a representative sample of the population that is specifically viable for applied psychological studies, including leadership studies (Buhrmester et al., 2011).

Table 1 Table of Demographics

	#	%		#	%
Age			Average Time Taken		
18 to 24	11	3%	18 to 24	0:13:07	
25 to 34	165	40%	25 to 34	0:14:02	
35 to 44	136	33%	35 to 44	0:11:26	
45 to 54	60	15%	45 to 54	0:13:23	
55 to 64	35	8%	55 to 64	0:12:25	
65+	5	1%	65+	0:13:13	
Overall	412		Overall	0:12:54	
Gender			Working with coach or mentor		
Female	165	40%	Yes	245	59%
Male	247	60%	No	167	41%
Education Level			Ethnic Group		

H.S. Grad or less	83	20%	Asian or Pacific Islander	21	5%
Associates degree	39	9%	Black or African-American	22	5%
Bachelors degree	252	61%	Caucasian	339	82%
Masters degree	35	8%	Hispanic or Latino	11	3%
PhD+	3	1%	Native American	19	5%
Indirect Reports			**Years of people management**		
Less than 3	127	31%	Less than 1 year	18	4%
3-6	135	33%	1+ to 3 years	105	25%
7-10	90	22%	3+ to 5 years	112	27%
11-13	19	5%	5+ to 7 years	77	19%
More than 13	41	10%	More than 7 years	100	24%
Number Direct Reports			**Current Position**		
3	167	41%	Less than 1 year	12	3%
4	94	23%	1+ to 3 years	115	28%
5	59	14%	3+ to 5 years	127	31%
6+	92	22%	5+ to 7 years	85	21%
			More than 7 years	73	18%
Years with Current Employer			**Work category**		
6+ months to 3 years	82	20%	Building Services/Maintenance/Security	10	2%
3+ to 5 years	101	25%	Clerical/Secretarial	27	7%
5+ to 7 years	95	23%	Consulting Transportation/Logistics	11	3%
More than 7 years	134	33%	Corporate Mgmt. & Planning/Legal	10	2%
			Finance/Accounting/ Tax/Risk Mgmt.	62	15%
Annual Income			Human Resources	26	6%
below $50,000	75	18%	Information Technology /Engineering	130	32%
$50,000 - $74,999	138	33%	Other Job Duties	23	6%
$75,000 - $99,999	122	30%	Production/Quality Control	18	4%
$100,000 - $139,999	65	16%	Purchasing/Distribution	10	2%
$140,000 or more	12	3%	Research/Product Design	12	3%
			Sales/Marketing/ Communication/Customer Service	73	18%
Type of Management Position					
Frontline Management	108	26%			
Middle Management	266	65%			
Top Management	38	9%			

IV.2 Measures

The questionnaire that was presented to the recipients contained three distinctive,

validated, and researched scales: the five-factor model ("Big Five Inventory"), the Maslach

Burnout Inventory, and the Multifactor Leadership Questionnaire – Self-Rater form. However,

the three scales have not been used in a single study that focuses on the perspective of and overall effects on leaders.

The five-factor model ("Big Five Inventory"), which was developed by Costa and McCrae (1983), uses 44 statements on a five-point Likert scale ("strongly disagree" to "strongly agree") to identify the measurements of the five personality dimensions: openness (O), conscientiousness (C), extraversion (E), agreeableness (A), and neuroticism (N). Examples of these all begin with, "I see myself as someone who…"; for O, this is "is original, comes up with new ideas," for C "is a reliable worker," for E "generates a lot of enthusiasm," for A "is helpful and unselfish with others," and for N "can be tense" (John & Srivastava, 1999).

The Maslach Burnout Inventory (MBI), which is one of the most widely cited tools for measuring burnout, was utilized for this study (Zopiatis & Constanti, 2010). Using 22 statements on a five-point Likert scale for the MBI-HSS and a 16-item scale for the MBI-GS (general), the MBI measures three dimensions of burnout: emotional exhaustion, depersonalization (cynicism), and personal accomplishment (professional efficacy) (Maslach & Jackson, 1981). Emotional exhaustion measures a connection to work that is perceived as stressful, tiring, and challenging. Maslach precisely differentiated this from depression because the symptom measures are reduced during periods away from work. An example of exhaustion statement is "I feel emotionally drained from my work." Depersonalization is expressed through cynicism and is characterized by keeping an emotional distance from work-related connections (e.g., clients and coworkers). An example of a statement for depersonalization is "I don't really care what happens to some recipients." Finally, personal accomplishment is the balancing mechanism for exhaustion and depersonalization. The statements reveal fulfillment and a positive view of professional achievements, such as, " I have accomplished many worthwhile things in this job." While all of

the scale scores were collected across the 22 items, emotional exhaustion was used as the dependent variable for this study. Emotional exhaustion demonstrates a high correlation with overall burnout and has consistently been the focus of burnout-related studies as a representative alternative for the total burnout score (Halbesleben & Buckley, 2004; Lee & Ashforth, 1996). Furthermore, given the unknown makeup of the original group, the longer 22-item scale was used. However, since emotional exhaustion is the primary focus of the study, the general use scale contained a subset of the nine-item emotional exhaustion scale from the MBI-HHS.

The Multifactor Leadership Questionnaire 5X (MLQ-5X) applies the latest version of the original Bass scale, which uses a self-reported survey to designate leadership style on the full range leadership model. It utilizes 36 items for nine scales that group into the three broader categories of transformational (20 items), transactional (eight items), and passive-avoidant (eight items) leadership styles (Avolio & Bass, 1995). The responses were calculated using a five-point scale; a higher score revealed that a respondent was more engaged with that leadership behavior. Some examples of statements include, "I talk optimistically about the future", "I spend time teaching and coaching", and "I avoid making decisions."

The variables that were accounted for included age, gender, and the number of indirect reports. As previously stated, each participant had to have a minimum of three direct reports to qualify, in addition to being in the current position for longer than six months. Age and gender were included explicitly as controls because research by Maslach et al. (2001) indicated that age and gender are consistently theorized and shown to be significant variables at the follower level. Since all leaders are also followers, there may be a similar consideration. The literature consistently demonstrates that men and women experience burnout differently, and this difference must be controlled for in a study that relates to burnout. While it was initially thought

that leader experience (e.g., age, level, and tenure) would impact the relationship, all the results indicated no significant effect on tenure (since age is likely the stronger correlation). Thus, the wisdom that comes with age was accounted for in the age control and not the specific tenure in the position measurement. As confirmed in this study, the previous literature demonstrates that age has a negative correlation with burnout, which suggests that a level of experience and knowledge comes with age, which relates to reduced levels of burnout (Ghorpade et al., 2007). Furthermore, as determined by Petersitzke (2009), other than the gender control, only the controls that significantly correlated with dependent variables were used in the final analysis.

V   RESULTS

V.1   Overview and Summary

The means, standard deviations, and correlations among the study variables are presented in Table 1. The only highly correlated relationship was between conscientiousness and the passive avoidant leadership style at $r = -.747$; however, passive avoidance is not a focal point of the study and was found to be a non-significant moderator for the relationship at each dimension of personality.

Before discussing the novel findings from the moderation testing, first, to confirm the prior literature on the stated hypotheses H1a–5e as it relates to correlations between personality and emotional exhaustion. H1a supported the idea that openness is negatively correlated with emotional exhaustion ($r = -.116$, $p < .05$). I focused solely on a sample that represented leader-managers (as defined previously) since no known prior study has focused on this particular population. H1b aligned with the prior literature by supporting the idea that conscientiousness is negatively related to emotional exhaustion ($r = -.528$, $p < .01$). H1c supported extraversion as being negatively correlated with emotional exhaustion (r -.298, $p < .01$). H1d was not supported as the study proposed that agreeableness would be the one dimension of personality to be different in a sample of leaders (as defined previously). As presented, agreeableness continues to remain negatively correlated with emotional exhaustion ($r = -.628$, $p < .01$), as shown in prior research. Finally, H1e was supported, confirming prior research findings that neuroticism positively correlates with emotional exhaustion ($r = .640, p < .01$).

Furthermore, the analysis indicated one highly kurtotic value for ethnicity, but given the population that was being investigated, this was to be expected (i.e., leaders fitting the definition

within the United States would expect to have a non-normal distribution where Caucasians made up greater than 70%) (Nunnally & Bernstein, 1994).

The research findings confirm the existing literature regarding the relationship between personality and emotional exhaustion across all dimensions. However, they also establish that leaders with prior experience are prone to undergo burnout, similar to individuals who are not in leadership positions. Nonetheless, the correlation coefficients in the present study suggest a stronger correlation with emotional exhaustion than the meta-analysis that was conducted by Alacron (2009) did. For example, in the meta-analysis of employees, $r = -.16$, but for leaders in the present sample, $r = -.528$ in relation to the correlation between conscientiousness and emotional exhaustion (see a summary of the H1 hypotheses in Table 2). Furthermore, the study confirmed and reproduced similar findings concerning the additional dimensions of burnout (depersonalization/cynicism and personal accomplishment).

Table 2 Descriptive Statistics and Bivariate Correlations

		M	SD	1	2	3	4	5	6	7	8	9	10	11	12
1	AGE	2.898	1.046												
2	GENDER	0.600	0.491	-.137**											
3	INDIRECT	2.301	1.233	0.022	.099*										
4	BIG_O	3.757	0.582	.166**	-0.003	-0.032	(0.79)								
5	BIG_C	3.921	0.761	.298**	-0.076	-0.088	.346**	(0.87)							
6	BIG_E	3.140	0.566	0.001	-0.079	0.063	.279**	.323**	(0.77)						
7	BIG_A	3.648	0.710	.261**	-0.080	-0.024	.346**	.684**	.289**	(0.81)					
8	BIG_N	2.549	0.797	-.146**	-0.027	-0.006	-.316**	-.679**	-.428**	-.660**	(0.84)				
9	MLQTForm	2.710	0.562	.134**	-0.024	.101*	.475**	.470**	.357**	.509**	-.393**	(0.91)			
10	MLQTAct	2.538	0.578	0.066	0.025	0.063	.238**	.212**	.125*	0.086	-0.050	.602**	(0.73)		
11	MLQPasA	1.425	0.956	-.297**	.101*	.129**	-.268**	-.747**	-.205**	-.639**	.597**	-.283**	0.009	(0.90)	
12	BURN_EE	26.328	13.768	-.181**	0.035	.144**	-.116*	-.528**	-.298**	-.628**	.640**	-.220**	0.073	.576**	(0.94)

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Alpha reliability scores in diagonal figures ()

Note: Big_O = openness; Big_C = conscientiousness; Big_E = extraversion; Big_A = agreeableness; Big_N = neuroticism;

MLQTForm = transformational leadership; MLQTAct = transactional leadership; MLQPassA = passive-avoidant leadership; and

BURN_EE = emotional exhaustion.

