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**Leading with emotion: How leader expressions of gratitude and pride influence
followers' perception of and reactions towards their leader**

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Abstract

Abstract

This thesis investigates the role of positive emotions in organizations by contrasting the effects of leaders' pride and gratitude expressions, as well as peers' and leaders' expressions of self-referential and vicarious pride. Over the course of three empirical chapters, this thesis demonstrates differential observer perceptions of and reactions towards leaders (and peers) expressing these discrete positive emotions at work.

The first empirical chapter focuses on how followers' perceptions of leaders' expressions of pride and gratitude differentially impact follower ratings of leaders' trustworthiness (benevolence, integrity, and ability), and, ultimately, trust in the leader. In an experiment ($N = 271$) and a longitudinal field study ($N = 120$), leaders' expressions of pride were associated with lower perceived benevolence, while leaders' expressions of gratitude were associated with higher perceptions of benevolence and integrity. Based on theories about the social functions of emotions, this chapter qualifies previous research's generalized assumption of a positive link between leaders' positive emotion expression and followers' trust in leaders.

The second empirical chapter highlights the moral implications of leaders' pride and gratitude expressions by relating them to followers' perceptions of leaders' selfishness. Results from two experiments ($N = 261$; $N = 168$) and a field study ($N = 294$) showed differential indirect effects of leaders' gratitude and pride via perceptions of leader selfishness on follower satisfaction with, citizenship behavior towards, and intention to leave the leaders. The influence of ascribed selfishness on these leader outcomes was consistently stronger than on comparable organizational outcomes (i.e., job satisfaction, citizenship behavior towards and intention to leave the organization). The chapter discusses the implications of leaders' expressions of positive moral emotions as signals of outcome attributions on the one hand, and as antecedents to perceptions of leaders' selfishness on the other hand.

Abstract

The third empirical chapter contrasts the expression of self-referential pride with that of pride in others (i.e., vicarious pride), in both peer and leadership contexts. In two experiments ($N = 286$; $N = 309$) and a field study ($N = 210$), pride in the self related positively to ascribed agency and perceived autocratic leadership if expressed by peers, but only to the latter if expressed by leaders. For peers, pride in others related positively to ascribed communality and perceived democratic leadership, and could even reverse negative effects of pride in the self. For leaders however, the results primarily indicated negative relationships between self-referential pride and both communality and democratic leadership. This chapter provides first evidence that vicarious pride leads to different observer inferences than self-referential pride, and that these effects are moderated by the expresser's power position. These findings contribute to emotion research by outlining boundary conditions for asymmetrical effects of expressing pride at work.

In sum, this thesis promotes our understanding of discrete positive emotions in leadership and organizations by demonstrating the relevance of leaders' (and peers') pride and gratitude expressions for how observers differentially evaluate them and form attitudes towards them.

Kurzfassung (German abstract)

Kurzfassung (German abstract)

Die vorliegende Dissertation untersucht die Rolle positiver Emotionen in Organisationen. Hierzu vergleicht sie den Ausdruck von Stolz und Dankbarkeit bei Führungskräften, sowie den Ausdruck von selbstbezogenem und auf andere bezogenem Stolz bei Führungskräften und Kollegen. In drei empirischen Kapiteln zeigt die Dissertation auf, wie der Ausdruck dieser distinkten positiven Emotionen im Arbeitskontext bei Beobachtern zu unterschiedlichen Schlussfolgerungen und Reaktionen den ausdrückenden Führungskräften (und Kollegen) gegenüber führt.

Das erste empirische Kapitel fokussiert darauf, wie die Wahrnehmung des Ausdrucks von Stolz und Dankbarkeit von Führungskräften bei ihren Mitarbeitenden die Bewertung der Vertrauenswürdigkeit (Wohlwollen, Integrität, Fähigkeit) dieser Führungskräfte, und, letztendlich, das Vertrauen der Mitarbeitenden in die Führungskräfte beeinflusst. In einem Experiment ($N = 271$) und einer Längsschnittstudie im Feld ($N = 120$) stand der Ausdruck von Stolz durch Führungskräfte in Zusammenhang mit niedrigerem wahrgenommenem Wohlwollen; der Ausdruck von Dankbarkeit durch Führungskräfte hingegen hing mit höherem wahrgenommenem Wohlwollen und höherer Integrität zusammen. Basierend auf Theorien zur sozialen Funktion von Emotionen präzisiert dieses Kapitel die generalisierte Annahme in der bisherigen Forschung, dass es grundsätzlich einen positiven Zusammenhang zwischen positivem Emotionsausdruck der Führungskraft und dem Vertrauen der Mitarbeitenden in die Führungskraft gäbe.

