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„Leadership Styles and Regulatory Fit: Does fit predict work outcome and sick days?“

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Abstract

Improving results and minimizing sick days have always been central issues in corporate management. Previous organizational and social psychology studies in the corporate context have dealt with motivation, job satisfaction and satisfaction with the manager. For this purpose, regulatory focus (Higgins, 1997), regulatory fit (Higgins, 2000, 2002) as well as transactional and transformational leadership (Bass, 1981, 1985, 1997) served as a scientific basis. On this basis, the aim of this study was to investigate the topic of whether regulatory fit between employee's regulatory focus and the perceived leadership style leads to (1) better work outcome and (2) fewer sick days. The study was conducted as an online survey in various companies and showed that participants low in prevention focus benefited from leaders high in transformational or transactional leadership regarding their work outcome. The practised type of leadership (transformational or transactional) was not decisive. No interaction effect was found regarding sick days. Since there is hardly any research on work outcome (and in regard of sick days almost none), this study is intended to provide an interesting basis to encourage even more detailed research in this area.

Keywords: promotion focus, prevention focus, fit, transactional and transformational leadership, work outcome, sick days

Introduction

Increasing work outcome, maximizing profit and cost savings are on every company's agenda. This affects both small and large, internationally active companies. To address these topics this study explores the interaction between leadership style and employee's motivation and its effect on work outcome and sick leave.

In today's performance society an important aspect is the relationship between manager and employee, specifically the leadership style and the employee's motivation and attitude. This study aims to explore the basic impact this relationship has on employee's work output and sick days.

Companies invest millions in executive and employee development. Thus, the topic of „leadership development“ is at the forefront of almost all companies' agenda when it comes to training and to meet the needs of new development processes. This has created a market worth billions and there are countless offers of various trainings, coaching, seminars, self-proclaimed leadership gurus as well as postgraduate education and training opportunities (e.g., MBA studies). Continuing education and training opportunities have become a global service offering and the terminology is becoming more and more obscure. For example new attributes are linked to the concept of leadership such as: agile leadership, neuroleadership or digital leadership. But even today's technology will not stop, and therefore it is now possible to use a leadership app to become the „perfect“ executive. This can also be seen when looking at the evolution of various theories of leadership styles. Across history of mankind, the question arose as to what constitutes a successful leader. Starting with the Chinese literature over Egyptian and Babylonian records up to Plato.

The focus has always been on the leader and its characteristics. This view runs until the 20th century. Leaders were seen as special personalities, endowed with innate qualities and thus were predestined to lead (e.g., based on successful leaders in various areas like sports or politics). It was believed that through these innate qualities leaders naturally differ from the guided.

Furthermore, it was believed that certain character traits made up a successful leader. These traits were considered stable and independent of the

situation (Gordon, 1996; Yukl, 2010). While there is an understanding that successful leaders possess certain character traits (e.g., perseverance, extraversion), it is not possible to create a final list that is valid in every situation. Thus, again, the situation and influence of the guided team will be disregarded.

In the mid-twentieth century, it was time to pass the view that successful leaders are endowed with innate abilities or character traits. It was agreed upon that it is possible to learn skills to lead successfully. For the first time characteristics such as social skills (empathy) and conceptual skills (ideas and visions) were included (Jago, 1982). Therefore, context factors were taken into account and it was assumed that it was possible to learn certain traits. Currently the most discussed form of leadership, focusing on leadership characteristics, is that of *transactional-transformational leadership* (Bass, 1981, 1985, 1997). Transactional leaders set certain goals and focus on monitoring the goal achieving process, whereas transformational leaders motivate their employees to exceed the set goals and promote personal development. But how can a leader address his or her employees in an appropriate way?

From my interviews with company leaders and in my own opinion the employee of a company becomes more and more the central figure. In my opinion this change of focus is forced by social conditions like principally egalitarian tendencies, the democratic principle as well as the power of the labor unions. Furthermore, believing media, the shortage of skilled workers has contributed to the employee becoming more important because suddenly a qualified employee was considered a valuable asset. A qualified employee requires a lot of time and, above all, a lot of money. With the current trend of less time spent in a company, an employee can quickly become a cost trap (e.g., when a fresh and expensive trained worker leaves the company, the company has high training costs without a return on investment). According to such a situation it can be very difficult for the employer to get a reimbursement (Braun, 2012).

Also the topic of mental stress at work (keyword: burn out) is brought more into focus. If one can believe the reports of today's media, then psychological causes for sick leave have been gone through the roof.

Therefore, according to my interviews with company leaders the new generation in particular is getting more demanding when it comes to their work and workplace focussing on a “good” work-life balance. I also spoke to many young visitors to job fairs (e.g., Career Calling) who said that as important as the personal freedom and/or possibility to design and organise his or her work and area of responsibility, respectively, is the environment the employer can provide.

At best, both sides should be in harmony with each other in order to enable the respective company a secure existence and a healthy growth. In larger dimensions, the output also plays an important role among investors and shareholders, as they are always interested in their return on investment and thus, of course, in a steady improvement in goal achievement (even if this mainly affects the company’s turnover or profit). To reach a secure existence and a healthy growth, leaders can focus on employee’s motivation and self-regulation. As seen in the study by Förster et. al (1998) if the leadership style fits an employee’s underlying motivation task performance could be increased. Furthermore, Markovits et. al (2008) investigated how employee's motivation and organizational commitment are related. Hence, managers should be aware of how to motivate their employees. Thus, the relationship between manager and employee should be a model of harmony, with the goal of mutual satisfaction.

Therefore, it is important to understand how motivation arises and works. Minimizing negative results and maximizing positive experiences are key features of human endeavor, but people can differ in how they get there. This not only affects the situation of an employee of every company but also the active executives. Currently one of the most discussed motivation theories is the *regulatory focus theory* (Higgins, 1997). According to Higgins (1997) it is important to understand a persons’ motivation and self-regulation (promotion or prevention) in order to reach a certain goal. Furthermore, a persons’ motivation can be primed or influenced by situational cues. If a persons’ own regulatory focus (promotion or prevention) matches the situation’s characteristics (promotion or prevention) then the so-called *regulatory fit* (Higgins, 2000, 2002) occurs which means a person gives more value to his or her work and “feels

good” about the task. Therefore, the focus has been on the *regulatory focus theory* (Higgins, 1997) in connection with leadership style (transformational or transactional) and its impact on employee’s motivation and commitment especially taking *regulatory fit* (Higgins, 2000, 2002) into account. For example, Hamstra et al. (2011) showed that participants high in promotion focus (e.g., exceed goals) experiencing transformational leadership (e.g., leading by vision) had reduced turnover intentions than participants low in promotion focus. Please also note that participants high in prevention focus (e.g., reach set goals) experiencing transactional leadership (e.g., monitoring) also had reduced turnover intentions than participants low in prevention focus.

However, there are hardly any studies that associate goal achievement and absenteeism with *regulatory fit* (Higgins, 2000, 2002). To shed more light on this topic, I wanted to investigate how *regulatory fit* (Higgins, 2000, 2002) between leadership style and employee’s regulatory focus relates to work outcome and sick days.

Theoretical Background

Regulatory Focus Theory (RFT)

According to Higgins (1997), it is important to understand the underlying motivation and self-regulation in order to reach a desired end state. His *regulatory focus theory* (RFT, Higgins 1997) introduces two strategic principles: (1) promotion focus and (2) prevention focus.

On the one hand promotion focus relates to needs, strong ideals and gain/non-gain situations. A person with promotion focus is eager to improve and/or wants to receive as many positive rewards as possible. For example, these are employees who rate a high salesbonus more important than a high fixed salary.

On the other hand prevention focus relates to security needs, strong concerns and loss/non-loss situations. Therefore, a person with prevention focus either wants to ensure a status quo or prevent negative results. These in turn are employees, for whom a high fixed salary is more important than possible bonus payments.

Following example should give a better understanding of the two regulatory foci:

„Imagine two investment bankers with the possibility of earning USD 250,000 a year for the same work. However, the two bankers have different contracts. Banker A (Sue) has a contract with an income of USD 200,000 and the possibility to get a bonus of USD 50,000 for excellent work. Banker B (Matt) has a contract with an income of USD 250,000, but there is the possibility that at the end of the year only USD 200,000 are transferred to his bank account when his work is not excellent. Both bankers will have the goal to get USD 250,000 at the end of the year, but how do the different contracts shape the behavior of the bankers? To answer this question, first, we have to take into account that the two contracts elicit different self-regulatory strategies that have far reaching consequences for information processing and decision making. Second, we have to be aware that self-regulatory strategies evoked by the different framing of incentives might meet individuals with different preferences for self-regulation.