Table 3 Summary of Hypotheses in H1

Personality	Prior Literature	Hypothesis	Current Study	Supported
Openness	Negative	H1a	Negative	Yes
Conscientiousness	Negative	H1b	Negative	Yes
Extraversion	Negative	H1c	Negative	Yes
Agreeableness	Negative	H1d	Positive	No
Neuroticism	Positive	H1e	Positive	Yes

Negatively or positively correlated to emotional exhaustion

V.2 Data Process and Hierarchical Multiple Regression

Prior to testing the individual path moderation hypotheses, I calculated four stepwise regressions using IBM SPSS 27.0 to test the governing idea that leadership style moderates the relationship between leader personality and leader burnout (specifically emotional exhaustion; see Table 4). These regressions supported Hypothesis H2*, which states that leadership style moderates the relationship between personality and emotional exhaustion. All of the control variables were initially tested in the model. However, they were all removed for insignificance in subsequent analyses, except for the two governing controls of age ($\beta = -.095$, $p < .05$) and the number of indirect reports ($\beta = .113$, $p < .01$). Furthermore, additional tests were performed for the high concentration in the work role (IT and Sales), but these were also found to be insignificant controls within all modes. From findings about the role of gender in burnout studies by Maslach (2001), gender was also included in the final control group. The control variables (age, years employed, the years worked in their current positions, years of people management, gender, ethnicity, education level, position, occupation category, earned income, the number of direct reports, the number of indirect reports, and engagement with executive coach or mentor) were entered into the first step of the regression. The study variables representing the five-factor model (openness, conscientiousness, extroversion, agreeableness, and neuroticism) were then entered into the second step. The third step included the three dimensions of leadership

(transformational, transactional, and passive-avoidant leadership). Finally, the fourth step included the 15 interaction terms between personality and the corresponding leadership styles (five personality dimensions times three leadership styles). The regression analysis supported the hypothesis that leadership style moderates the relationship between personality and emotional exhaustion. All four steps of the regression model were significant, with the interaction step resulting in a significant R-square change of .040 at $p < .01$. The structural model built in AMOS confirmed these findings from SPSS. However, I present the hierarchical multiple regression using the final results from SPSS as the isolated path testing using SPSS PROCESS helps to explain and uncover additional moderated relationships.

Table 4 The original model with all control variables and demographics included.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
					Change Statistics				
1	.350[a]	.122	.094	13.108	.122	4.267	13	398	.000
2	.737[b]	.544	.523	9.511	.421	72.576	5	393	.000
3	.756[c]	.572	.549	9.249	.028	8.542	3	390	.000
4	.782[d]	.612	.575	8.976	.040	2.607	15	375	.001

a. Predictors: (Constant), Are you actively engaged with a business mentor or coach?, How much total combined money did you earn in 2022? , How many years have you been in your current position? , Your sex , Your ethnic group membership, Your highest education achieved, INDIRECT, Type of job you do: Please check the occupational category that best describes your specific job duties., How many direct reports to you have?, Position: , AGE, How many years of people management do you have? , How many years have you worked for your current employer?

b. Predictors: (Constant), Are you actively engaged with a business mentor or coach?, How much total combined money did you earn in 2022? , How many years have you been in your current position? , Your sex , Your ethnic group membership, Your highest education achieved, INDIRECT, Type of job you do: Please check the occupational category that best describes your specific job duties., How many direct reports to you have?, Position: , AGE, How many years of people management do you have? , How many years have you worked for your current employer?, BIG_E, BIG_O, BIG_A, BIG_N, BIG_C

c. Predictors: (Constant), Are you actively engaged with a business mentor or coach?, How much total combined money did you earn in 2022? , How many years have you been in your current position? , Your sex , Your ethnic group membership, Your highest education achieved, INDIRECT, Type of job you do: Please check the occupational category that best describes your specific job duties., How many direct reports to you have?, Position: , AGE, How many years of people management do you have? , How many years have you worked for your current employer?, BIG_E, BIG_O, BIG_A, BIG_N, BIG_C, MLQTAct, MLQTForm, MLQPasA

d. Predictors: (Constant), Are you actively engaged with a business mentor or coach?, How much total combined money did you earn in 2022? , How many years have you been in your current position? , Your sex , Your ethnic group membership, Your highest education achieved, INDIRECT, Type of job you do: Please check the occupational category that best describes your specific job duties., How many direct reports to you have?, Position: , AGE, How many years of people management do you have? , How many years have you worked for your current employer?, BIG_E, BIG_O, BIG_A, BIG_N, BIG_C, MLQTAct, MLQTForm, MLQPasA, N_Tform, C_PA, N_Tact, E_Tact, E_PA, A_PA, O_Tact, N_PA, O_PA, A_Tact, E_Tform, C_Tact, O_Tform, A_Tform, C_Tform

Table 5 Corrected and Simplified Model Summary after removing insignificant

demographics and controls

(keeping three primary controls of Gender, Age, and number of Indirect reports)

	Linear Regression				SPSS Process
	Model 1	Model 2	Model 3	Model 4	Isolating Paths
Step 1: Adding controls					
Intercept	29.635**	24.278**	13.562	74.569	
AGE	-2.429**	-0.731	-0.511	-0.894	
GENDER	-0.129	-0.348	-0.642	-0.384	
INDIRECT	1.655**	1.671**	1.386**	1.297**	
Step 2: Adding personality					
BIG_O		4.232**	3.546**	11.008*	
BIG_C		-0.017	1.356	2.439	
BIG_E		-1.812	-2.468**	-5.493	
BIG_A		-7.484**	-7.012**	-19.105**	
BIG_N		6.939**	6.169**	-8.929	
Step 3: Adding leadership style					
MLQTForm			1.400	-5.526	
MLQTAct			1.004	-13.070	
MLQPasA			2.848**	2.313	
Step 4: Adding interaction terms					
O_Tform				0.678	
O_Tact				-3.882*	-4.082**
O_PA				0.607	
C_Tform				-2.392	
C_Tact				3.038	
C_PA				-2.398	
E_Tform				2.262	
E_Tact				-1.816	-2.924*
E_PA				1.660	
A_Tform				1.284	
A_Tact				2.523	
A_PA				1.608	
N_Tform				1.201	2.683**
N_Tact				4.770**	3.713**
N_PA				-1.284	
R2	0.054**	0.533**	0.557**	0.597**	
R2 change		0.478**	0.025**	0.040**	
Overall Model Sig	*0.000***	*0.000***	*0.000***	*0.001***	
p < .05 *					
p < .01 **					

Note: Big_O = openness; Big_C = conscientiousness; Big_E = extraversion; Big_A = agreeableness; Big_N = neuroticism; Tform = transformational leadership; Tact = transactional leadership; and PA = passive-avoidant leadership.

V.3 Exploratory and Confirmatory Factor Analysis

Several methods were used in calculating, testing, and validating the data before the individual moderation tests were completed using SPSS 27.0 PROCESS v4.2. The data cleanup has already been discussed in the data sample and collection section; however, it is worth noting that before importing the data to SPSS, I re-coded all of the variables in Excel to cross-check reverse-scored items and the classification of ordinal and nominal variables. There were no multicollinearity issues between the independent variables since all of the variance inflation factor (VIF) measures were less than 3.0 (Hair et al., 2018). Homoscedasticity was confirmed on the dependent variable (emotional exhaustion) by plotting the standardized residuals.

There were no deviations from linearity regarding the SPSS ANOVA outputs for each grouping of independent variables (all of them were insignificant on the deviation test). Before testing the confirmatory factor analysis in IBM AMOS 28.0, I conducted an exploratory factor analysis using SPSS. The original EFA was based on the KMO (.939) and Bartlett's test ($p <$ .001). Additionally, convergent validity was confirmed since all of the factor loadings were above .3 in the exploratory model (more to be discussed in the AMOS analysis section), which is appropriate given the sample size. Furthermore, all of the commonalities were above .3, which provided support for adequacy. The skewness and kurtosis tests resulted in only one variable (ethics) being identified as an issue. Ethics had a value over 3; however, it is an insignificant demographic variable in the data given the population being sampled.

Furthermore, all of Cronbach's Alpha scores for the individual scales were above .7 for acceptable fits, while most of the scores were close to .8 or higher (Tavakol & Dennick, 2011). It should be noted that on the emotional exhaustion scale, Cronbach's alpha was .94. Thus, I feel confident claiming the adequacy of the analysis. Additionally, there were less than 1% non-

redundant residuals, and the factor cross-loadings required several iterations to isolate issues to produce a clean pattern matrix that was representative of the theoretical constructs. The full-factor model, together with all of the expected numbers of individual factors, explained 63.87% of the variance. As mentioned, several items were loaded onto the first factor, which was not separate between the proper measurements, but as this was preliminary since these scales have been heavily researched, the confirmatory factor analysis (CFA) was more prudent, and no changes were saved for the adjustments to the EFA. These insights were used to address the CFA to determine if any items needed to be deleted or did not support the construct's theoretical underpinning. Additionally, none of the factor correlation matrix values were above .7. Finally, the Harmen single factor method test exhibited no common method bias since all of the variables were force loading onto a single variable, which explains less than 50% (actually less than 22%) of the variance (Podsakoff et al., 2003). All three scales have been well-researched and tested in the literature. Thus, conducting a confirmatory factor analysis was perhaps more meaningful in ensuring that the sample confirmed prior studies.

Before discussing the individual construct fit measures, a measurement model was created for the full-model. Considering all the necessary adjustments as outlined (and in more detail within the individual CFAs), the full measurement model's final results are presented in Table 6 with associated reference articles for acceptability. As seen in the discussion between the individual CFAs, the five-factor model required the most item reduction and adjustments to achieve an adequate overall model fit. Additionally tested were convergent validity, composite reliability, Cronbach alpha tests, discriminate validity, Harman's common method bias test, and univariate and multivariate nonnormality measure tests. The model achieves convergent validity with 3 out of the 9 latent variables having AVE >.5 (Hair et al., 2010) but argued by Fornell and

Larker (1981) in the case of AVE < .05, the convergent validity of the construct is still adequate as long as the composite reliability is above .6 (which all 9 meet this criterion). All Cronbach's Alpha measures were above .7 (Hair et al., 2010), indicating good scale reliability. Discriminate validity showed that 7 out of 9 had maximum shared variance lower than the average variance extracted, and the inter-construct correlations were lower than the square root of AVE in 8 out of 9, indicating a passed test (Hair et al., 2010). Common method bias passed using Harmon's test threshold of below 50%, with the present study at 23.082% (Fuller et al., 2016). Univariate passed with skewness and kurtosis falling between appropriate ranges of (-2,2) and (-7, 7), respectively (Curran et al., 1997). Lastly, multivariate nonnormality passed after the reduction in items tested in both AMOS and SPSS (AMOS Bollen-Stein bootstrap test and SPSS Mahalanobis distance test).