Das zweite empirische Kapitel beleuchtet die moralischen Implikationen des Ausdrucks von Stolz und Dankbarkeit von Führungskräften, indem es diese mit der von den Mitarbeitenden wahrgenommenen Selbstbezogenheit der Führungskraft in Verbindung bringt. Die Ergebnisse zweier Experimente ($N = 261$; $N = 168$) und einer Feldstudie ($N = 294$) zeigten über die wahrgenommene Selbstbezogenheit vermittelte differenzielle indirekte

Kurzfassung (German abstract)

Effekte von Stolz und Dankbarkeit der Führungskräfte auf die Zufriedenheit der Mitarbeitenden mit den Führungskräften, freiwilliges Hilfeverhalten ihnen gegenüber, sowie auf die Absicht der Mitarbeitenden, die Führungskräfte zu verlassen. Der Einfluss zugeschriebener Selbstbezogenheit auf diese führungskräftebezogenen Variablen war deutlich stärker als auf vergleichbare organisationsbezogene Ergebnisse (d.h., Arbeitszufriedenheit, Hilfeverhalten der Organisation gegenüber, und Absichten, diese zu verlassen). Das Kapitel erläutert die Auswirkungen des Ausdrucks positiver moralischer Emotionen durch Führungskräfte, einerseits als Signale von Ergebniszuschreibungen und andererseits als Einflussfaktor auf die wahrgenommene Selbstbezogenheit von Führungskräften.

Das dritte empirische Kapitel vergleicht den Ausdruck von selbstbezogenem Stolz mit dem Ausdruck von Stolz, der auf andere bezogen ist (d.h., stellvertretendem Stolz), in Kollegen- und Führungskontexten. In zwei Experimenten ($N = 286$; $N = 309$) und einer Feldstudie ($N = 210$) hing selbstbezogener Stolz positiv mit zugeschriebenen agentischen Eigenschaften und wahrgenommener autokratischer Führung zusammen, wenn er von Kollegen ausgedrückt wurde; wurde er von Führungskräften ausgedrückt, so zeigte sich nur der letztere Zusammenhang. Für Kollegen hing Stolz auf andere positiv mit zugeschriebenen kommunalen Eigenschaften und wahrgenommener demokratischer Führung zusammen, und konnte sogar negative Auswirkungen von selbstbezogenem Stolz ausgleichen. Für Führungskräfte dagegen zeigten sich primär negative Zusammenhänge zwischen selbstbezogenem Stolz und kommunalen Eigenschaften sowie demokratischer Führung. Dieses Kapitel bietet somit erste empirische Evidenz dafür, dass selbstbezogener Stolz andere Inferenzen bei Beobachtern auslöst als Stolz auf andere, und dass diese Inferenzen von der hierarchischen Position der ausdrückenden Person moderiert werden. Diese Ergebnisse tragen durch das Aufzeigen von Randbedingungen für asymmetrische Effekte von Stolzausdruck im Arbeitskontext zur Emotionsforschung bei.

Kurzfassung (German abstract)

In Summe fördert diese Dissertation unser Verständnis für die Auswirkungen distinkter positiver Emotionen im Führungs- und Organisationskontext, indem sie die Relevanz des Ausdrucks von Stolz und Dankbarkeit durch Führungskräfte (und Kollegen) für Unterschiede in deren Evaluation und in der Einstellungsbildung ihnen gegenüber aufzeigt.

1 Introduction¹

Positive emotions are a central aspect of many situations in daily work-lives (Elfenbein, 2007). Whether one experiences pride for successfully completing a project, or gratitude towards co-workers for their help in doing so, positive emotions are ubiquitous at work. What is more, the expression of these positive emotions has tremendous influence on how we are seen by others in the workplace (Van Kleef, Homan, & Cheshin, 2012). Emotion expressions can determine how others perceive the expresser's interpretation of a given situation, as well as the expresser's character (Hareli & Hess, 2010, 2012; Hareli & Weiner, 2002), his or her intentions, and likely future behavior (Keltner & Haidt, 1999; Van Kleef, 2009).