[...] A key proposition of regulatory focus theory (Higgins, 1997, 1998) is that the framing of a context as a gain/non-gain or loss/non-loss context has an important impact on the self-regulatory strategies individuals apply to pursue their goals. In the example mentioned above, the goals of the two bankers are identical (an outcome of USD 250,000). But for Sue the context is framed as a context in which she can gain or not gain a certain outcome (USD 200,000 + USD 50,000), while for Matt the context is framed as a one in which he can lose or not lose a certain outcome (USD 250,000–50,000). Regulatory focus predicts that such different framings lead to different self-regulatory strategies. The theory proposes that gain / non-gain contexts elicit promotion-focused self-regulation in which individuals eagerly take the opportunities to maximize their outcomes and avoid missing the opportunity to advance from the current state. For example, a typical promotion-focused banker

would buy promising stocks and avoid omitting good opportunities. By contrast, regulatory focus theory predicts that loss/non-loss contexts elicit prevention-focused self-regulation in which individuals apply vigilant and careful strategies to secure the current state. For example, a typical prevention-focused banker would prefer stocks with reduced volatility and avoid risky stocks (unless s/he already entered a state of loss; cf. Scholer, Zou, Fujita, Stroessner, & Higgins, 2010). “
(Florack, Keller, & Palcu, 2013, p. 127-128)

Therefore, strategic tendencies should assure certain results or insure against certain others as *„promotion focus should be to insure hits and insure against errors of omission, whereas in a prevention focus, they [strategic tendencies] should be to insure correct rejections and insure against errors of commission“* (Higgins, 1997, p. 1285).

These foci can be chronic or caused by certain situations depending on the activation of promotion concerns or prevention concerns (Molden, Lee & Higgins, 2008). Hence, these two strategies influence how people in general and employees or leaders in particular reach their goals.

Regulatory Fit

As mentioned above, situations with promotion or prevention cues affect people. If one's own regulatory focus matches the situation's characteristics (promotion or prevention) then the so-called *regulatory fit* (Higgins, 2000, 2002) occurs. Figure 1 illustrates this:

		Situational Cues	
		Gains	Obligations
Regulatory Focus	Prevention	non fit	Regulatory Fit
	Promotion	Regulatory Fit	non fit

Figure 1. An illustration of when regulatory fit occurs. This is the result of promotion focus and situational cues of gains and prevention focus and situational cues of obligations, respectively.

Regulatory fit contributes to people being more motivated in their work, thus giving more value to their tasks and „feeling good“ about their job. Therefore, *regulatory fit* should have a positive influence on motivation, decision-making, behavior and goal achievement (Florack, Keller, & Palcu, 2013). For example Benjamin & Flynn (2006) found that *regulatory fit* between leadership style and a person’s regulatory focus enhanced motivation. Furthermore, Freitas & Higgins (2002) showed that pairing eagerness actions with ideal self-regulation (promotion fit) or vigilance actions with ought self-regulation (prevention fit) increased the expected enjoyment of the activity. Therefore, in the first task, participant’s regulatory state was manipulated by using an essay-task to increase ideal or ought self-guides. In the second task participants rated the enjoyability of eagerness- or vigilance-framed strategies for goal attainment.

As we have seen in the study by Benjamin & Flynn (2006) executive’s leadership style could have influence on employee’s motivation and behavior. Therefore, this study is interested in leaders and their behavior as the executives influence employee’s motivation and task performance. Indeed, Förster et. al (1998) found that *regulatory fit* could increase task performance.

Transformational & Transactional Leadership

Transformational and transactional leadership (Bass, 1981, 1985, 1997) is currently the main focus in leadership style research. According to Burns

(1978) these two forms of leadership are opposite sides of a continuum. Thus, the manager can show only one of the leadership styles. A different approach is taken by Avolio (1999), Bass (1985) and Bass & Avolio (1993) arguing that these two leadership styles are complementary.

Transformational leadership (Bass, 1981, 1985, 1997) refers to a leader who motivates their employees to exceed their goals. These leaders also motivate their employees to develop themselves and their aspirations. Furthermore, this type of leader paints a positive picture of the future and works with visions that are passed on to the respective employees. However, the visions drawn here are not unattainable imaginings and thus impossible to achieve. These are challenging goals that one can actually achieve.

As mentioned above one part of transformational leadership is communicating visions and let employees be part of that vision. Accordingly, there is an interesting article by Pfau (2015) which showed to what extent being “part of a vision” can affect employees. Specifically, KPMG wanted their employees to increase their level of engagement through seeing the “bigger picture” of their work and how it affects not only the company itself but also the world. Therefore, employees watched an image video that summarized what KPMG created or did in the world over time with the title „We Shape History!“. After watching the image video employees could contribute to this project by participating in a poster competition. Hence, employees took part in KPMG’s history. They were asked to create a poster that illustrates what they believe KPMG stands for. The internal response was enormous. The following annual report showed that employee’s pride, employee’s engagement and satisfaction at KPMG increased. Furthermore, Wu et. al (2008) found that a leader’s promotion-focused behavior is positively related to employees’ creativity.

In contrast, there is *transactional leadership* (Bass, 1981, 1985, 1997). In this kind of leadership, the leader sets specific goals. This requires the leader to monitor the entire process of goal achieving. Therefore, an employee may be more vigilant while working towards set goals.

As one can already see from the two leadership styles described above, these leadership styles have been linked with employee’s *regulatory focus* (e.g., Stam, van Knippenberg, & Wisse, 2010; Whitford & Moss, 2009).

Because of its characteristics, *transformational leadership* is associated with promotion focus and *transactional leadership* is associated with prevention focus (González-Cruz, Botella-Carrubi & Martínez-Fuentes, 2019).

Moss (2009) assumes that the practiced leadership style is constant. Furthermore, Moss et al. (2006, 2009) state that the effect of leadership style depends on the employee's *regulatory focus* and is not influenced by the executive. Therefore, the executive should be careful to adapt a respective leadership style to the employees' *regulatory focus*, hence establish a *regulatory fit*.

How *regulatory focus* and *regulatory fit* effect one's work environment was partly demonstrated at the beginning of this paper with the study by Hamstra et al. (2011) on the topic of turnover intentions among employees and how *regulatory fit* could reduce this intention in participants high in promotion focus experiencing transformational leadership and in participants high in prevention focus experiencing transactional leadership, respectively.

In this context, I would like to refer in particular to the study by Benjamin & Flynn (2006). In their study, based on *regulatory mode* (Kruglanski et al., 2000) and *transformational and transactional leadership*, Benjamin & Flynn (2006) examined the possible effects of *regulatory fit* on employee's motivation. Therefore, *regulatory mode theory* (Kruglanski et al., 2000) distinguishes between two functions of self-regulation. On the one hand locomotion (promotion focus) and on the other hand assessment (prevention focus). People high in locomotion want to move from state to state (e.g., from status quo to a desired end state) and initiate action which is an aspect of promotion focus. In contrast people high in assessment wait and compare alternatives before deciding, hence, those persons are more vigilant which is an aspect of prevention focus. Benjamin & Flynn (2006) showed in their study that a fit between *transformational (transactional) leadership* and employee's *regulatory mode* was more motivating for *locomotion (assessment) mode* employees than for employees with *assessment (locomotion) mode*. In addition, Benjamin & Flynn (2006) found that locomotion mode employees favor a transformational leader.

Gorman et al. (2012) believe that the regulatory focus may well predict outcomes and see a research gap there. This study wants to address this gap and explore the fundamental relationship between leadership style (transformational or transactional) and employee's regulatory focus (promotion or prevention) in the sense of *regulatory fit*.

According to Benjamin & Flynn (2006) fit between transformational leaders and employees with promotion focus and between transactional leaders and employees with prevention focus, respectively, increased employees' motivation. Furthermore, González-Cruz, Botella-Carrubi & Martínez-Fuentes (2019) associated *transformational leadership* with promotion focus and *transactional leadership* with prevention focus. Therefore, I suggest regulatory fit occurs between transformational (transactional) leadership and promotion (prevention) focus, see Figure 2:

		Leadership Style	
		transformational	transactional
Regulatory Focus	Prevention	non fit	Regulatory Fit
	Promotion	Regulatory Fit	non fit

Figure 2. This figure shows regulatory fit between leadership style and regulatory focus.