Table 6 Summary of the full measurement model fit measures

Goodness of Fit Metrics	Target	Result	Fit	Reference
Chi-Square/DF	< 3	1.839	Good	(Kline,1998)
CFI	> .90	.909	Good	(Hu & Bentler, 1999)
NFI	>.90	.822	Failed	(West et al., 2012)
TLI	>.90	.903	Good	(Hu & Bentler, 1999; West et al., 2012)
RMSEA	< .08	.045	Good	(MacCallum et al., 1996)
Pclose	>.50	.998	Good	(Browne and Cudeck, 1993; (Hu & Bentler, 1999))
GFI	>.90	.839	Failed	(Hu & Bentler, 1999)

Each latent variable was built in AMOS to test for all of the necessary fit measures after completing the EFA in SPSS. Furthermore, as Hair et al. (2010) suggested, the measurement models (when appropriate and necessary) were revised iteratively by dropping low-loading items one at a time. Following the full-model measurement fit analysis, the Maslach Burnout Inventory was the first tested scale. While I focused on the emotional exhaustion measure, the

entire scale was built and measured for fit. The following measures suggest confirmation of the model as PCMIN/DF = 2.904, CFI = .932, RMSEA = .068, and AGFI = .849. All of the dimensions maintained a composite reliability of above .8 and an average extracted variance of above .6, with the exception of personal accomplishment, which had an AVE < .5. However, Fornell and Larcker (1981) argued that in cases of AVE < .5, the convergent validity of the construct is still adequate as long as the composite reliability is above .6. Emotional exhaustion had the strongest AVE and CR at .65 and .94, respectively. Furthermore, none are higher than .95, which can indicate redundancy and reduce validity (Diamantopoulos et al., 2012). Additionally, discriminant validity was achieved immediately for emotional exhaustion and depersonalization; however, the scale for personal accomplishment required eliminating one scale item since it was highly related to the transformational leadership construct and since the cross-loading decreased the discriminant validity of the construct.

The five-factor model of the personality scale demonstrated confirmation of the model at PCMIN/DF = 2.867, CFI = .990, RMSEA = .067, and AGFI = .960. Testing the model at the aggregate measure of each construct enhanced the overall model fit, while the scale item test (once low factor loadings were removed in AMOS and cross-referencing issues were removed from the EFA in SPSS) revealed a weaker, albeit still appropriate, model fit at PCMIN/DF = 2.755, CFI = .944, RMSEA = .065, and AGFI = .885. Additionally, the CLA was tested using the full variable scale model and further confirmed the validity of the scale results (PCMIN/DF = 2.395, CFI = .875, and RMSEA = .058). Furthermore, while the average variance extracted for all individual dimensions was < .5, the composite reliability for all traits was above .8; thus, similar to the burnout scale, the construct was still considered adequate for convergent validity (Fornell & Larcker, 1981). Additionally, discriminant validity was achieved only after removing

two items from the agreeableness scale that had low factor loadings. After removing these items, discriminant validity was achieved.

Finally, the confirmatory factor analysis of the MLQ scale resulted in PCMIN/DF = 1.906, CFI = .916, RMSEA = .047, and AGFI = .832. The second-order items were also tested to ensure that transformational subscales (idealized attributes, idealized behaviors, inspirational motivation, intellectual stimulation, and individual consideration) flowed into a single representative aggregate measure. The results of the model for transformational leadership style were PCMIN/DF = 2.337, CFI = .921, RMSEA = .057, and AGFI = .868.

V.4   Testing of Hypotheses Group H2

Using SPSS 27.0 PROCESS v4.2, I tested all 15 possible interactions for significance; however, the hypotheses were not stated for all 15 possible interactions. Thus, the following analysis primarily focused on items that related to the original H2 hypotheses. Furthermore, to help support the overall model fit and moderation significance, I used AMOS to confirm the findings in the hierarchal multiple regression by using a structural path model. The following model fit measures were calculated: PCMIN/DF = 1.575, CFI = .993, and RMSEA = .037. However, more importantly, the regression weights were significant for the interaction at $p < .01$. Supporting similar findings in the regression that came out of SPSS indicated that significant moderation was supported. The next section further details the testing and analysis of the individual interaction path effects using SPSS 27.0 PROCESS v4.2.

H2a was overall supported in confirming that a transactional leadership style moderates the relationship between openness and emotional exhaustion. For the purposes of completeness and comparison, the transformational and passive-avoidant styles were also tested. Transformational and passive-avoidant leadership were not statistically significant moderators of

the openness to emotional exhaustion relationship. However, at low-to-medium levels of the moderator testing conditional effects of the focal predictor, transformational leadership was significant and positive in moderating the relationship. The interaction term for transformational leadership (if the confidence interval was relaxed) indicated a negative relationship with emotional exhaustion (b = -2.219, t = -1.768, p < .08).
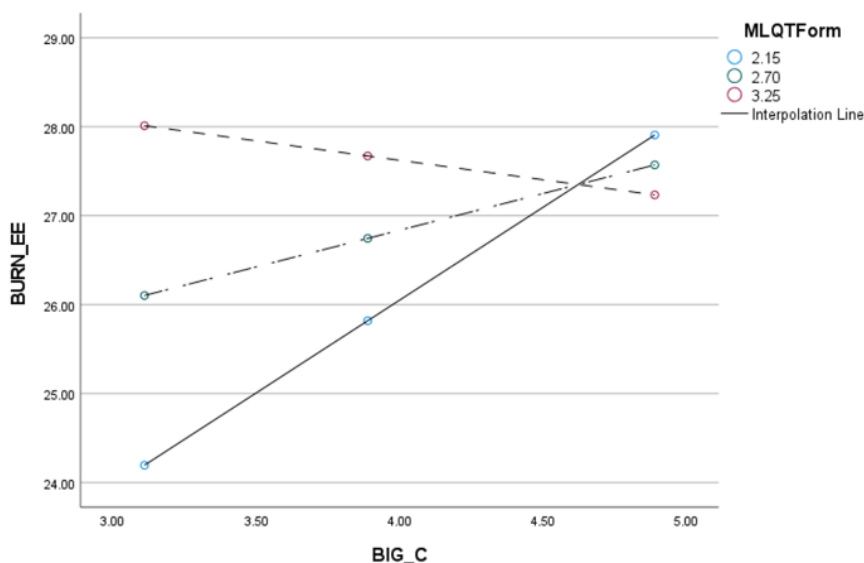
The interaction term in the overall model was significant at (b = -4.4686, t = -3.264, p < .01). The conditional effects of the focal predictor at the values of the transactional leadership moderator suggested that at higher levels, the significance of the moderation breaks down. In line with the hypothesis prediction, as the transactional leadership style increased, the relationship between openness and emotional exhaustion remains positive (though becoming less positive or dampened) and less significant, up to a value of $t(399)$ = 1.97, p < .05, b = 2.746. The overall model for the transactional moderator was significant at p < .01, which explained 56.89% of the overall variance in emotional exhaustion. Overall Model: $F(12,399)$ = 43.884, p <.01, R^2 = .57.

Figure 2 Openness to Emotional Exhaustion Moderated by Transactional Leadership
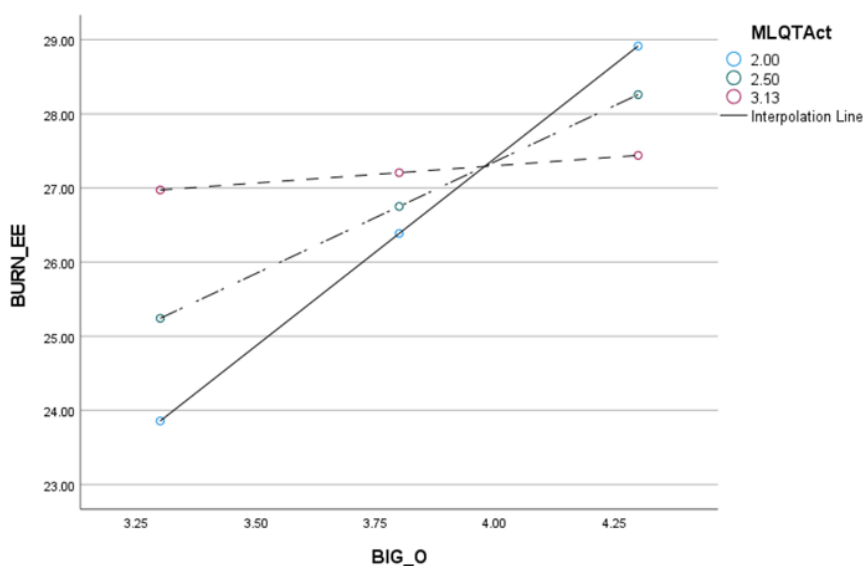
H2b was not supported in demonstrating that transformational leadership style behaviors moderate the relationship between conscientiousness and emotional exhaustion. All three leadership styles were tested, but only transformational leadership significantly moderated the relationship at lower levels when probing for the conditional effects. Testing the conditional effects of the focal predictor at the values of the moderator revealed that the moderation breaks after $t(399) = 1.9659$, $p < .05$, $b = 2.49$, where 90.8% of the values fell above this line, which reflects why the overall moderator was not significant. The overall model was significant with $F(12,399) = 42.5396$, $p < .01$, R2 = .56.

Figure 3 Conscientiousness to Emotional Exhaustion Moderated by Transformational Leadership

H2c supports (partially) that transactional leadership moderates the relationship between extraversion and emotional exhaustion. The overall model was significant: $F(12,399) = 42.7735$, $p < .01$, R2 = .5626. At the moderation level, the interaction was significant ($b = -3.2495$, $t = -2.181$, $p < .05$). Similar to conscientiousness, testing the conditional effects of the focal predictor at the values of the moderator revealed that the moderation broke down at lower values but

continues to become more negative and more significant at values above $t(399) = -1.9659$, $p <$ .05, $b = -1.9116$, and 56% of moderator values fell above this breakpoint. However, the interaction conflicted with the proposed hypothesis for directionality. Effectively, as transactional leadership behavior increased with the increase in extraversion, the relationship became negative as the values increased, with higher values significant at $t(399) = -3.1388$, $p < .01$, $b = -6.4718$. The transformational and passive-avoidant leadership styles were not significant moderators for the relationship between extraversion and emotional exhaustion.