Especially for leaders, emotion expressions and their management are crucial factors for success (Gooty, Connelly, Griffith, & Gupta, 2010; Connelly & Gooty, 2015; Humphrey, 2012; Kaplan, Cortina, Ruark, LaPort, & Nikolaidis, 2014), as they aim to motivate and mobilize followers towards the common accomplishment of organizational goals (Van Knippenberg & Van Kleef, 2016; Yukl, 2010). With leaders' emotion expressions impacting followers' evaluations of, attitudes towards, and behavior related to leaders, emotion expressions crucially affect the ability of leaders to achieve this aim successfully (Van Knippenberg & Van Kleef, 2016; Van Kleef et al., 2012).

Despite their influence in organizations, emotion expressions are often not at the forefront of practitioners' minds when asked what makes leaders successful (Ritzenhöfer, Brosi, & Welpe, 2015), and have become the focus of organizational scholars' attention only relatively recently (Ashkanasy & Dorris, 2017; Barsade & Gibson, 2007). In describing the

¹ This introduction is partly based on Ritzenhöfer, Brosi, Spörrle, & Welpe (2017a), Ritzenhöfer, Brosi, Spörrle, & Welpe (2017b), und Ritzenhöfer, Brosi, & Welpe (2018); the full references can be found in the Appendix.

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contribution of this thesis to research on emotions in organizations, I will first highlight the research gaps and research questions that are later addressed in the empirical chapters.

1.1 Motivation and research questions: Positive emotions in leadership

Notwithstanding the affective revolution that has swept through organizational research for the past decade (Ashkanasy & Dorris, 2017), work on positive leader emotions has mainly concentrated on general measures of affectivity, indicating that leaders' general positive affect fosters leadership effectiveness (Joseph, Dhanani, Shen, McHugh, & McCord, 2015). However, as discrete emotions such as pride and gratitude differ clearly from each other in their eliciting circumstances and underlying appraisals (Smith & Ellsworth, 1985), a more differentiated focus may build a clearer picture of the effects of discrete emotions and thus help avoid overly generalized statements and recommendations regarding organizational behavior (Gooty, Gavin, & Ashkanasy, 2009; Van Kleef et al., 2012).

In the case of negative emotion expressions, research has made headway in demonstrating their differential effects in the workplace (Lewis, 2000; Madera & Smith, 2009; Schaubroeck & Shao, 2012). However, evidence on contrasting discrete positive emotion expressions has long been lacking, as positive emotions have only recently been shown to be clearly differentiated regarding expressive display and relational themes (Campos, Shiota, Keltner, Gonzaga, & Goetz, 2013; Hertenstein, Keltner, App, Bulleit, & Jaskolka, 2006). Thus, research's previous focus on general positive affectivity and happiness, as the most general positive emotion elicited by positive situations (Ellsworth & Smith, 1988; Joseph et al., 2015), is increasingly being questioned (Hu & Kaplan, 2015; Shiota et al., 2017). In consequence, the experience of other discrete positive emotions, such as pride and gratitude, has recently been related theoretically (Hu & Kaplan, 2015) and empirically (Winslow, Hu,

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Kaplan, & Li, 2017) to different workplace behaviors and outcomes, thereby paving the way for investigations into the social effects of their expressions at work.

Leaders' pride and gratitude are especially interesting for investigations of leaders' interactions at work, because they both occur frequently in positive organizational situations (Elfenbein, 2007; Fehr, Fulmer, Awtrey, & Miller, 2017; Hu & Kaplan, 2015), but confer responsibility for the positive outcome to oneself or to others, respectively (Hu & Kaplan, 2015; Rudolph & Tscharaktschiew, 2014; Weiner, 1985). Such attributions of responsibility are a crucial factor in leader-follower-relationships, and may lead to conflict if leaders and followers do not agree on who is responsible for an organizational success (Martinko, Harvey, & Douglas, 2007). In the long term, conflicting claims of responsibility may critically influence the relationship between leaders and followers (Harvey, Madison, Martinko, Crook, & Crook, 2014).