Based on this assumption this study takes employees' work output and sick days into account. As seen in Figure 2, I postulate following hypotheses:

H1a: Employees high in promotion focus who work under transformational leadership (fit) produce a higher outcome than employees low in promotion focus (non fit).

H1b: Employees high in prevention focus who work under transactional leadership (fit) produce a higher outcome than employees low in prevention focus (non fit).

H2a: Employees high in promotion focus who work under transformational leadership (fit) have less sickdays than employees low in promotion focus (non fit).

H2b: Employees high in prevention focus who work under transactional leadership (fit) have less sickdays than employees low in prevention focus (non fit).

Method

Participants & Design

The study was designed as an online survey. An a priori power analysis was performed using the G * Power 3.1 computer program. This showed, assuming a mean effect size (f^2) of .15, a significance level (alpha) of .05 and a test strength (1-beta) of .80, 55 participants should be recruited to obtain adequate power.

A total of 56 participants took part in the study. Participation in the study was on a voluntary basis. The participants worked in different companies and in different departments.

The average age was 38.02 years with an age range from 21 to 62 years. Of the total of 56 participants, 25 were female and 31 male. This corresponds to 44.6% and 55.4% respectively.

Materials and Measurements of Independent Variables

Regulatory Focus

To capture participant's regulatory focus, the *Regulatory Focus Questionnaire* (RFQ, Higgins et al., 2001) was used. This questionnaire comprises a total of eleven items. Six items represent promotion focus and five items represent prevention focus. Items are rated on a five-point Likert-scale from one (never or seldom) to five (very often).

Items assessing promotion focus include items like „Compared to most people, are you typically unable to get what you want out of life?“ and „I feel like I have made progress toward being successful in my life.“

Items assessing prevention focus include items like „Growing up, would you ever „cross the line“ by doing things that your parents would not tolerate?“ and „Growing up, did you ever act in ways that your parents thought were objectionable?“.

To get the participant's promotion and prevention focus score I computed two separate scores for promotion focus and prevention focus by calculating the mean response to each set of items. Based on these results, I computed a median split to dichotomize both the promotion focus and prevention focus scale to get two (approximately) equal groups. This median split was used to categorize both foci into low/high promotion focus and low/high prevention focus.

The coefficient alpha (α) for promotion focus was .67 and .74 for prevention focus. The mean promotion score was 3.87 (SD = .59). The mean prevention score was 3.84 (SD = .74).

Leadership Style

To assess leadership style I used the *Multifactor Leadership Questionnaire (MLQ-5X)* (Bass & Avolio, 2000, Avolio & Bass, 2004). This questionnaire consists of twenty items that represent transformational leadership and eight items that represent transactional leadership.

The twenty items that represent transformational leadership include five aspects: (1) idealized influence-attributed, (2) idealized influence-behavior, (3) inspirational motivation, (4) intellectual stimulation and (5) individualized consideration. The items of transactional leadership include two aspects: (1) contingent reward and (2) management by exception-active. The participants assessed their direct supervisor on a five-point Likert-scale from zero (not at all) to four (frequently if not always).

To assess transformational leadership items like „The person I am rating talks optimistically about the future“ and „The person I am rating spends time teaching and coaching“ (©1995 Bruce Avolio and Bernard Brass. All rights reserved in all media. Published by Mind Garden, Inc., www.mindgarden.com) were used. Unfortunately due to copyright issues on the part of Mind Garden, Inc., I was not permitted to cite sample items for transactional leadership.

I then computed two separate scores for transformational and transactional leadership by calculating the mean response to each set of items.

The coefficient alpha (α) for transformational leadership was .93 and .78 for transactional leadership. The mean transformational score was 2.47 (SD = .79) and the mean transactional score was 2.25 (SD = .75).

Materials and Measurements of Dependent Variables

Work Outcome

The measurement of work outcome was recorded via self-assessment. This recording consisted of two parts. First, I had to make sure that there were any goals at all. Therefore, the participant should name up to three goals set by the supervisor during the last appraisal interview.

In the second part, the participant was asked to rate his or her success regarding the goals mentioned above on a five-point Likert-scale from one (much less than expected) to five (much more than expected). I used the mean response to calculate the work outcome score.

The coefficient alpha (α) for work outcome was .55. The mean work outcome score was 3.37 (SD = .93).

Sick Days

Sick days were collected by self-report. Therefore, the participant had to state how many sick days he or she had taken in the last 365 days. I chose this wording on purpose because there was a possibility that when asked "How many sick days did you have in the last year?" there could have been uncertainties regarding the period.

The average sick days taken was 7.61 (SD = 17.08).

Procedere

At the beginning, I would like to state that due to the prevailing Corona pandemic, the original study plan had to be adapted at short notice. The start of the survey was set on March 16, 2020. But on the same day the "lock down" was ordered in Austria. Because of this, it was no longer possible to conduct the survey in just one company. Therefore, I had to place the study in several companies in order to reach the appropriate number of participants. Regardless of this necessary adaptation, the rest of the study proceeded as originally planned.

The participants received a personal email with an invitation to participate in this study. That email contained a brief description of the aim and purpose of the survey and a note that participation in the study is absolutely anonymous. Finally, the link to the online study was included. After clicking on the study link, the participants came to the start page of the online study.

The informed consent was located directly on the homepage. Only after the informed consent was read and confirmed by clicking the button "continue" did the participant get to the actual survey.

On the first page, demographic data of the participant was collected. The data collected included (1) age, (2) gender, (3) highest school education completed, (4) length of service with the current employer/company and (5) the number of sick days in the last 365 days.

After completing the demographic data and clicking the "continue" button, the participant was taken to the first questionnaire.

At random, the participant started either with the *RFQ* or the *MLQ-5X*. After completing the first questionnaire and confirming it with the "continue" button, the participant succeeded in specifying his goals and evaluating them on a five-point Likert scale.

The participant could specify up to three goals in a free description. The minimum specification of one goal was mandatory in order to be able to continue with participation. The scale for evaluating the respective stated goal was located directly next to the goal description field.

The sub-page for questioning the achievement of goals and their evaluation was always at the same place in the survey for all participants. This part of the questionnaire was deliberately placed between the answers to the two questionnaires *RFQ* and the *MLQ-5X*, respectively. After entering the data and confirming the "continue" button, the participant got to the second questionnaire. If the participant started with the *RFQ*, the *MLQ-5X* had to be answered. In contrast, those participants who started with the *MLQ-5X* now completed the *RFQ*.

After completing the second questionnaire participation in the study was successfully terminated by pressing the "continue" button and the participants were forwarded to the debriefing page.

A more detailed explanation of the study and its purpose was published on the debriefing page. In addition, my contact details were made available in the possible event that participants in the study had any unanswered questions or other topics related to their participation emerged. The browser window could then be closed.

Data Analysis

To test my interaction hypotheses, a multiple regression analysis was calculated. Multiple regression analysis was chosen to check the influence of several predictors and their interaction on one output.

The first descriptive analysis of the data showed that sick days had a positively skewed distribution. Therefore, sick days was ln-transformed to approximately achieve a normal distribution. Furthermore, I calculated the Pearson correlation for all variables. Transformational leadership and transactional leadership were significantly correlated ($r = .79$, $p < .001$) which suggest multicollinearity. As a result, the analyzes were carried out separately for both leadership styles (transformational & transactional). In all regression analyzes all predictor variables were standardized.

Regression analyzes on work outcome. To test hypothesis H1a, promotion (prevention) focus and transformational leadership were entered as the first step and the interaction of promotion (prevention) focus and transformational leadership as the second. Similarly, to test hypothesis H1b, prevention (promotion) focus and transactional leadership were entered as the first step and the interaction of prevention (promotion) focus and transactional leadership as the second.

Regression analyzes on sick days. To test hypothesis H2a, promotion (prevention) focus and transformational leadership were entered as the first step and the interaction of promotion (prevention) focus and transformational leadership as the second. Similarly, to test hypothesis H2b, prevention (promotion) focus and transactional leadership were entered as the first step and the interaction of prevention (promotion) focus and transactional leadership as the second. Please note that for analyzing H2a and H2b one case had to be excluded (extreme outlier $> 3x$ SD).