Figure 4 Extraversion to Emotional Exhaustion Moderated by Transactional Leadership
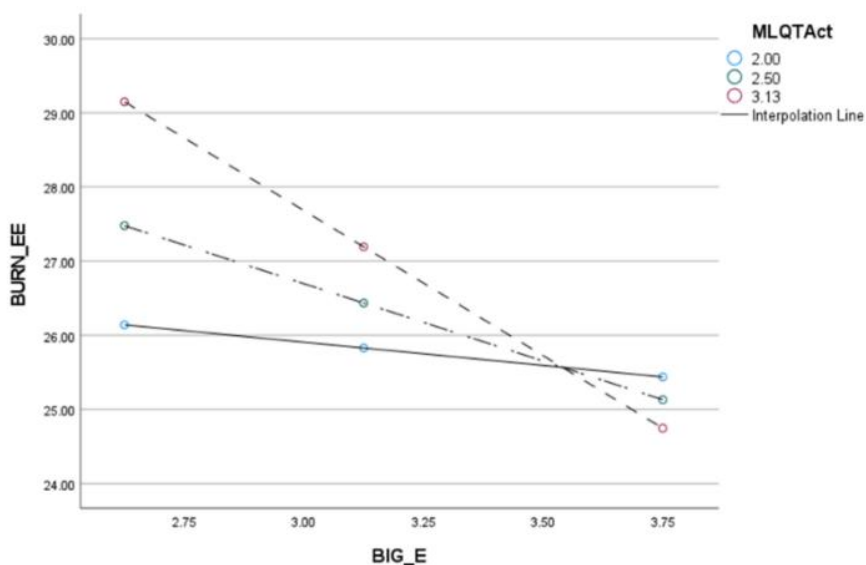

H2d was not supported. Each leadership style was tested for an interaction effect for completeness, but none of the full range leadership model significantly moderated agreeableness and emotional exhaustion. However, when the covariates and controls were removed, the interaction became significant since the effect seemed muted by the stronger relationships between age and the number of indirect reports. Furthermore, agreeableness was strongly

negatively correlated at $r = -.628$, $p < .01$, and the moderator did not have any significant impact. Nonetheless, the overall model was significant $F(12,399) = 42.1130$, $p <.001$, R2 $= .5588$.

H2e was supported and represented the strongest and most significant moderation of the personality-to-emotional-exhaustion relationship. Although H2e was supported ($b = 2.6827$, $t = 2.753$, $p < .01$) for transformational leadership, the overall relationship demonstrated a more significant interaction with transactional leadership behaviors ($b = 3.7125$, $t = 3.8320$, $p < .001$). The relationship between neuroticism and emotional exhaustion was the only relationship that displayed an increase in burnout at all levels of moderation for the focal predictor. This effectively demonstrated that as transformational and transactional leadership behaviors increase with the level of neuroticism, there is a significant positive relationship with emotional exhaustion (i.e., emotional exhaustion increases as the leadership behaviors increase). The overall model was significant for both leadership styles, with transformational leadership exhibiting $F(12,399) = 43.3104$, $p <.001$, R2 $= .5657$

Figure 5 Neuroticism to Emotional Exhaustion Moderated by Transformational and

Transactional Leadership
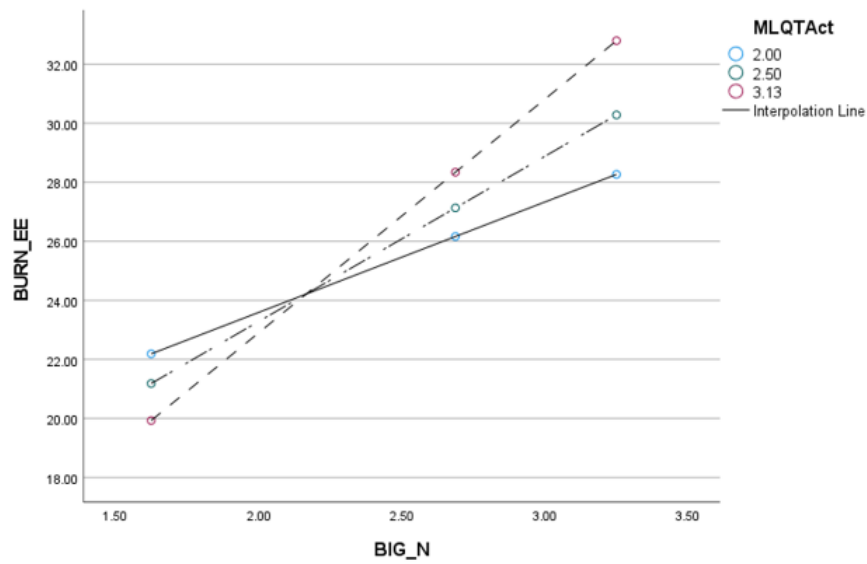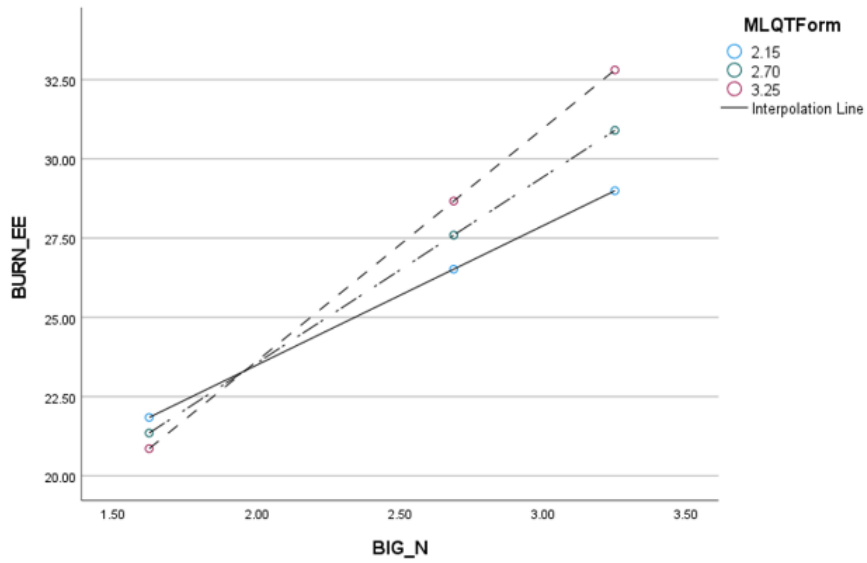
VI   DISCUSSION

VI.1 Overview, Insights, and Implications

Leader burnout is a real phenomenon that is being explored by practitioners who have a clear understanding of the importance of the role of an effective leader (Dennison, 2022). In this paper, I have addressed an unexplored moderator within the literature to support a deeper understanding of how leader personality and leadership style affect the propensity to experience emotional exhaustion. Thus, I had one overarching goal to explore the moderating effect of the full range leadership model styles on the relationship between personality and emotional exhaustion. In addition, by analyzing how different leadership styles interact with various personality types, I aimed to enhance the comprehension of the factors contributing to burnout in leaders to stimulate the development and examination of more tailored and effective interventions. Overall, the study has underscored the need to prioritize research on the well-being of leaders and their impact on organizational outcomes. Additionally, given the study's definition of that qualification, I hoped to distinctly confirm the personality-to-burnout relationship in a leadership-specific sample to demonstrate how being a leader interacts with experiencing emotional exhaustion. Ultimately, the study's research question has been answered with supporting evidence that leadership style moderates the relationship between leader personality and leader emotional exhaustion, albeit with an "it depends" for different personality profiles and leadership styles.

To test these governing ideas, I engaged in a carefully determined course of research, which included forming several hypotheses. The results of those hypotheses are presented in Table 6. Most importantly, H2* demonstrated that leadership style significantly moderates the relationship between leader personality and emotional exhaustion (the primary burnout measure

that was studied). Nonetheless, given the power limit constraints, the granularity of predictability at isolated levels of the moderator paths was difficult to distinguish, which may help future researchers plan accordingly when designing research studies to target larger effect sizes (Aguinis et al., 2005). As illustrated in the regression table, two strong paths stood out from the 15 possible interactions. The regression revealed that the strongest interactions came from the use of transactional leadership, specifically between openness and neuroticism in relation to emotional exhaustion. Given a newly published research review article by Angelini (2023), I would have restated the interaction for extraversion while adding additional evidence for the support of neuroticism having a greater effect on the relationship of personality and emotional exhaustion. Nonetheless, this potential finding highlights the predictability and relationship of certain personality types in relation to their respective leadership styles. Ultimately, an argument could be made that because openness is more correlated with the various leadership styles and less correlated with emotional exhaustion (Piedmont, 1993) in comparison to extraversion, the effect is stronger in manipulating the relationship.

Table 7 Summary of All Hypotheses Tested with Results

Hypothesis		Result
H1a	Openness (O) -> Emotional Exhaustion (EE)	Supported
H1b	Conscientiousness (C) -> Emotional Exhaustion (EE)	Supported
H1c	Extraversion (E) -> Emotional Exhaustion (EE)	Supported
H1d	Agreeableness (A) -> Emotional Exhaustion (EE)	Rejected**
H1e	Neuroticism(N) -> Emotional Exhaustion (EE)	Supported
	**prior literature holds	
Hypothesis		Result
H2*	Personality x Leadership Style -> EE	Supported
H2a	O x Transactional -> EE	Supported
H2b	C x Transformational -> EE	Rejected
H2c	E x Transactional -> EE	*Partial*
H2d	A x Transactional -> EE	Rejected
H2e	N x Transformational -> EE	Supported

Ultimately, the study answered calls from prior researchers to investigate the potential moderators of the personality-to-burnout relationship while giving importance to the practical recommendation that personality variables be included as predictors in future research on burnout (Alarcon et al., 2009). While the additional variance was considered small with respect to effect size, understanding it can be used to influence and refine the underlying theory and mechanisms behind a leadership style's influence on the relationship between a leader's personality and emotional exhaustion. Finding significant moderation from a panel survey on a highly complex relationship offers hope that a more meaningful interaction among these variables may exist under more sophisticated methods and larger samples.