One central aspect of leader-follower relationships that is likely to be impacted by emotion expressions is the level of trust in those relationships (Burke, Sims, Lazzara, & Salas, 2007; Dirks & Ferrin, 2002). The *experience* of discrete emotions has been shown to differentially relate to one's level of trust (Dunn & Schweitzer, 2005), and the trust followers accord their leaders has theoretically been related to leaders' emotional authenticity (Gardner, Fischer, & Hunt, 2009). Surprisingly, research has thus far failed to focus on the *expression* of discrete emotions and their underlying attributions in relation to trust. Given the centrality of attributions to leader-follower relationships (Martinko et al., 2007) and their close connection to affective processes (Weiner, 1985) in organizations, this presents a crucial oversight in organizational research (Harvey et al., 2014). Chapter 2 of this thesis therefore investigates the effects of leaders' expressions of pride and gratitude on followers' perceptions of leaders' trustworthiness and their resulting trust in the leader, to answer the following research question:

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Research question 1: Do leaders' expressions of pride and gratitude elicit different follower evaluations of leaders' trustworthiness and followers' trust in leaders?

Building on the findings in chapter 2 regarding the influence of leaders' emotion expressions on followers' evaluation of leaders' trustworthiness, chapter 3 delves further into the ascriptions that may underlie such effects. Previous work on leaders' emotion expressions called for the development of theory on the cognitive interpretations that follow leader emotion displays (Van Knippenberg & Van Kleef, 2016). The crucial cognitive differentiation in the occurrences of pride versus gratitude is the ascription of responsibility for a positive outcome, either to oneself (for pride) or to someone else (for gratitude) (Hu & Kaplan, 2015; Rudolph & Tscharktschiew, 2014). This differential attribution of successes is an important topic in the organizational context, and especially in the case of leader-follower-relationships, where it relates to considerations of ethics and fairness in acknowledging performance.

In highlighting the importance of leaders' moral conduct, organizational research has recently stressed the ethical role of leader emotions (Lindebaum, Geddes, & Gabriel, 2017). Another central dimension in considerations of leader ethicality is the perception of leader selfishness (Eisenbeiss & Brodbeck, 2014), as leaders are increasingly expected to honor followers' interests in order to fulfil role expectations of good leadership (Ciulla, 2009). Based on the close relation of pride and gratitude with a focus on the self versus others, chapter 3 investigates the role of follower-ascribed leader selfishness in leaders' expressions of these emotions. Additionally, it compares the effects on outcomes proximal to the leader (satisfaction with the leader, organizational citizenship behavior (OCB) towards the leader, and intention to leave the leader) with more distal outcomes that focus on the job or organization as a whole (job satisfaction, OCB towards the organization, and intention to leave the organization). Thus, chapter 3 investigates the research question of whether perceptions of leaders' selfishness underlie the effects of leaders' expressions of gratitude and

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pride on followers' reactions towards leaders, and whether these effects are confined to proximal leader outcomes, i.e., do not similarly affect organizational outcomes.

Research question 2: Do follower perceptions of leader selfishness underlie the differing effects of leaders' expressed pride and gratitude on follower reactions towards leaders, and do they also affect follower reactions towards organizations?

While the focus on pride and gratitude in chapters 2 and 3 allows for the investigation of differences between one self-focused and one other-focused positive emotion, chapter 4 introduces an extension of this research by comparing the same positive emotion when targeted either towards the self or towards others (Rudolph & Tscharaktschiew, 2014). Combining these two attributional underpinnings for one specific emotion, chapter 4 compares self-referential pride with vicarious pride, i.e., pride that is expressed on behalf of others. This allows for a clear focus on the target of an emotion without the additional factor of investigating two different emotions, and thereby highlights an area that has so far not received much research attention (Van Knippenberg & Van Kleef, 2016). Additionally, chapter 4 investigates these effects for two different hierarchical settings by contrasting leaders and peers expressing pride, as hierarchy may be a crucial moderator of the effectiveness of emotion expression strategies (Lindebaum & Jordan, 2012; Tiedens, Ellsworth, & Mesquita, 2000). In both settings, the chapter focuses on the outcomes of perceived agency and communality as two fundamental dimensions of person perception (Abele & Wojciszke, 2007) which are differentially impacted by pride expressions (Brosi, Spörrle, Welpel, & Heilman, 2016). Thus, the chapter investigates circumstances in which it may be possible to ameliorate negative effects of pride expressions on social perceptions (i.e., communality ascriptions) while still benefitting from their positive consequences in regards to agency ascriptions. Taken together, the studies in chapter 4 assess boundary conditions for the

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effects of expressing pride in organizations by highlighting the effects of expressers' power position and different targets of emotion expressions:

Research question 3: How do the expresser's power position and the target of pride expressions act as boundary conditions for positive and negative effects of expressing pride in organizations?