Interpretation of results. To interpret the results two regression statistics were used. On the one hand the standardized β coefficient which indicates the effect size each predictor has on the dependent variable. On the other hand the change in determination coefficient (ΔR^2) which indicates the increase in the proportion of the variance in the dependent variable that is predicted from the predictor variables at each step.

Results

Table 1 gives an overview of descriptive statistics and correlations. As can be seen from Table 1, there have been significant correlations between promotion focus and work outcome ($r = .28, p < .034$), promotion focus and sick days ($r = -.33, p < .015$), prevention focus and sick days ($r = -.28, p < .041$), transformational leadership and work outcome ($r = .31, p < .020$), transactional leadership and work outcome ($r = .28, p < .038$) as well as a high correlation between transformational leadership and transactional leadership ($r = .79, p < .001$).

Table 1. Correlations of variables

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6
1. promotion focus	3.87	0.59	-					
2. prevention focus	3.84	0.74	.166	-				
3. transformational l.	2.47	0.79	.177	-.039	-			
4. transactional l.	2.25	0.75	.089	-.082	.787(**)	-		
5. work outcome	3.37	0.93	.283(*)	.159	.310(*)	.279(*)	-	
6. sick days	7.61	17.08	-.328(*)	-.276(*)	.149	.261	.079	-

Note. Sick days was ln-transformed.

* $p < .05$

** $p < .01$

Results Work Outcome

The results of the regression analysis to test H1a are shown in Table 2. Taking promotion focus and transformational leadership into account the first step showed a significant effect of transformational leadership ($\beta = .27, p < .042$). The interaction between promotion focus and transformational leadership was not significant, see Table 2.

Table 2. Regression H1a

Predictors	H1a	
	workoutcome	
	ΔR^2	β
Step 1	.150(*)	
promotion focus		.236
transformational l.		.268(*)
Step 2	.009	
promotion x transf. l.		-.098
Step 1	.125(*)	
prevention focus		.172
transformational l.		.316(*)
Step 2	.149(*)	
prevention x transf. l.		-.419(*)

* $p < .05$

Furthermore, taking prevention focus and transformational leadership into account the first step showed that transformational leadership ($\beta = .32$, $p < .017$) was again significant, as was the interaction between prevention focus and transformational leadership ($\beta = -.42$, $p < .002$). The significant interaction is shown in Figure 3. Please note that step 1 had a significant explanatory power ($p < .029$) of 13%. By adding step 2, the explanatory power increased significantly ($p < .002$) by 15%.

Figure 3 shows that in particular participants low in prevention focus benefited from “strong transformational” leadership, whereas participants high in prevention focus achieved good work outcomes regardless of how strong transformational leadership was.

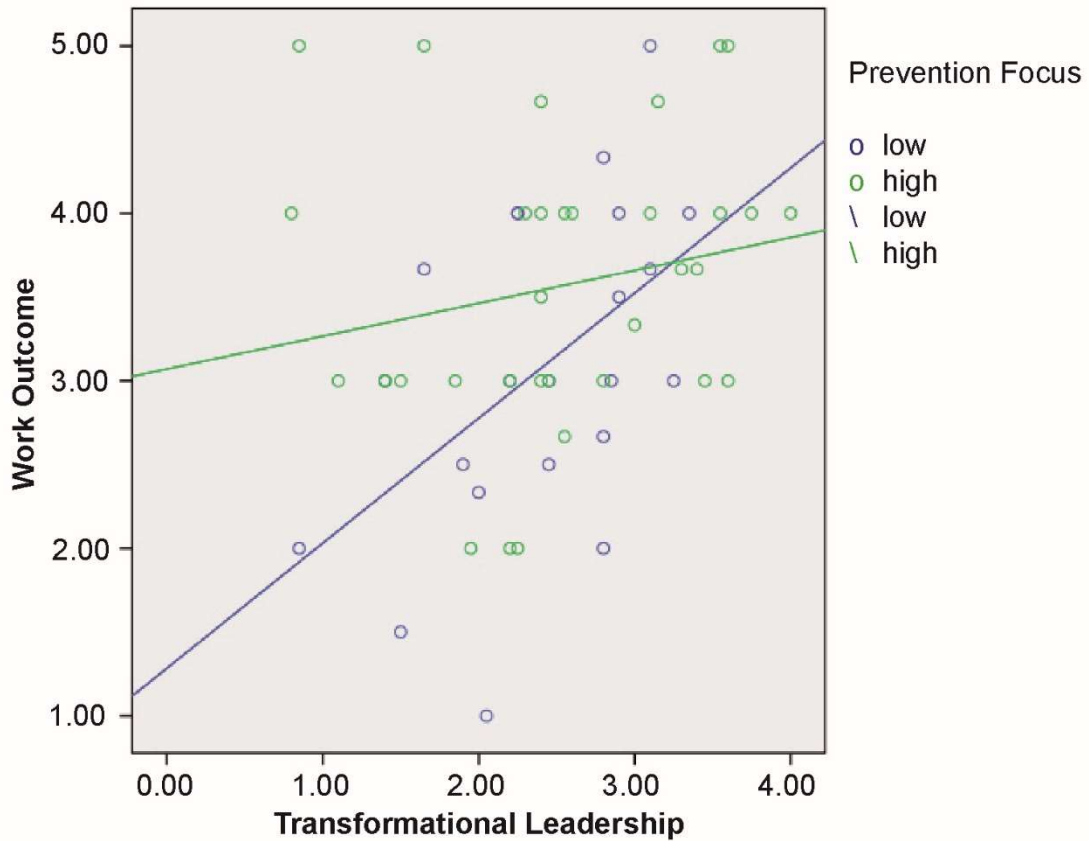


Figure 3. Interaction between prevention focus and transformational leadership.

The results of the regression analysis to test H1b are shown in Table 3.

Table 3. Regression H1b

Predictors	H1b	
	Workoutcome	
	ΔR^2	B
Step 1	.111(*)	
prevention focus		.184
transactional l.		.294(*)
Step 2	.206(**)	
prevention x transac. l.		-.533(**)
Step 1	.145(*)	
promotion focus		.261(*)
transactional l.		.255
Step 2	.005	
promotion x transac. l.		-.084

* $p < .05$

** $p < .001$

Taking prevention focus and transactional leadership into account the first step showed a significant main effect of transactional leadership ($\beta = .29$, $p < .028$) on work outcome. Furthermore, the interaction between prevention focus and transactional leadership was also significant ($\beta = -.53$, $p < .001$). This significant interaction is shown in Figure 4. Please note that step 1 has a significant explanatory power ($p < .044$) of 11%. By adding step 2, the explanatory power increases significantly ($p < .001$) by 21%.

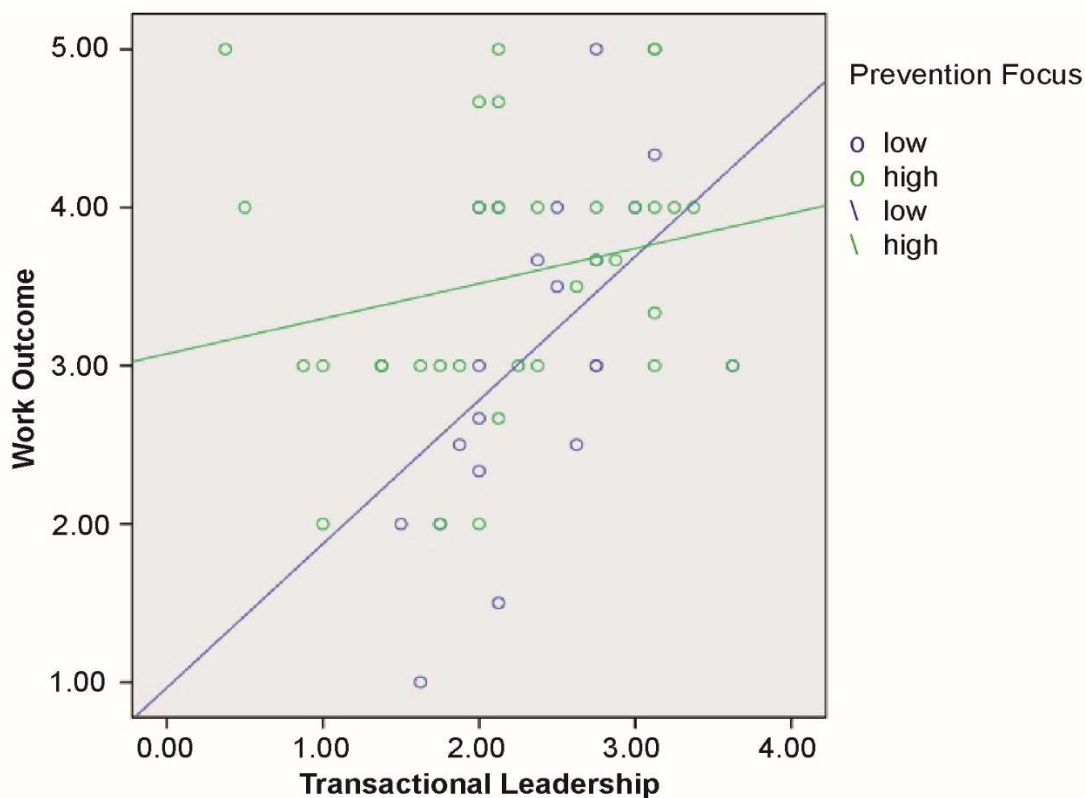


Figure 4. Interaction between prevention focus and transactional leadership.