The study's findings align with previous research concerning the association between personality traits and burnout and the overall links between personality, leadership styles, and emotional exhaustion. For example, the results from the correlation matrix align with the connections between personality and the full range leadership model while also aligning with the similar results of correlations between various personality types and emotional exhaustion. I took this approach to understand the interaction of these variables more holistically and to create a more complete picture of the leader-personality emotional exhaustion relationship. While it validates prior research in many aspects, this study further reveals and introduces one potential moderator in the highly studied relationship between personality and burnout. Ultimately, the study's results support the idea that the impact of a leader's personality on burnout is moderated by the leadership style that they have adopted. Of course, this moderation affects the relationship in different ways depending on the combination of leadership personality and leadership style.

According to COR theory, individuals possess different resources to cope with stressors and avoid burnout, many of which can be influenced by their underlying personality traits

(Hobfoll & Shirom, 2001). Ultimately, an individual's underlying personality traits influence their ability to use resources to mitigate the potential effects of burnout. One example comes from individuals with high levels of extraversion since they generally possess more social resources that help them buffer the potential impacts of emotional exhaustion (Murday et al., 2021). Regarding the present study, extraversion was moderated by the adopted leadership style, specifically transactional leadership behaviors. Higher levels of transactional leadership behaviors significantly moderated the relationship with emotional exhaustion, thereby reducing the potential feelings associated with emotional exhaustion. Insight into a significant moderator can help produce more meaningful interventions tailored to an individual based on their personality.

While the study's hypothesis was supported for moderation, the original underlying logic of the direction of that relationship failed for extraversion, specifically. I proposed that the reason that the transactional leadership style might moderate the relationship with extraversion was premised on the disconnect between the natural predicted leadership style, which would lead to more burnout when employing transactional behaviors. The deviation from this underlying logic suggests that there is a different connection between extraversion and transactional leadership that has not been fully explored within research. One potential explanation for this disconnect might be illustrated in the example of sales professionals. While sales professionals generally fall into the fit for extraversion (i.e., talkative, outgoing, and sociable), many of these individuals focus on the transactional aspects of certain relationships and lend themselves to leading similarly. Considering that the second-largest work category within the study's sample was sales related, this information might suggest that this particular phenomenon is in play. I originally proposed extraversion from a different angle because I believed that outgoing and sociable

individuals closely align with transformational leadership behaviors; however, given the concentration of this potential rival explanation for this work category, it did not hold true for the directional implications of the relationship.

Furthermore, COR helped me to identify where the moderator might break down or be insignificant for specific personality profiles. For example, agreeableness was not moderated by the adopted leadership style from the given full range leadership model since it does not specifically measure for more supportive models, such as servant leadership. However, prior researchers have found that agreeableness is positively associated with servant leadership behaviors (Hunter et al., 2013; Washington et al., 2006). Thus, servant leadership might demonstrate a moderating effect because it is more closely connected with this personality trait. Therefore, higher levels of agreeableness might be further (negatively) moderated in relation to emotional exhaustion when employing servant leadership behaviors. Ultimately, since agreeableness is highly correlated with other controls in the current study, the potential effects of the moderation of the full range leadership model were muted, which resulted in no significant moderating effect on the relationship.

Other researchers might have predicted the lack of a moderating effect on conscientiousness, given the nature of the personality-to-emotional-exhaustion relationship. Since these leaders are reliable, responsible, and generally effective in their roles (Judge & Bono, 2001) and since the trait already has a strong correlation with emotional exhaustion, this information should suggest that this interaction might not be significant. However, several researchers have found that conscientiousness positively correlates with transformational and transactional leadership (Judge, 2004); yet there are contradicting studies on the actual correlation between conscientiousness and transactional leadership behaviors (Johnson et al.,

2004; De Hoogh et al., 2005). Nonetheless, when the controls were relaxed in the moderation analysis, transformational leadership did have a significant moderating effect. Even with the inclusion of the controls, the overall model was significant at a higher confidence interval since the interaction was insignificant at $p = .06$. Potentially, with a more robust sample, these effects in Figure 3 would significantly support prior research demonstrating that the higher use of transformational leadership lessens in the propensity to experience emotional exhaustion while less transformational leadership behaviors increase emotional exhaustion in those high in conscientiousness. The relationship between conscientiousness and emotional exhaustion influenced the creation of the present study as it is something I experienced; however, based on the findings, I now believe that the emotional exhaustion experienced was not from a mismatch in leadership style but more related to the external stressors outside the organization.

The findings suggest, more generally, that transformational and transactional leadership behaviors moderate the relationship between personality and emotional exhaustion. However, depending on the personality (i.e., OCEAN) and leadership style combination, one might expect to illicit different positive or negative moderating effects. For example, transactional leadership style behaviors strengthened the negative relationship between extraversion and emotional exhaustion but positively influenced the relationship between openness and neuroticism. These findings add to a gap in the literature, which helps to paint a fuller picture of the interactions between these various constructs through the moderating variable of leadership style. Finally, passive avoidance was not found to significantly moderate any personality dimensions in relation with emotional exhaustion. These findings help further illuminate an extremely complex and multifaceted relationship between personality and burnout. The addition of leadership style as a moderator might help influence future researchers to explore interventions that relate to lessening

the impact of emotional exhaustion on leaders to ensure that leaders can perform at their best and maintain their effectiveness. Furthermore, any insights that can be used to stop leader burnout are critical and important findings to pursue.

VI.2 Post-Hoc Analysis

Outside the general scope of the study for statistical testing is the idea that leaders experience burnout dimensions more intensely than their respective non-leader counterparts. Based on the comparison of prior literature correlation values for the personality-to-burnout relationships, I found that using the Fisher Z and Zou confidence interval test supports the idea that leaders experience a stronger statistically significant correlation with the emotional exhaustion dimension (for specific personality profiles). For example, using the r values for conscientiousness in the current study ($r = -.528$, $n = 412$) in comparison to the aggregated high value from the Angelini (2023) systematic literature review ($r = -.355$, $n = 36,627$), the z test statistic is -4.348 and significant at $p < .01$, which indicates that there is a significant difference in the correlation. While these findings need to be further explored, it is a gleam of evidence suggesting the role of a leader is even more unique to an employee's experience.

VI.3 Recommendations and Limitations

One major recommendation for future research relates to the design and sample. Since the need to use different leadership styles is designated by the company's culture, organization, and stage, researchers who use a longitudinal approach could glean more insight into the relationship between personality and burnout and, furthermore, understand how leadership style moderates that relationship over time. The present study only provides a cross-sectional observation of leaders who have undoubtedly had to change styles over time. Understanding that transition, given the context of role or company changes, will help make the study and findings

more robust and further illustrate the underlying ways that leadership style moderates the personality-to-burnout relationship. More specifically, the present study did not consider the type of organization and established organizational culture. Future studies should focus on these two variables to confirm the assumed generalizability of these factors. Organizational culture, more specifically, has been shown to influence employee engagement which implies a similar impact on leader engagement and well-being.

Another future research approach might include a more complete and updated examination of leadership styles above and beyond the full range leadership model that was tested in this study. With new forms of leadership styles (i.e., servant leadership) on the rise, it is important to understand the effect that a moderator might have on these new forms of leadership. Potential connections could be missed due to the rise in ESG and sustainability leadership styles.

Additionally, burnout is a phenomenon that is not isolated to the United States. As a global issue, a study incorporating more diverse and culturally distinct samples might help elicit the nuances that can be found in these relationships outside the context of the present study. Furthermore, one might ask the simple question of what drives the disconnect more generally between personality traits and leadership style. Specifically for the US, does society or the current public culture or folklore of a specific leadership style push leaders to adopt these behaviors? As society praises and idolizes certain charismatic leaders, for example, does a leader feel pressured to be perceived in such a way? Do these leaders willingly or knowingly adapt their style to these external influences? A study to focus on the nature of "why" styles are adopted and maintained even after a leader begins to feel emotional exhaustion would help to inform future interventions and explain the style adoption phenomenon.

Future researchers might add ways to find which behaviors are at the core of causing exhaustion, such as surface acting or other forms of emotional regulation (Arnold et al., 2015). By triangulating these studies, future researchers could develop and test better interventions to understand the intersection of why and how these various personality dimensions and leadership styles actually exhaust individuals through specific behaviors such as surface acting. By highlighting the actions that deplete resources, future researchers might further exhaust the emotional regulation activities that create the underlying disconnect for leaders suffering from heightened emotional exhaustion.

Ultimately, there are several limiting factors to consider in the present study. One is simply the power limit of the sample size. Given the number of variables and potential moderator interactions at the exploded level, a larger study sample might expose more meaningful relationships between the ultimately muted paths. Additionally, concerning the sample, a broader audience that is made up of more participants outside of MTurk might yield more robust and generalizable answers. MTurk has its limitations regarding diversity in the audience, along with other various known shortcomings. A more diverse sample of industry needs to be obtained to create more confidence in the generalizability of the findings. The present study resulted in 32% of the participants coming from the work category of information technology.

Another limitation is the overall complexity of the relationship between personality and emotional exhaustion. It might be necessary to control for additional variables outside this study's scope (i.e., job demands, external stressors, mental illness, prior interventions, and more). The prior literature has exposed many other variables that address the resource constraints of COR in the context of personality and burnout, but controlling for all of them in this study was difficult. A particular interest is the impact of an individual's home life on their overall

relationship with burnout in a workplace setting. The future inclusion of a measure of work-life balance and home-life stress could be used to complete the picture of this phenomenon.

Future researchers should build on this research by exploring the moderating effect of leadership style on the personality-burnout relationship in different leadership groups while expanding to other forms of leadership styles not presented in this study. In addition, the dyadic relationship and effectiveness from the follower perspective were not included in the present study. They should be included in the future to fully understand how these moderated effects influence the behaviors, job satisfaction, and effectiveness of teams and firms. Furthermore, researchers should look into the transferability of burnout between leader and follower within the dyadic relationship. For example, transactional leadership behaviors were shown to reduce levels of emotional exhaustion in the leader in some instances, but do those behaviors reduce follower burnout? Literature has shown transformational leadership helps reduce burnout in subordinates; thus, are there certain cases where the reduction in leader burnout is simply passed to the follower? A study focused on the interaction of burnout between followers and leaders might help demonstrate the transferability of exhaustion using a particular leadership style.

Lastly, one potential limitation of the present study was isolating leadership style as a moderator. Since prior literature has shown many different relationships and correlations between these three constructs, it is possible and perhaps likely that the role of leadership style is both a mediator and moderator depending on the context and underlying theory of the overall relationships. Exploring these interpretations might help push forward the understanding of how each construct relates to one another.

