

Internet Appendix A131: Leadership Contagion

Pitcher's Name	Hieu Nguyen	FoR category	1503	Date Completed	8/06/2016
(A) Working Title	Is My Leader Contagious? The Role of Emotional Contagion and Implicit Leadership Theory in Employees' Perception of Abusive Supervision				
(B) Basic Research Question	How does implicit leadership phototypes affect the way employees perceive and react to abusive supervision?				
(C) Key paper(s)	Epitropaki, O., & Martin, R. (2004). Implicit leadership theories in applied settings: Factor structure, generalizability, and stability over time. <i>Journal of Applied Psychology</i> , 89(2), 293-310. doi:10.1037/0021-9010.89.2.293 Johnson, S. (2009). Do you feel what I feel? Mood contagion and leadership outcomes. <i>The Leadership Quarterly</i> , 20(5), 814-827. doi:10.1016/j.leaqua.2009.06.012				
(D) Motivation/Puzzle	Abusive supervision is associated with many detrimental consequences. Notwithstanding the well-established literature on abusive supervision, the study of this phenomenon is susceptible to two key concerns. First, little is known about the impact of leaders' emotions on followers' perceived abuse. Thus, it seems possible that through emotional contagion processes, leaders can exert influence on followers' emotions and leadership perceptions. Second, researchers studying abuse at work have tended to focus on investigating abusive behaviors in the eye of the beholder. Less attention has been directed towards understanding the sensemaking process: How employees shape their perceptions of managerial behaviors. Nonetheless, both theoretical and empirical evidence from schema theory and leader categorisation theory lead me to conclude that employees may rely on cognitive simplification mechanisms to develop Implicit Leadership Theories (ILTs). ILTs represent an individual's implicit assumptions about traits and behaviors that characterise an ideal leader, which allow employees to perceive, to understand, and to react to managerial behaviors. Thus, I argue that ILTs are fundamental to employees' sensemaking processes in abusive supervision.				
THREE	Three core aspects of any empirical research project i.e. the "IDioTs" guide				
(E) Idea?	Core Ideas: Employees may 'catch' leaders' negative emotional expressions (anger and frustration). Employees' experiences of these negative emotions (anger and frustration) may in turn, influence their perception of their supervisor being abusive. While prior researchers have examined positive emotional contagion in the context of transformational and charismatic leadership, the idea here is that negative emotional contagion from leader to follower can influence followers' perception of abusive supervision. Likewise, employees' ILT may also influence their perception of abusive supervision. Central Hypothesis: How do ILTs affect the way employees perceive and react to abusive supervision?				
(F) Data?	<ol style="list-style-type: none"> 1) Country/Setting: Australia. Unit of analysis: Individuals and workgroups. Sampling: Real-time experience sampling. Type: Employees 2) Expected Sample Size: Between-person: 2 samples of 60. Within-person 60x20=1200 experience samples 3) Is it a panel data set: No. 4) Data Source(s): On-line and in real life responses from supervisors and employees. Timeframe: 2-3 months. Research assistance needed? Research assistance may be needed to help with data collection. Funding/grants? Project will run in conjunction with DP150101808 (2015-17) held by Prof. Ashkanasy titled, "When and how does high performance supervision become abusive." 5) Will there be any problem with missing data/observations? Nothing of major concern, just standard issues 6) Will your test variables exhibit adequate ("meaningful") variation to give good power? Yes. 7) Other data obstacles? E.g. external validity? construct validity? No. 				
(G) Tools?	Pooled/Panel Data Regression model approach and ESM (experience sampling methodology); Software: NVivo, MPlus, Qualtrics online data management Measures: PANAS, Epitropaki and Martin's (2004) 21-items ILT scale, Tepper's (2000) abusive supervision scale Knowledge of implementation: own with collaboration from supervisors				
TWO	Two key questions				
(H) What's New?	IDEA is novel since the idea that negative emotional contagion can affect employees' perception of abusive supervision goes against accepted wisdom. Likewise, the examination of employees' ILT may reduce unrepresentative or biased employee reports (of abusive supervision).				
(I) So What?	If the influence of negative emotional contagion (from leader to follower) is known in abusive supervision, findings can assist employees to better manage under such situations. Subsequently, this can increase employees' job commitment, satisfaction, productivity and decrease turnover rates. Furthermore, the assessment of employee ILT may reduce biased employee reports of abusive supervision, and, in turn, better clarify the study of this phenomenon.				
ONE	One bottom line				

Cued Template taken from Faff, Robert W., Pitching Research (March 22, 2015). Available at SSRN: <http://ssrn.com/abstract=2462059> or <http://dx.doi.org/10.2139/ssrn.2462059>

(J) Contribution?	First, I seek to add to the limited research on negative emotional contagion, specifically illustrating how leaders' negative affect can propagate to followers, subsequently affecting their perception of abusive supervision, and behavioural responses at work. Second, by focusing on ILTs, I attempt to underscore the centrality of leadership prototypes and organisational sensemaking in abusive supervision. In this regard, the examination of ILT will allow future researchers to better understand how leader prototypes can affect followers' perception of abusive supervision. Finally, I contend that abusive supervision interventions should serve to highlight leaders' awareness of followers' ILTs, informing leaders of how they are expected to behave in the eye of followers. If this is the case, training should emphasise the importance of two central nations: (1) followers' ILTs and (2) organisationally accepted leadership prototypes to develop leaders to be more congruent with followers' expectation of ideal leaders. Having a clear understanding of the mechanisms underlying employees' perception of abusive supervision can (1) deepen the understanding of this phenomena and, (2) mitigate the impacts of abusive supervision on employees' wellbeing and job satisfaction.
(K) Other Considerations	<p>Collaboration within DP150101808, which involves high-profile international partner investigators, Dr. Yiqiong Li, Dr. Tyler Okimoto, and Dr. Stacey Parker</p> <p>Ethics: Participants' anonymity, confidentiality and right to withdraw will be guaranteed at all times.</p> <p>Target Journals: Leading journals in management and applied psychology, including the Journal of Applied Psychology, Academy of Management Journal, and the Journal of Organizational Behavior.</p> <p>Risk Assessment – low. To my knowledge, no one else is researching in this particular area. Further, emotional contagion, abusive supervision, and ILTs are attracting growing interest. Thus, the topic is likely to remain topical for a long time.</p>