Figure 4 shows the same picture as the interaction between prevention focus and transformational leadership (see Figure 3). Here, too, participants low in prevention focus benefited from “strong” leadership. However, participants high in prevention focus achieved good work outcomes regardless of how “strong” leadership was, in this case transactional leadership.

Thus, the hypothesis H1a and H1b must be rejected. However, this study showed another interesting picture regarding work outcome. The following Figures 5 and 6 are intended to demonstrate this with a graphic representation.

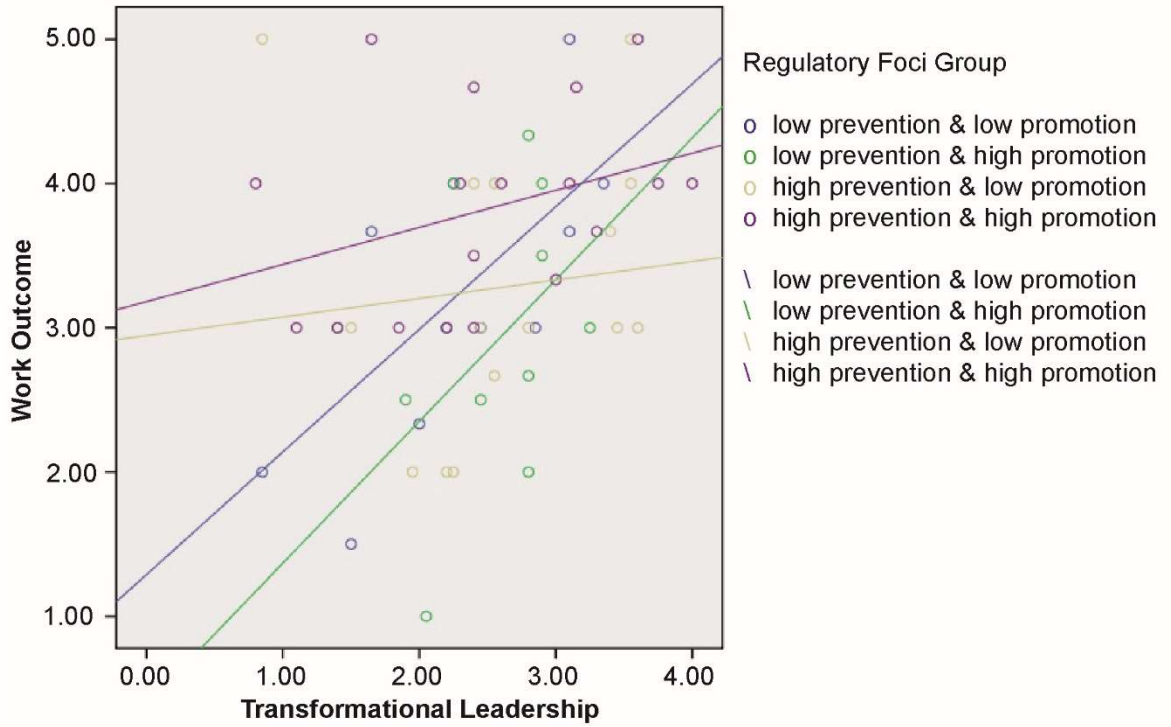


Figure 5. Interaction between regulatory foci groups and transformational leadership.

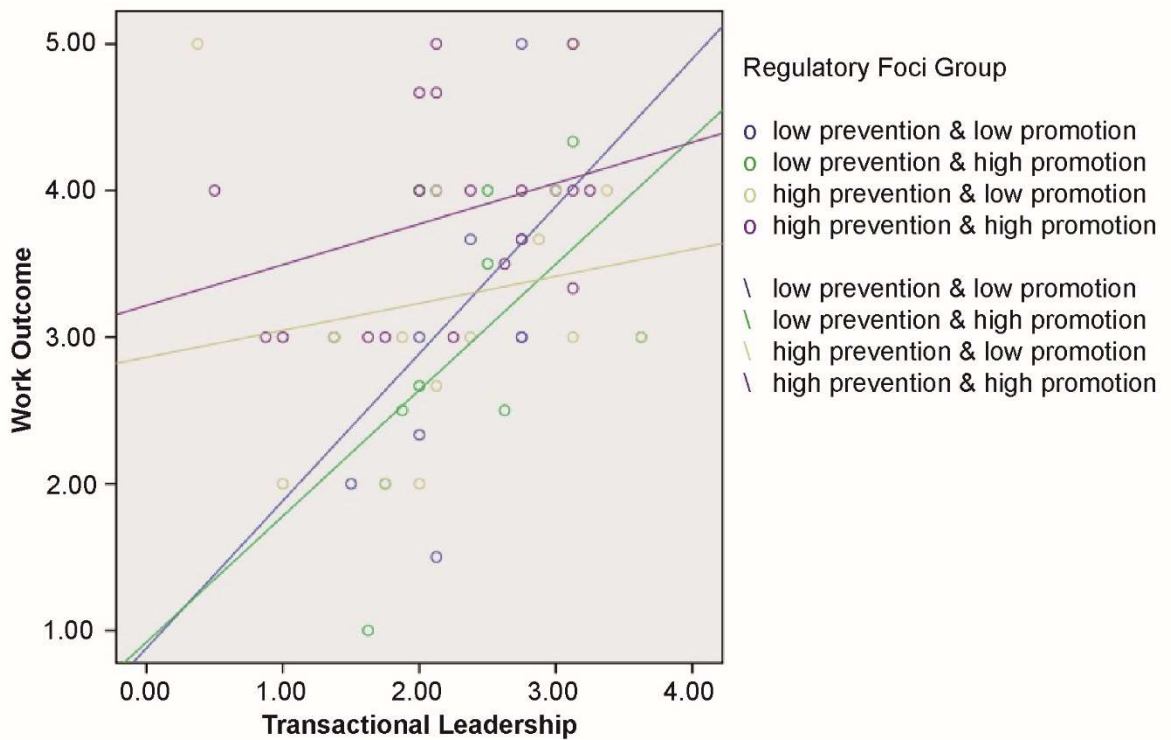


Figure 6. Interaction between regulatory foci groups and transactional leadership.

For this purpose, four groups were formed: (1) low prevention-low promotion, (2) low prevention-high promotion, (3) high prevention-low promotion and (4) high prevention-high promotion. The group allocation to low/high prevention (promotion) focus was done by a median split in order to obtain groups of approximately equal size for low/high prevention (promotion) focus. The median for prevention focus and promotion focus was 3.80 and 3.92, respectively.

These groups were then associated with work outcome and transformational or transactional leadership. Both Figure 5 and Figure 6 show that participants low in prevention focus benefited from “strong” leadership (as discussed above). The practised type of leadership (transformational or transactional) was not decisive. In contrast, participants high in prevention focus could compensate for a lack of “weak” leadership in terms of their work outcome.

Results Sick Days

The results of the regression analysis to test H2a are shown in Table 4. Taking promotion focus and transformational leadership into account the first step showed a significant main effect of promotion focus ($\beta = -.37, p < .007$) on sick days. The interaction between promotion focus and transformational leadership was not significant, see Table 4.