In sum, this dissertation investigates the role of pride and gratitude in followers' perception of leaders' trustworthiness, and their trust in leaders (chapter 2), the effects of leaders' pride and gratitude expressions on followers' perceptions of leaders' selfishness and, as a consequence, on satisfaction with, OCB towards, and intention to leave a leader or an organization (chapter 3), and lastly, the differential effects of vicarious and self-referential pride, expressed by leaders or peers, on perceptions of communal and agentic characteristics (chapter 4).

Therein, this thesis contributes to research on emotions in organizations in the following ways. In contrasting discrete positive emotions, rather than focusing on general positive versus negative affect (Joseph et al., 2015), it highlights the differential function of these emotions in leadership and organizations (Hu & Kaplan, 2015). It also specifically contributes to the often-neglected idea that not all positive emotions have equally positive effects in every context (Lindebaum & Jordan, 2012, 2014; Winslow et al., 2017). Therein, this thesis connects the social functions of discrete positive emotion expressions (Van Kleef, 2009) to the development of trust in leaders (Gardner et al., 2009) as well as to moral implications (Haidt, 2008) for attributions of selfishness in leader-follower relationships (Martinko et al., 2007). Furthermore, it specifically extends pride research (Horberg, Kraus, & Keltner, 2013; Wubben, De Cremer, & Van Dijk, 2012) by highlighting how different targets of pride, as well as the power position of those expressing it, may impact whether negative effects of expressing pride occur and, crucially, how they may be mitigated.

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Moreover, as the ability to influence others via emotion displays represents a facet of emotional intelligence (Côté & Hideg, 2011), understanding the consequences of one's emotion expressions represents a precondition for behaving in emotionally intelligent ways (Ashkanasy & Dorris, 2017). In demonstrating how expressions of pride and gratitude at work impact relationships with followers and peers, this thesis provides crucial advice for practitioners. The results of the three empirical chapters inform practitioners on how emotion expressions may be help- or harmful for building trust and perceptions of trustworthiness, how they impact follower attitudes and reactions towards leaders and organizations, and which signals they provide on the expresser's agentic and communal characteristics in peer and leadership contexts. Therein, they provide advice on how best to build social resources in organizational contexts by strengthening relationships and signaling positive attributes.

1.2 Theoretical background and core concepts

Emotion expressions in social interactions (Keltner & Haidt, 1999; Van Kleef, Van Doorn, Heerdink, & Koning, 2011) fulfil the function of building and maintaining social bonds and hierarchies by serving as affiliative or competitive signals (Fischer & Manstead, 2008; Niedenthal & Brauer, 2012). According to the emotions as social information (EASI) model (Van Kleef, 2009, 2014) observers' reactions to emotion expressions are driven via an inferential and an affective pathway. While the affective pathway depends on observers' emotional reaction to an expressed emotion, the inferential pathway is characterized by the cognitive inferences observers draw from an expressed emotion (Van Kleef, 2009). For example, expressions of gratitude towards others may lead to the cognitive inference that the expresser appreciated their contributions, while also fostering positive affect towards the expresser.

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The strength of both pathways' influence depends on observers' ability and motivation to process information inherent in an emotion expression, as well as on social-relational factors (Van Kleef, 2009). One such factor is the distribution of power or status in a relationship, as those with less power depend on those with more. This dependence would likely motivate those with lower power towards information processing (De Dreu & Van Kleef, 2004; Fiske, 1993; Van Kleef, De Dreu, & Manstead, 2004), thus making the inferential pathway especially influential in leader-follower relationships. The inferential pathway also tends to dominate as long as emotion expressions are appropriate for the given situation (Van Kleef, 2009), which positive leader emotions are likely to be: The expression of positive emotions is seen as generally appropriate in a large number of situations—for example, positive emotion is appropriate even when expressed in the context of negative feedback (Newcombe & Ashkanasy, 2002)—and those of high status are additionally given more leeway in regards to expectations of conduct (Porath, Overbeck, & Pearson, 2008). Based on these considerations, this thesis focuses on the inferential aspects of observers' reactions to leaders' positive emotion expressions.