VII CONTRIBUTIONS

VII.1 To Theory

Within the burnout literature, this study adds another dimension that has not been explored by positioning leadership style as a moderator in the relationship between leader personality and burnout. Many articles reference the need to consider and explore more potential moderators in the relationship; this study does just that. Additionally, the literature is limited and fragmented in its examinations of burnout's impacts on leaders (as opposed to how leaders impact followers or some other variation of that dyad). Additionally, this study helps fill a gap in the personality literature to formally present the relationship between leader personality, leader-adopted leadership style, and emotional exhaustion. Finally, while several studies present findings relating to the employee perspective, limited research focuses on how burnout affects leaders.

Furthermore, adding a significant moderator to the underlying theoretical model of personality and burnout helps refine and provide a more nuanced understanding of the phenomenon. Fundamentally, adding a moderator variable helps advance theory to more comprehensively understand a relationship and provide additional insight into a complex relationship that involves complex constructs. Moreover, the complete scales (FFM, MBI, and MLQ) were tested in a single study in a leader-defined sample for the first time. The study suggests including leadership style as a meaningful variable when theorizing and testing these constructs for a leader-specific sample.

Lastly, the present study continues to support the use of the conservation of resources theory in explicating and theorizing the complex nature of the burnout phenomenon.

VII.2 To Practice

Turnover at the leadership level is particularly disruptive to an organization. Understanding how leadership style and personality impact emotional exhaustion can help experts identify at-risk leaders and managers and help guide interventions or hiring decisions. Additionally, substantial resources are directed to employees across many organizations, but few dedicated and focused approaches are devoted to developing, supporting, and retaining leaders. The study makes a case for programs focusing on preparing and continually coaching leaders, especially those at a higher risk of experiencing burnout. Ultimately, the study further explains mechanisms that affect leaders' emotional exhaustion. I hope that the study helps inform future researchers regarding the appropriate and most impactful interventions that can be used to help mitigate emotional exhaustion in leaders while considering the impact of the leadership style being employed.

VIII   CONCLUSION

This study supports existing research on the relationship between the five-factor model of personality and the three dimensions of burnout (with an emphasis on emotional exhaustion). Furthermore, the study answers the original question, does leadership style moderate the relationship between leader personality and leader emotional exhaustion? The results indicate that transactional leadership behaviors moderate leaders' personalities regarding openness and extraversion, while both transformational and transactional leadership behaviors moderate neuroticism. On the other hand, agreeableness and conscientiousness are not significantly moderated by any form of the full range leadership model (with controls present), and passive-avoidant leadership behaviors do not moderate any personality profile to emotional exhaustion. Ultimately, the study presents supporting evidence of a moderator on the relationship between leader personality and leader emotional exhaustion, albeit at a small effect size.

APPENDICES

Appendix A: Tables and Figures

Table 1 – Adapted Table from Mathiassen (2017)

	Original proposals
Journal	Leadership Quarterly Journal of Applied Psychology
Title	Heavier Lies the Unpredicted Crown: The Moderating Role of Leadership Style on the Relationship Between Leader Personality and Leader Burnout
P	Turnover at the management and executive levels is more devastating to an organization and is rising.
A	Leadership styles, burnout, and personality
F	FA: Conservation of Resources Theory
M	Quantitative research using self-administered survey through MTurk (MLQ, MBI, BFI, demographics)
RQ	How does leadership style moderate the relationship between leader personality and leader burnout?
C	Cp: Turnover at the leadership level is particularly disruptive to an organization. Understanding how leadership style and personality impact burnout will help identify at-risk leaders and managers to help guide interventions or hiring decisions. Ca: Within the burnout literature, this study adds another dimension not explored with leadership style as a moderator for the personality and leader burnout relationship. Many articles reference the need to consider and explore more potential moderators to the relationship; this study does just that. Additionally, literature is limited and fragmented in looking at impacts on the leader (as opposed to how the leader impacts the follower).

Table 2 – Literature Selection Summary

		Web of Science
Step 1	Broad Search	202
	Keyword search: Leader* AND style AND burnout	
Step 2	Narrow year (reduce by 58)	144
	Adjust for publication date >2015	
Step 3	Narrow Terms (reduce by 133)	11
	Add search: "personalit*"	
Step 4	Add back all years with "personalit*"	19

* Through the use of cited references and related searches for leadership and burnout-specific literature, the overall database count for use is 156 articles, of which only 19 contain the intersection of these three constructs.

Survey

Heavier Lies the Unpredicted Crown: The Moderating Role of Leadership Style on the

Relationship Between Leader Personality and Leader Burnout

Survey

Survey Structure

Section	Questions	Comments & Source of Questions
A. Demographic Information	1 thru 13	Basic Demographic Information
B. Big Five Inventory (BFI)	14 thru 57	The Big Five Inventory (BFI) John, O. P., & Srivastava, S. (1999). The Big-Five trait taxonomy: History, measurement, and theoretical perspectives. In L. A. Pervin & O. P. John (Eds.), Handbook of personality: Theory and research (Vol. 2, pp. 102–138). New York: Guilford Press.
C. Maslach Burnout Inventory (MBI)	58 thru 79	Maslach, C., & Jackson, S. (1981). The measurement of experienced burnout. Journal of Occupational Behaviour, Vol. 2, 99-113.
D. Multifactor Leadership Questionnaire Leader Form (5x-Short)	80 thru 124	1995 Bruce Avolio and Bernard Bass. All rights reserved in all media. Published by Mind Garden, Inc., www.mindgarden.com

Section A: Demographic Information

Thank you for your participation in our survey. Remember that all the data collected will be

treated anonymously. This first section has 13 questions related to you, your background, and

other demographic questions.

1. What is your current age?
   a. 18 to 24
   b. 25 to 34
   c. 35 to 44
   d. 45 to 54
   e. 55 to 64
   f. 65+

2. How many years have you worked for your current employer?
   a. Less than 1 year
   b. 1+ to 3 years
   c. 3+ to 5 years
   d. 5+ to 7 years
   e. More than 7 years

3. How many years have you been in your current position?
   a. Less than 1 year
   b. 1+ to 3 years
   c. 3+ to 5 years
   d. 5+ to 7 years
   e. More than 7 years

4. How many years of people management do you have?
   a. Less than 1 year
   b. 1+ to 3 years
   c. 3+ to 5 years
   d. 5+ to 7 years
   e. More than 7 years

5. Your sex
   f. Male
   g. Female
   h. Decline to answer, or other

6. Your ethnic group membership
   a. Black or African-American
   b. Hispanic or Latino
   c. Asian or Pacific Islander
   d. Native American
   e. Caucasian
   f. Other

7. Your highest education achieved
   a. H.S. Grad or less
   b. Associate's degree
   c. Bachelor's degree
   d. Master's degree
   e. PhD, MD, or advanced college degree beyond Masters

8. Position:
   a. Frontline Management
   b. Middle Management
   c. Top Management

9. Type of job you do: Please check the occupational category that best describes your specific job duties.
   a. Clerical/Secretarial
   b. Building Services/Maintenance/Security
   c. Corporate Mgmt. & Planning/Legal
   d. Consulting Transportation/Logistics
   e. Finance/Accounting/ Tax/Risk Mgmt.
   f. Sales/Marketing/ Communication/Customer Service
   g. Human Resources
   h. Information Technology /Engineering
   i. Production/Quality Control
   j. Purchasing/Distribution
   k. Research/Product Design
   l. Other Job Duties

10. How much total combined money did you earn in 2022?
    a. below $50,000
    b. $50,000 - $74,999
    c. $75,000 - $99,999
    d. $100,000 – 139,999
    e. $140,000 or more

11. How many direct reports to you have?
    a. 1
    b. 2
    c. 3
    d. 4
    e. 5
    f. Greater than 5

12. How many indirect reports to you have?
    a. Less than 3
    b. 4-6
    c. 7-10
    d. 11-13
    e. More than 13

13. Are you actively engaged with a business mentor or coach?
    a. Yes
    b. No

SECTION B: The Big Five Inventory (BFI)

Here are a number of characteristics that may or may not apply to you. For example, do you agree that you are someone who likes to spend time with others? Please select a number next to each statement to indicate the extent to which you agree or disagree with that statement.

Tends to find fault with others

Disagree Strongly

Disagree

Neither agree nor disagree

Agree a little

Agree Strongly

Disagree Strongly	Disagree	Neither agree no disagree	Agree a little	Agree Strongly
1	2	3	4	5

14   Is talkative
15   Tends to find fault with others
16   Does a thorough job
17   Is depressed, blue
18   Is original, comes up with new ideas
19   Is reserved
20   Is helpful and unselfish with others
21   Can be somewhat careless
22   Is relaxed, handles stress well
23   Is curious about many different things
24   Is full of energy
25   Starts quarrels with others
26   Is a reliable worker
27   Can be tense
28   Is ingenious, a deep thinker
29   Generates a lot of enthusiasm
30   Has a forgiving nature
31   Tends to be disorganized
32   Worries a lot

33 Has an active imagination
34 Tends to be quiet
35 Is generally trusting
36 Tends to be lazy
37 Is emotionally stable, not easily upset
38 Is inventive
39 Has an assertive personality
40 Can be cold and aloof
41 Perseveres until the task is finished
42 Can be moody
43 Values artistic, aesthetic experiences
44 Is sometimes shy, inhibited
45 Is considerate and kind to almost everyone
46 Does things efficiently
47 Remains calm in tense situations
48 Prefers work that is routine
49 Is outgoing, sociable
50 Is sometimes rude to others
51 Makes plans and follows through with them
52 Gets nervous easily
53 Likes to reflect, play with ideas
54 Has few artistic interests
55 Likes to cooperate with others
56 Is easily distracted
57 Is sophisticated in art, music, or literature

Section C: Maslach Burnout Inventory

The purpose of this next section is to assess how you view and relate to your job by assessing

how frequently you relate to the following 22 statements of job-related feelings. Please read each

statement carefully and select the corresponding answer for indicating how often you feel this

way about your current job.