Furthermore, taking prevention focus and transformational leadership into account the first step showed that prevention focus ($\beta = -.27, p < .046$) had a significant main effect on sick days. The interaction between prevention focus and transformational leadership was not significant. For detailed results see Table 4.

Table 4. Regression H2a

Predictors	H2a	
	sick days	
	ΔR^2	β
Step 1	.152(*)	
promotion focus		-.365(*)
transformational l.		.214
Step 2	.014	
promotion x transf. l.		.122
Step 1	.095	
prevention focus		-.270(*)
transformational l.		.138
Step 2	.018	
prevention x transf. l.		.144

Note. Sickdays was ln-transformed and one case regarding H2a was excluded (extreme outlier > 3x SD).

* $p < .05$

The results of the regression analysis to test H2b are shown in Table 5. There were no significant effects when taking prevention focus and transactional leadership into account. However, taking promotion focus and transactional leadership into account the first step showed that two significant main effects were found as well on promotion focus ($\beta = -.35$, $p < .007$) as on transactional leadership ($\beta = .29$, $p < .023$). The interaction between promotion focus and transactional leadership was not significant, see Table 5. Thus, the hypothesis H2a and H2b had to be rejected.

Table 5. Regression H2b

Predictors	H2b	
	ΔR^2	β
Step 1	.133(*)	
prevention focus		-.256
transactional l.		.240
Step 2	.004	
prevention x transac. l.		-.078
Step 1	.192(*)	
promotion focus		-.354(*)
transactional l.		.293(*)
Step 2	.015	
promotion x transac. l.		-.138

Note. Sickdays was ln-transformed and one case regarding H2b was excluded (extreme outlier > 3x SD).

* $p < .05$

General Discussion

This study investigated the fit between an employee's regulatory focus (promotion/prevention) and the respective leadership style (transformational/transactional) and if fit leads to a better work outcome and fewer sick days. The study was conducted as an online survey in various companies and showed that participants low in prevention focus benefited from leaders high in transformational or transactional leadership regarding their work outcome. The practised type of leadership (transformational or transactional) was not decisive. No interaction effect was found regarding sick days. However, as can be seen from Table 1, there have been significant correlations between promotion focus and work outcome ($r = .28, p < .034$), promotion focus and sick days ($r = -.33, p < .015$), prevention focus and sick days ($r = -.28, p < .041$), transformational leadership and work outcome ($r = .31, p < .020$), transactional leadership and work outcome ($r = .28, p < .038$) as well as a high correlation between transformational leadership and transactional leadership ($r = .79, p < .001$).

In general understanding "you go to work to achieve your (business) goals there". In order to achieve these goals motivation plays an important role,

as "We'll define motivation as the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal" (Robbins & Judge, 2007, p. 186). Furthermore, according to Higgins (1997), it is also important to understand how a person's underlying motivation and self-regulation work. In this study, there was a significant correlation between promotion focus and work outcome. Promotion focus relates to needs, strong ideals and gain/non-gain situations. One possible explanation could be that the intrinsic motivation is activated due to the promotion focus and the work is perceived as meaningful, which may facilitate the achievement of goals. Another possible explanation could be that a promotion focused person can gain positive rewards through goal achievement. This study also showed that transformational leadership correlated significantly with work outcome. Transformational leaders paint a positive picture of the future and work with visions that are passed on to the respective employees. A possible explanation might be that transformational leaders motivate their employees through their visions (see Benjamin & Flynn, 2006) hence, a better work outcome can be achieved as a result. Also, in this study, transactional leadership correlated significantly with work outcome. Transactional leaders monitor the entire process of goal achieving. Therefore, a possible explanation could be that through monitoring the manager can react quickly and efficiently to deviations from the goal and thus a better work outcome is achieved.

Contrary to the assumptions of this study mentioned above, interaction effects could not be confirmed. However, this study produced another interesting result. Participants low in prevention focus could significantly increase their work outcome when working with an executive high in transformational and transactional leadership, respectively. Participants high in prevention focus did not achieve a better work outcome than participants low in prevention focus when there was "strong" leadership. However, things look very different with leaders low in transformational and transactional leadership, respectively. This study showed that participants low in prevention focus had a worse work outcome than participants high in prevention focus, see Figure 3 and Figure 4. Maybe participants high in prevention focus could compensate for

a lack of leadership. A possible explanation might be that participants high in prevention focus have strong self-control. I suggest further studies to test this.

The finding that management style did not play a decisive role may be due to the fact that our current working environment is still strongly linked to the achievement of goals. The regular control of employees is also still in the foreground, as new types of leadership (e.g. agile leadership) are only slowly finding their way into our broader professional life. Of course, there are also bonus agreements for overachieving agreed targets. However, these are hardly in the foreground. Therefore, it is probably not surprising that both transformational and transactional leadership are highly correlated. This also coincides with the studies by Avolio (1999), Bass (1999), Bass & Avolio (1993) and Bycio et al. (1995) who showed that transformational leadership and transactional leadership are complementary. Hence, a leader can show both types of leadership. This is in contrast with Burns (1978), who assumes that these two forms of leadership are opposite sides of a continuum. Thus, the manager can show only one of the leadership styles. However, this study tends to support the assumptions of Avolio (1999), Bass (1999), Bass & Avolio (1993) and Bycio et. al (1995). In this context, leaders can show both types of leadership. A possible explanation might be that different circumstances require a manager to use a management style that is specific to the situation. An example could be that a marketing department needs creativity when introducing a new product and thus a transformational leadership style may be more conducive (see Wu et. Al, 2008). In contrast, if the evaluation of the marketing campaign is carried out, a monitoring (transactional) management style may be preferred. There may be further studies to test this.

Therefore, in our corporate landscape, I suggest that it is important to practice both types of leadership style, depending on the task at hand. The findings of this study regarding work outcome are in contrast to recent studies on regulatory fit. Please note, however, that in recent studies, the main focus was on fit between promotion focus and transformational leadership.

For example, Förster et al. (1998) found that regulatory fit could increase task performance. Considering the results of this study, however, “strong” leadership is generally necessary if employees are low in prevention focus

(regardless of regulatory fit). Furthermore, regardless of management style, the higher the promotion focus score the higher the work outcome was. A person's promotion focus relates to needs/strong ideals, wants to improve and gain positive rewards and feedback. Therefore, their motivation lies in themselves because they want to exceed the average, not only to receive a better work outcome but also to improve their self image. Please note that sometimes there may be a special bonus involved the employees can achieve by exceeding their set goals. Another explanation might be that these particular employees perceive their field of work as something special. They may see their tasks as a greater piece of the puzzle and how their work contributes to a higher goal (also outside the company) and therefore follow their own visions.

However, recent studies taking regulatory fit into account focused mainly on different aspects of follower-leadership interaction. Benjamin & Flynn (2006) showed that *regulatory fit* increased employee's motivation more in locomotion mode (promotion) employees under transformational leadership than assessment mode (prevention) employees and vice versa. Benjamin & Flynn's (2006) study was based on *regulatory mode theory* (Kruglanski et al., 2000). Furthermore Wu et al. (2008) found that regulatory fit (promotion focus) increased creativity and Hamstra et al. (2011) showed that regulatory fit (transformational leadership & high promotion focus as well as transactional leadership & high prevention focus) decreased turn over intention.

Both Hamstra et al. (2011) and Gonzalez-Cruz et al. (2019) point out that further studies on regulatory fit and transactional leadership is needed. For Hamstra et al. (2011) it is still unclear which leadership style is advantageous in connection with prevention focus. Finally, it should be mentioned that Gorman et al. (2012) see a research gap in this context, especially when it comes to the predictability of work outcome. Therefore, the first part of this study (related to work outcome) was a first step to close this research gap. This study shed more light on the involvement of transactional leadership. Even if, contrary to my assumption, no effect could be found in the interaction between employee's regulatory focus and leadership style, one got an interesting idea of how leadership and prevention focus affected work outcome. The results of this study have shown how important further research in connection with

transactional and transformational leadership, respectively, and prevention focus can be (e.g., in order to incorporate this into leadership and/or employee development). Therefore, further studies might provide more interesting insights.

Regarding the second part of this study in connection with sick days, it is difficult for me to integrate it into existing research, as this was, to my knowledge, the first study that tested regulatory fit on sick days. Therefore, I would like to briefly restate the results and provide a possible explanation. Both the interaction of promotion focus and transformational leadership and the interaction of prevention focus and transactional leadership were not significant. However, as can be seen from Table 1, there is a significant negative correlation between promotion focus and sick days as well as a significant negative correlation between prevention focus and sick days. Apparently, both distinct foci are related to fewer sick days, regardless of leadership style. I assume, however, that different motivations are responsible for this. On the one hand regarding promotion focus, the joy of work and the intrinsic motivation could be decisive in that the work is perceived as meaningful and one therefore wants to improve continuously. This joy could also contribute to a better well-being and thus better health and thereby counteract any psychological stress (e.g. burn out). This may also make their work more fulfilling for these employees.

On the other hand employees high in prevention focus have an increased sense of duty to do their jobs and not let their team down. It is therefore possible that these employees (for example) downplay a "slight" cold in order to still be able to go about their work.

This study has some limitations. As mentioned above, the original study plan for this survey was to be carried out in just one company with around 250 employees. The "lock down" imposed in Austria due to the Corona pandemic made data collection much more difficult. Therefore, due to the sudden home office and short-time work, I had to split the study among several companies in order to achieve the minimum required number of participants, namely 55 people. Furthermore, due to the Corona pandemic recruiting participants was made more difficult, as potential participants were confronted with a complete

new and unknown situation at their workplace. Hence, potential participants had little time (if any) left for participating in this study. During this time, many people had lost their jobs or were put on short-time work and were or are still looking to an uncertain future (both professionally and privately). Therefore, I decided to end the data collection after five and a half months and 56 participants. Another limitation of this study was the applicable data protection regulation in Austria. I would have liked to collect objective data concerning participants' work outcome and sick days. Unfortunately, this was not allowed due to the aforementioned data protection regulation. Thus, I had to rely on participants' self report. Another limitation is the cross-sectional design, which analyzes data at a specific point in time. In order to obtain a possible better insight, future studies should take into account being designed as longitudinal studies. Despite these limitations, I see this study as a first step to provide interesting data for the mentioned research gap and to inspire future research and studies.

For example, in future studies, a larger sample is recommended in order to obtain more meaningful data. Furthermore, investigations into various company departments would be interesting in order to identify possible connections in which departments (with their different work requirements) regulatory fit is important and, above all, which type of fit is responsible for it. The type of prevailing corporate culture (promotion vs. prevention) is certainly also of interest here. Since there are now more suitable questionnaires for ascertaining regulatory focus, it would be advisable in future studies to use other instruments instead of the *RFQ*, since the *RFQ* captures general reactions in the past to "assess individual's subjective histories of success or failure in promotion and prevention self-regulation" (Higgins et al., 2001, p. 7). I therefore recommend either the *Work Regulatory Focus Scale* (WRF, Neubert et al., 2008) or the questionnaire developed by Kruglanski et al. (2000) to determine *regulatory mode*. On the one hand, the *WRF* "was designed to be more contextual in nature, as it was developed to capture the degree of regulatory focus that is evoked in a work setting" (Neubert et al., 2008, p. 1223). On the other hand, the questionnaire developed by Kruglanski et al. (2000) assess locomotion mode of self-regulation and assessment mode of self-regulation

which focuses also more on task statements/experiences. In addition to this, it is also recommended to collect data of the employees' respective supervisor in order to get more validity in the test results.

Regardless of this paper, studies in this area are an important support for companies and managers. Referring to this study's results, it may have the potential to influence the way future leadership developments are planned or provide a basis for decision-making for human resource departments in the sense of how education programs are designed.

Because effective recognition of which employees need "strong" leadership would have two positive effects. On the one hand, increase in work outcome and, on the other hand, meaningful training programs with an actual and measurable return on investment. Since a company is still managed and operated by people, issues of motivation and management styles are one of the essential topics in a successful company. Ideally, these people should be mentally and physically healthy and increase the company's sales/profit while at the same time showing little or no absenteeism.

Therefore, research on regulatory fit and transformational/transactional leadership is important to make companies more efficient on a scientifically sound basis, taking into account the needs and health of employees.

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Appendix A
English Abstract

Improving results and minimizing sick days have always been central issues in corporate management. Previous organizational and social psychology studies in the corporate context have dealt with motivation, job satisfaction and satisfaction with the manager. For this purpose, regulatory focus (Higgins, 1997), regulatory fit (Higgins, 2000, 2002) as well as transactional and transformational leadership (Bass, 1981, 1985, 1997) served as a scientific basis. On this basis, the aim of this study was to investigate the topic of whether regulatory fit between employee's regulatory focus and the perceived leadership style leads to (1) better work outcome and (2) fewer sick days. The study was conducted as an online survey in various companies and showed that participants low in prevention focus benefited from leaders high in transformational or transactional leadership regarding their work outcome. The practised type of leadership (transformational or transactional) is not decisive. No interaction effect was found regarding sick days. Since there is hardly any research on work outcome (and in regard of sick days almost none), this study is intended to provide an interesting basis to encourage even more detailed research in this area.

Keywords: promotion focus, prevention focus, fit, transactional and transformational leadership, work outcome, sick days

Appendix B

German Abstract

Ergebnisverbesserung und die Minimierung von Krankenstandstagen waren schon immer zentrale Themen in der Unternehmensführung. Frühere Studien im Unternehmenskontext befassten sich mit Motivation, Arbeitszufriedenheit und Zufriedenheit mit der Führungskraft im Kontext der Organisations- und Sozialpsychologie. Zu diesem Zweck dienten der regulatorische Fokus (Higgins, 1997), die regulatorische Übereinstimmung (Higgins, 2000, 2002) sowie der transaktionale und transformationale Führungsstil (Bass, 1981, 1985, 1997) als wissenschaftliche Grundlage. Auf dieser Basis war das Ziel dieser Studie zu untersuchen, ob die regulatorische Übereinstimmung zwischen dem regulatorischen Fokus des Mitarbeiters und dem wahrgenommenen Führungsstil zu (1) besseren Arbeitsergebnissen und (2) weniger Krankenstandstagen führt. Die Studie wurde als Online-Umfrage in verschiedenen Unternehmen durchgeführt und zeigte, dass Teilnehmer mit geringem Präventionsfokus von Führungskräften mit hohem transformationalen oder transaktionalen Verhalten in Bezug auf ihr Arbeitsergebnis profitierten. Die praktizierte Art der Führung (transformational oder transaktional) ist nicht entscheidend. In Bezug auf Krankenstandstage wurde kein Interaktionseffekt gefunden. Da es kaum (und in Bezug auf Krankenstandstage keine) Forschung zu Arbeitserfolg gibt, soll diese Studie eine interessante Grundlage bieten, um noch ausführlichere Forschung in diesem Bereich anzuspornen.

Stichwörter: Promotionsfokus, Präventionsfokus, Fit, Transaktionale und Transformationale Führung, Arbeitsergebnis, Krankenstandstage

Appendix C
Email invitation to online study

Sehr geehrte Damen und Herren,

ich bin Student an der Universität Wien am Institut für Angewandte Psychologie: Arbeit, Bildung, Wirtschaft. Mein Name ist Walter Ziegner und im Rahmen meiner Masterarbeit untersuche ich den Zusammenhang zwischen Führungsstil und Motivation.

Deshalb bitte ich Sie, sich ca. 15 Minuten Zeit zu nehmen und an meiner Befragung bis spätestens 31.08.2020 teilzunehmen. Die Umfrage ist absolut anonym, es ist also nicht möglich, Rückschlüsse auf die Teilnehmenden zu ziehen. Zum Starten der Umfrage klicken Sie bitte auf nachstehenden Link:

<https://www.landings.at/wzmasterthesis/index.php/947746?lang=de>

Ich bedanke mich schon jetzt ganz herzlich für Ihr Teilnahme und Unterstützung!

Für Fragen stehe ich Ihnen gerne unter der Tel.: 0699 11 78 19 56 oder per Mail: a00309167@unet.univie.ac.at zur Verfügung.