Using the following scale

	Never	Few times a year	Once a month	A few times per month	Once a week	A few times per week	Every day
	0	1	2	3	4	5	6

58 I feel emotionally drained from my work
59
60
61
62
63
64
65
66
67
68
69
70
71
72 I don't really care what happens to some recipients
73
74
75
76 I have accomplished many worthwhile things in this job
77
78
79
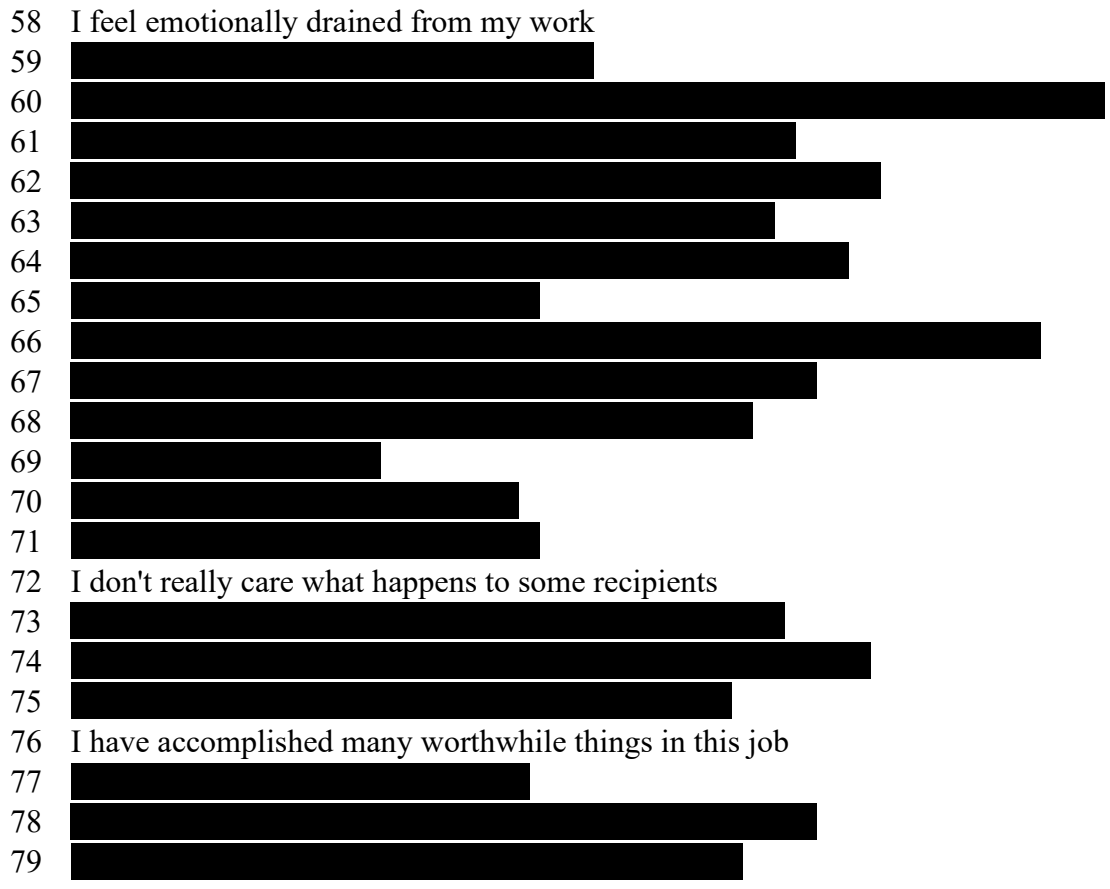
Section D: **Multifactor Leadership QuestionnaireTM Leader Form (5x-Short)**

This next questionnaire is to help describe your leadership style as you perceive it. Please

answer all items on this answer sheet. If an item is irrelevant, or if you are unsure or do not know

the answer, leave the answer blank.

Forty-five descriptive statements are listed on the following pages. Judge how frequently each

statement fits you.

The word "others" may mean your peers, clients, direct reports, supervisors, and/or all of these

individuals.

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Use the following rating scale:

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
0	1	2	3	4

80
81
82
83
84
85
86
87
88 I talk optimistically about the future
89
90
91
92
93
94
95
96
97
98

99
100
101
102
103
104
105
106
107 I avoid making decisions
108
109
110
111
112
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Appendix B: Informed Consent

<div align="center">

Georgia State University
Department of Business
Informed Consent

</div>

Title: Heavier Lies the Unpredicted Crown: The Moderating Role of Leadership Style on the Relationship Between Leader Personality and Leader Burnout

Principal Investigator: Dr. Todd Maurer (GSU)
Student Investigators: Preston Davis (GSU)

I.   <u>Purpose:</u>

You are invited to participate in a research study. The purpose of the study is to investigate the moderating role of leadership style on the relationship between leadership personality and leadership burnout. You are invited to participate because you are employed and have been with your current employer for at least 6 months and have at least 3 direct reports. The online survey will be accessible between January and February 2023, and a maximum of 500 participants will be recruited for this study.

Your participation is voluntary, and you can refuse or withhold participation at any time without penalty. If you decide to withdrawal, you will not need to complete a survey. In addition, any information that was collected prior to your withdrawal will be deleted and will not be used in any current or future research projects.

II.   <u>Procedures:</u>

If you decide to participate, you will complete one online survey that will take approximately 25 - 35 minutes to complete depending on how quickly you work.

The entire research project will be completed on or before April 30, 2023.

III.   <u>Risks:</u>

In this study, you will not have any more risks than you would in a normal day of life or responding to a different online survey. No injury is expected from this study. Georgia State University and the research team have not set aside funds to compensate for any injury.

IV.   <u>Benefits:</u>

Participation in this study may not benefit you personally. Overall, we hope to gain information about leadership personalities, burnout, and perceptions of leadership styles.

V.   <u>Compensation:</u>

You will receive $5 for completing this survey.

VI.   <u>Voluntary Participation and Withdrawal:</u>

Participation in research is voluntary. You do not have to be in this study. If you decide to be in the study and change your mind, you have the right to drop out at any time. Whatever you decide, you will not lose any benefits to which you are otherwise entitled.

VII.   <u>Confidentiality:</u>

We will keep your records private to the extent allowed by law. Only the researchers will have access to the information you provide. Information may also be shared with those who make sure the study is done correctly: GSU Institutional Review Board, and the Office for Human Research Protection (OHRP).

We will use a participant ID rather than your name on study records. The information you provide will be stored electronically in password protected files on password protected computers. These computers are protected by a username, password and firewall. The completed data from the study will only be analyzed by members of the research team. You will not be identified personally. The findings will be summarized and reported in group form. All study records will be stored for five years.

Data sent over the Internet may not be secure. Please be aware that Amazon MTurk automatically collects IP addresses. MTurk worker IDs will not be shared with anyone outside of the study. Worker IDs will be removed from the data or stored securely.

VIII.   <u>Contact Persons:</u>

Contact Dr. Todd Maurer at <u>DrMresearch@gsu.edu</u> if you have questions about this study or if you have questions or concerns about your rights as a participant in this research study.

The IRB at Georgia State University reviews all research that involves human participants. You can contact the IRB if you would like to speak to someone who is not involved directly with the study. You can contact the IRB for questions, concerns, problems, information, input, or questions about your rights as a research participant. Contact the IRB at 404-413-3500 or irb@gsu.edu.

IX.   <u>Consent:</u>

If you agree to participate in this research, please click the continue button. You may print or save a copy of the form for your records. If you do not wish to complete the survey/exercise, just log off the present web site.

Appendix C: Research Protocol

Georgia State University
Department of Business
Research Protocol

Title: Heavier Lies the Unpredicted Crown: The Moderating Role of Leadership Style on the Relationship Between Leader Personality and Leader Burnout

Introduction

As it is said, with great power comes great responsibility, but at what cost? The present study hopes to answer the calls for more research on possible moderators of the personality to burnout relationship by investigating the interacting effect of a leader's adopted leadership style. Many leaders adapt their leadership behaviors based on the organization's needs without understanding the impacts on their mental or physical well-being. Frequently, the leadership style necessary for an organization is outside the regular comfort zone of the leader's preference (as predicted by the underlying personality), forcing the leader to deplete additional resources to activate it. The present study, through the Conservation of Resources Theory, considers the impact the employed leadership style has on the relationship between a leader's personality profile and leader burnout. Research consistently ignores the weight of leadership on the individual while overly examining the effect a leader has on followers. As the loss of a leader can have catastrophic impacts on an organization, the present study hopes to elucidate the potential forces affecting a leader to experience increased burnout. In particular, the study hypothesizes the moderating effect of different leadership styles (e.g., transformational and transactional) on the relationship between the personality dimensions of the leader (e.g., conscientiousness and neuroticism) and all three components of burnout (i.e., emotional exhaustion, depersonalization, and personal accomplishment). Implications for both practice and future research are discussed.

Background

The loss of an effective leader can have disastrous costs and unforetold consequences for the organization (Little, Simmons, & Nelson, 2007). As with any employee experiencing increased burnout and stress, the associated outcome results in higher attrition and poorer performance (Halbesleben & Buckley, 2004). However, the leader's health is often overlooked, with many regarding influential leaders as almost superhero-like. In actuality, leaders' added responsibilities, workloads, and people management requirements are physically and mentally draining (Arnold, Connelly, Walsh, & Ginis, 2015). Nonetheless, literature continues to emphasize leaders' impact on employees and followers (B. J. Avolio, Walumbwa, & Weber, 2009). But what about the leader? The proverbial crown of leading quickly gains crushing weight for many who don it. Furthermore, companies often lack the insight, training, or necessary interventions to support new and seasoned leaders. Fortunately, the personality and burnout literature is expansive and offers many avenues to start understanding and analyzing the phenomenon (Harms, Credé, Tynan, Leon, & Jeung, 2017).

There is substantial research on the leader and follower dyad in practice and academic literature. However, this research heavily focuses on a leader's impact on the follower. For example,

research reveals that followers respond differently to a leader's particular style based on the individual personality characteristics of the follower (Ehrhart & Klein, 2001). Time and again, research connects an interplay and relationship between personality dimensions and active leadership styles. Furthermore, employees' personality traits provide a significant alternative explanation of burnout by identifying particular preferences associated with specific dimensions (Ghorpade, Lackritz, & Singh, 2007). Furthermore, research continues to connect personality, burnout, and leadership style with significant correlations, yet in different ways from the perspective and focus of the current study.

There have also been more granular experiments to look holistically at the link between adopted leadership style and resulting leader burnout. Specifically, a study tested the link between adopted style and burnout within the hospitality industry (Zopiatis & Constanti, 2010) but without considering the potential leadership personality profile that underpins the fundamental reason for the relationship. The current study presents an alternative explanation of how leadership style relates to burnout by focusing on an interaction effect that magnifies or limits the strength of an adopted leadership style paired with the personality dimension of the leader. Ultimately, the essence of these varying responses of leadership style and burnout proposes to be better explained and understood through the lens of personality. Thus, the essence of the present study is to empirically validate that a leader's personality is not only linked to burnout but that the relationship between a leader's personality and burnout is moderated by the particular leadership style employed. The associated research hopes to inspire more empirical exploration into leader-focused behavioral and well-being insights. Given the importance and overall influence leaders possess in an organization, it is critical to understand the underlying mechanisms that increase or decrease the potential burnout, which might help to inform future interventions to minimize the effect. Furthermore, prior research often calls on future researchers to investigate the possible moderators to help further develop and elucidate the relationship between personality and burnout (G. Alarcon, Eschleman, & Bowling, 2009). The study hopes to answer this call.

General Information

Project Title: Heavier Lies the Unpredicted Crown: The Moderating Role of Leadership Style on the Relationship Between Leader Personality and Leader Burnout
Date: 12/22/2022

Investigators:
- Dr. Todd Maurer (principal investigator)
- Preston Davis

Research Question and Hypothesis

In building our constructs, we stand on proven measures from John and Srivastava (1999) for the Big Five Inventory scale, Maslach and Jackson (1981) for Burnout Inventory, and Bass and Avolio (1995) for Multifactor Leadership Questionnaire (leadership style) to integrate and understand how the leadership style adopted moderated the relationship between leader personality and leader burnout. At the core is a fundamental question: does the adopted leadership style of a leader moderate (influence) the propensity toward burnout given the

underlying personality of that leader? As we derive greater insights from the interaction of our base measures we have developed the below detailed hypotheses to be tested:

H1a: Leaders with high levels of openness experience a negative correlation to burnout

H1b: Leaders with high levels of conscientiousness experience a negative correlation to burnout

H1c: Leaders with high levels of extraversion experience a negative correlation to burnout

H1d: Leaders with high levels of agreeableness experience a positive correlation to burnout

*H1e: Leaders with high levels of neuroticism experience a positive correlation to burnout*

H2a: The relationship between high levels of openness to burnout will be moderated by the adoption of a transactional leadership style (i.e., a leader high in openness will experience higher degrees of burnout when using a transactional leadership style approach)

H2b: Leaders with high levels of conscientiousness experience increased levels of burnout when employing transformational leadership behaviors (i.e., these leaders are more susceptible to burnout)

H2c: Leaders with high levels of extraversion experience increased levels of burnout when employing transactional leadership behaviors (i.e., the more extraverted the leader, the higher levels of burnout when employing transactional leadership)

H2d: Leaders with high levels of agreeableness experience increased levels of burnout when employing transactional leadership behaviors (i.e., the relationship is moderated by the use of a transactional leadership style)

H2e: Leaders with high levels of neuroticism experience an increase in levels of burnout when employing transformational leadership behaviors (i.e., neurotic leaders experience higher levels of burnout when using transformational leadership)
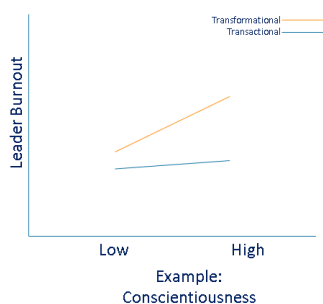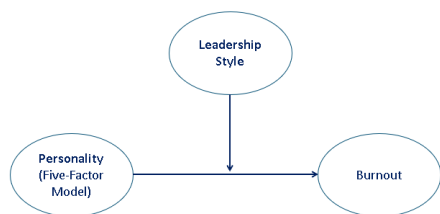
Method

Procedure and Participants

Our survey will be released to participants through Amazon's Mechanical Turk (MTurk). This will be our source of our primary data. We are aware of the potential criticisms of online panel data (Aguinis et al., 2020; Walter et al., 2019; Porter et al., 2019; Cheung et al., 2017), and plan to implement several of the best-practice recommendations suggested in the literature to minimize challenges and increase validity associated with MTurk research (Aguinis et al., 2020; Walter et al., 2018). For example, we plan to include two 'attention checks' in our survey in addition to our 124 survey questions including 13 demographic ones. As recommended by Herman Aguinis, Isabel Villamor, and Ravi Ramani, 'attention checks' should help ensure participant attentiveness and allow us to weed out incomplete or inattentive responses from distracted participants—as well as remove possible 'bot' responses (2020).

The online survey will be accessible between January and February 2023. We are hoping to collect approximately 500 completed surveys; that sample size is inflated by approximately 10-15% since an increased sample size will help combat the possibility of participant attrition due to incomplete surveys or failure to properly answer 'attention checks' (Aguinis et al., 2020). Participation will not be limited by industry; however, one qualifier for our survey will be that participations must be employed and have been with their current employer for at least six months additionally adding a stipulation of 3 direct reports for denoting management/leadership. As we are concerned with individuals being motivated and willing to lead, being unemployed or changing jobs frequently could imply that the individual may not be a good fit for a leadership role.

Among the other qualifiers retained, this research seeks a sample of full-time employees from diverse industries. While our focus is on the future of these leaders, we are still looking for a diverse audience to help elucidate on the current environment and help uncover possible inferences from various demographics. It is important that we control for respondents already possessing managerial intervention experience (i.e., coach or mentor), participant level of education, and company size, as well as gender, age, and ethnicity. In addition, all qualified participants will receive $5 for completing the survey, which should take approximately 20-30 minutes to complete.

SurveyMonkey will be used to build our survey, providing the ability to distribute across other platforms, if additional participants are required. As indicated by Sheryl Walter, Scott Seibert, Daniel Goering, and Ernest O'Boyle, online panel data, such as that collected from MTurk, usually consists of samples that are "more diverse, younger, more educated, but more poorly paid than the general US population" (2019). Therefore, a platform such as MTurk fits well with our target audience since we are particularly interested in future leaders of sustainability, likely comprised of individuals from this type of audience. Moreover, having a panel of younger individuals could capture the current view of leadership and burnout prior to the natural development or non-development of intervention techniques acquired out of necessity.

Please reference our questionnaire document that outlines all the questions that will be asked including demographic information, background, with the relevant measures and scales.

Section	Questions	Comments & Source of Questions
A. Demographic Information	1 thru 13	Basic Demographic Information
B. Big Five Inventory (BFI)	14 thru 57	The Big Five Inventory (BFI) John, O. P., & Srivastava, S. (1999). The Big-Five trait taxonomy: History, measurement, and theoretical perspectives. In L. A. Pervin & O. P. John (Eds.), Handbook of personality: Theory and research (Vol. 2, pp. 102–138). New York: Guilford Press.
C. Maslach Burnout Inventory (MBI)	58 thru 79	Maslach, C., & Jackson, S. (1981). The measurement of experienced burnout. Journal of Occupational Behaviour, Vol. 2, 99-113.
D. Multifactor Leadership Questionnaire Leader Form (5x-Short)	80 thru 124	1995 Bruce Avolio and Bernard Bass. All rights reserved in all media. Published by Mind Garden, Inc., www.mindgarden.com

Data Analysis and Management

Our primary data source will be the responses to our online questionnaire. Using statistical software we will examine the relationships between the variables and perform a structured (SEM) study.

No personal identifiable information will be retained or used in order to keep all respondent submissions anonymous and secure.

All data will be collected using SurveyMonkey which will not collect personally identifiable information. All data submitted will be purely anonymous and encrypted. The resulting data will be stored and encrypted within Microsoft OneDrive and be analyzed using SPSS. Raw data files will be encrypted with a password only accessible to the research project team members. While there should be no way of collecting identifiable information, all data will be scrubbed within Microsoft Excel to ensure no names or IP addresses or other types of identifiers are stored with the data. Once complete, the SurveyMonkey database will be deleted, and the only existing file will be the raw data stored within OneDrive.

Expected Outcomes

Contributions to Practice
Turnover at the leadership level is particularly disruptive to an organization. Understanding how leadership style and personality impact burnout will help identify at-risk leaders and managers to help guide interventions or hiring decisions. Additionally, substantial resources are directed to

employees across many organizations with few dedicated and focused approaches to developing, supporting, and retaining leaders. The study makes a case for programs focused on preparing and continually coaching leaders, especially those at a higher risk of experiencing burnout. Ultimately, the study hopes to inspire future research around the appropriate and most impactful interventions to help mitigate these issues of burnout.

Contributions to Academia
Within the burnout literature, this study adds another dimension not explored with leadership style as a moderator for the personality and leader burnout relationship. Many articles reference the need to consider and explore more potential moderators to the relationship; this study does just that. Additionally, the literature is limited and fragmented in looking at impacts on the leader (as opposed to how the leader impacts the follower or some other variation of that dyad). Additionally, this study helps add to a gap in the personality literature to formally present the relationship between burnout and the impact of leadership style on the relationship between personality and burnout. While several studies present findings related to the employee perspective, there is limited research focused purely on the effects on the leader.

Ethical Considerations

All participants will be required to acknowledge the informed consent before starting the survey by clicking "acknowledged". Since the survey maintains anonymity, the participants are not required to sign. Acceptance is based on the clicking "acknowledged" to begin the survey after reviewing the informed consent document. A copy of the informed consent is supplied for your reference.

In order to protect participant confidentiality, a participant ID will be assigned to each participant of the study. Information will be stored electronically in password protected files on password protected computers. After that time, the data and recordings will be destroyed.

Ethics, Gender Issues and Safety Considerations

No ethical concerns are expected based on the content, scope, and medium of the survey process. Participants of this study will not be selected or excluded based on their gender. The participants face no more risk than found in a typical day-to-day of work experience. Informed Consent forms will be used (included in attachments).

Duration of Project

The total duration of the project is expected to be approximately 5 months. The general phases are outlined below:

1.   Planning – Ongoing as the process of survey distribution and analysis are considered.
2.   Literature Review – Ongoing through data collection as we refine our background and positioning.
3.   IRB certification – Currently under process.

4.   Data collection – After IRB certification, we plan to open our survey up for collection for up to three months (or until minimum sample size is reached).
5.   Data analysis – Following the data collection process we expect to spend two months analyzing the results from our survey.
6.   Publication – The current work will be submitted to a conference for feedback as a working paper and topic. After completion, the paper will be submitted for publication to an academic journal.

Dissemination of Results and Publication Policy

Our goal is to publish in an academic journal (ideally the Journal of Applied Psychology). All investigators will work together toward the goal of publication before the end of April 2023.

Project Management

All investigators will be involved in all research activities.

Appendix D: Appendix References

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Professional Profile Overview

James "Preston" Davis is a generalist, technologist, and entrepreneur with over 15 years of experience. Before moving into academia, he held various finance, operations, and leadership roles in companies ranging in size from startups to one of the largest professional services firms in the world. In order to stay relevant to business with his transition into academia, he continues to help small to medium size firms in an advisory and consulting capacity. His research interest are vast and include leadership, economics, and decision-making. In addition, he is passionate about the interaction of psychology and economics, focusing on human behavior.

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