Appendix D

Link to online study

<https://www.landings.at/wzmasterthesis/index.php/947746?lang=de>

Appendix E
Informed Consent

Liebe Teilnehmerin, lieber Teilnehmer, herzlichen Dank für Ihre Bereitschaft, an dieser Studie teilzunehmen. In dieser Studie untersuchen wir den Zusammenhang von Zielerreichung und Führungsstil. Die Studie wird etwa 15-20 Minuten in Anspruch nehmen und besteht aus drei Teilen. Dabei bearbeiten Sie einen Fragebogen bezüglich Ihrer eigenen Ziele und einen Fragebogen zur Einschätzung Ihres direkten Vorgesetzten. Die Studie dient ausschließlich wissenschaftlichen Zwecken. Die Befragung wird vom Institut für Angewandte Psychologie: Arbeit, Bildung, Wirtschaft auf der Universität Wien durchgeführt. Alle Informationen, die wir von Ihnen erhalten, werden vertraulich behandelt und anonymisiert ausgewertet, so dass keine Rückschlüsse auf Ihre Person möglich sind. Im Rahmen der Studie werden Ihre Daten kodiert, d.h. die persönlichen Daten, wie z.B. Ihre IP-Adresse, werden strikt von den Untersuchungsdaten (z.B. Fragebogendaten) getrennt. Durch diese Kodierung wird im Rahmen der wissenschaftlichen Auswertung kein Unbefugter Ihre persönlichen Daten erhalten. Nach Beendigung der Untersuchung werden alle Daten gelöscht, die einen Bezug zu Ihrer Person erlauben. Die Daten werden nicht an Personen weitergegeben, die an der Studie nicht beteiligt sind. In eine mögliche Veröffentlichung der Resultate der Untersuchung gehen die Daten anonymisiert ein. Wir sichern Ihnen zu, dass alle von uns erhobenen Daten entsprechend dem Datenschutzgesetz geschützt werden. Mit dem Klicken des "Weiter"-Buttons, bestätigen Sie die Einleitung gelesen zu haben und willigen ein, an dieser Studie teilzunehmen. Ich bin damit einverstanden, dass meine Angaben ausschließlich für wissenschaftliche Zwecke auf dem Institut für Angewandte Psychologie: Arbeit, Bildung, Wirtschaft aufbewahrt und ausgewertet werden. Nach Beendigung des Forschungsvorhabens werden alle Daten gelöscht, die einen Bezug zu meiner Person erlauben. Vielen Dank für Ihre Teilnahme an der Studie!

Appendix F

Regulatory Focus Questionnaire (Higgins et al., 2001)

	nie/ selte n 1	2	man chm al 3	4	sehr oft 5
Fällt es Ihnen im Vergleich zu anderen schwer, Ihre Vorstellungen im Leben umzusetzen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Haben Sie in Ihrem Leben Grenzen überschritten und Dinge getan, die Ihre Mitmenschen nicht tolerierten?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wie oft haben Sie Dinge erreicht, die Sie anspornten, sich danach noch mehr anzustrengen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strapazierten Sie in Ihrem Leben häufig die Nerven Ihrer Mitmenschen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wie oft hielten und halten Sie sich an die Regeln und Vorschriften der Gesellschaft?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Taten Sie in Ihrem Leben Dinge, welche Ihre Mitmenschen als verwerflich bezeichnet hätten?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sind Sie häufig erfolgreich, wenn Sie etwas Neues versuchen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mangelnde Sorgfalt hat mir schon ab und zu Probleme bereitet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In den Bereichen, die mir wichtig sind, bin ich nicht so erfolgreich, wie ich möchte.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich habe das Gefühl, auf dem Weg zu einem erfolgreichen Leben Fortschritte zu machen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Es gibt nur wenige Hobbies und Tätigkeiten, die mich so interessieren, dass ich bereit bin, Anstrengungen in sie zu investieren.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix G
Goal achievement questionnaire

		viel weniger als erwartet 1	weniger als erwartet 2	erwartet es Ergebnis 3	mehr als erwartet 4	viel mehr als erwartet 5
Ziel 1:		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ziel 2:		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ziel 3:		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix H

Extract of the Multifactor Leadership Questionnaire (MLQ-5X) (Bass & Avolio, 2000; Avolio & Bass, 2004) due to copyright. ©1995 Bruce Avolio and Bernard Brass. All rights reserved in all media. Published by Mind Garden, Inc.,
www.mindgarden.com

The person I am rating...

Talks optimistically about the future.

Spends Time teaching and coaching.

Avoids making mistakes.

Appendix G
Debriefing

Vielen Dank für Ihre Unterstützung! Nachstehend finden Sie Informationen zum Zweck dieser Studie. Titel des Projektes: Leadership Styles and Regulatory Fit: Value from it? Anbei finden Sie Informationen zu den Zielen der Studie. Wir möchten Sie bitten, die konkreten Informationen für sich zu behalten und nicht mit anderen Personen über die Studie zu sprechen. Die Regulatory Focus Theory von Higgins geht davon aus, dass Menschen unterschiedliche Strategien nutzen, um zum selben Ergebnis zu kommen. Dabei nutzen einige die Promotion- Strategie und verhalten sich dabei sehr eifrig, um ihr Ziel zu erreichen. Jedoch nehmen sie dafür Fehler eher in Kauf. Hingegen in der Prevention- Strategie agieren Personen sehr achtsam und versuchen Fehler zu vermeiden. Dazu passend stehen derzeit zwei Führungsstile sehr im Fokus. Auf der einen Seite der transformale Führungsstil (Optimismus, Vision, assoziiert mit Promotion- Strategie) und auf der anderen Seite der transaktionale Führungsstil (Überwachung des Zielerreichungsprozesses; assoziiert mit Prevention- Strategie). In dieser Studie untersuchen wir, ob eine Übereinstimmung zwischen dem persönlichen regulatorischen Fokus und dem passenden Führungsstil zu einer besseren Zielerreichung führt. Weiters möchten wir auch untersuchen, ob diese Übereinstimmung auch zu weniger Krankenstandstagen führt. Nochmals vielen Dank für Ihre Teilnahme! Sollten Sie noch Fragen haben, kontaktieren Sie uns bitte unter: Universität Wien Walter Ziegner a00309167@unet.unievie.ac.at Sie können nun das Browserfenster schließen.

Walter Ziegner, BSc.



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- Mitarbeiterführung
- Finanzwesen

07/2018 – 07/2019

E. & F. Gabner GmbH

Leitung Produktion analoger Medien

- Leitung des gesamten Produktionswesens
- Betreuung der Key Account Kunden
- Betreuung und Ausbau der Stammkunden
- Neukundenakquise

- Strategischer Auf- und Ausbau von Produktionspartnern
- 06/2018 **E. & F. Gabner GmbH**
Zurücklegung der Geschäftsführung
- 07/2016 – 06/2018 **E. & F. Gabner GmbH**
Geschäftsführung
- Operative Leitung
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 - Mitarbeiterführung
 - Finanzwesen
 - Berichterstattung an Gesellschafter
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Assistenz der Geschäftsführung
- Unterstützung in der Buchhaltung
 - Mitarbeit bei strategischen Zielsetzungen
 - Einstieg in die Mitarbeiterführung
 - Laufende Analysen und Reportings
 - Assistenz der Geschäftsführung bei laufenden Projekten
 - Eigenständige Kundenbetreuung
 - Selbstständige Sachbearbeitung
 - Eigenverantwortliche Verhandlungen mit Produktionspartnern
 - Kalkulation und Erstellung von Angeboten
 - Zeichnungsberechtigung (eigenständig) am Firmenkonto
- 05/2007 – 04/2010 **E. & F. Gabner GmbH**
Sachbearbeitung
- Laufende Analysen und Reportings
 - Assistenz der Geschäftsführung bei laufenden Projekten
 - Eigenständige Kundenbetreuung
 - Selbstständige Sachbearbeitung
 - Eigenverantwortliche Verhandlungen mit Produktionspartnern
 - Kalkulation und Erstellung von Angeboten
 - Zeichnungsberechtigung (eigenständig) am Firmenkonto
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- Interne Büroorganisation
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 - Anlernen der Sachbearbeitung

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AHE Seminarinstitut

03/2014

Seminar „Verkaufstraining“, AHE Seminarinstitut

Weitere Kenntnisse

Sprachen:

Deutsch – Muttersprache
Englisch – fließend in Wort und Schrift

Software:

MS Office – sehr gut
Adobe InDesign – Grundkenntnisse
Adobe Photoshop – Grundkenntnisse
MAGIX Music Maker – Grundkenntnisse
MAGIX Video Maker - Grundkenntnisse

Sonstige:

Führerscheinklasse B

Interessen

Tennis, Reisen, Lesen, Fußball, Speedminton