The inferential perspective in the EASI model also allows for a focus on discrete emotions rather than on measures of general positive or negative affect (Van Kleef, 2009; Van Kleef et al., 2012). On the basis of affect as information theories (Schwarz & Clore, 1983), transposed to the interpersonal level (Van Knippenberg & Van Kleef, 2016), EASI posits that observers use others' emotion expression as an information source based on underlying appraisals. Appraisal and attribution theories of emotion (Frijda, 1986; Lazarus, 1991; Moors, Ellsworth, Scherer, & Frijda, 2013; Smith & Ellsworth, 1985; Weiner, 1985, 2014) describe discrete emotions as being elicited by how individuals evaluate a given situation in regards to their goals and well-being, with every emotion caused by a unique cluster of appraisals (Hareli & Hess, 2010, 2012; Hareli & Weiner, 2002). When emotions are expressed in social interactions, observers are able to reconstruct the underlying appraisals (De Melo, Carnevale,

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Read, & Gratch, 2014), and draw inferences on the eliciting situation as well as on the character, intentions, and likely behavior of the expresser (De Melo et al., 2014; Hareli, 2014; Hareli & Rafaeli, 2008). Thus, discrete emotions provide more specific information for observers to base their own reactions on (De Melo et al., 2014) than mood or trait affect, which relate to more general evaluations of positivity or negativity (Barsade & Gibson, 2007).

In organizational contexts, the discrete emotions of pride and gratitude represent an especially relevant source of information to observers, as they provide information on who is seen as responsible for a positive outcome at work. Individuals are generally motivated to search for the cause of successes or failures, and the question of whether a cause for success lies within the person expressing an emotion, or outside of them is often the most prominent basis for causal attributions (Weiner, 2014). Attributing a positive outcome to oneself or to others is therefore a distinction widely influential in the literature on emotion (Rudolph & Tscharaktschiew, 2014). It also represents the central differentiating factor of pride and gratitude, which are both associated with positively valenced feelings (Campos et al., 2013). While gratitude stems from the knowledge that others are responsible for a positive outcome the emotion expresser has benefitted from (McCullough, Kilpatrick, Emmons, & Larson, 2001; Tsang, 2006a), pride is underpinned by the attribution of a success to one's own efforts or competence (Leary, 2007; Martens & Tracy, 2013; Williams & DeSteno, 2008). Additionally, these emotions are associated with the fundamental functions of competing for status – in the case of pride – and affiliative relationship-building – in the case of gratitude – (Fischer & Manstead, 2008), and impact differing outcomes in the workplace (Hu & Kaplan, 2015; Winslow et al., 2017).

Gratitude generally arises when someone has benefitted from a positive outcome due to another person's actions, and especially so if these actions were voluntary, costly, and intentional (McCullough et al., 2001; McCullough, Kimeldorf, & Cohen, 2008). Due to the

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recognition of another's central role in one's own positive outcome, gratitude has been conceptualized as an other-praising emotion (Algoe & Haidt, 2009). It is often also categorized as a self-transcendent (Stellar et al., 2017) or moral emotion (McCullough et al., 2001), as it is associated with a focus on others, prosocial behavior, and wanting to give back (Campos et al., 2013). Seen from a social functional perspective, feelings and expressions of gratitude support the building and maintenance of relationships. They signal a social opportunity for cooperation as well as communal relationship norms to both the expresser and the observer, which in turn promote both sides behaving responsively to the other's needs and interests (Algoe, 2012; Algoe, Haidt, & Gable, 2008). In fact, feelings of gratitude are likely to have a lasting positive impact on relationships, beyond reciprocity norms and the "repayment" for a specific gratitude-inducing event (Algoe & Haidt, 2009; Algoe et al., 2008; Fredrickson, 2004; Tsang, 2006b) and over time strengthen the general experience of social support (Wood, Maltby, Gillett, Linley, & Joseph, 2008).

For the expresser, the experience of gratitude represents both a reaction to and an antecedent of altruistic behaviors (McCullough et al., 2001). It promotes reciprocal prosocial actions towards the original benefactor, even if it comes at a cost to oneself (Algoe & Haidt, 2009; Bartlett & DeSteno, 2006; Tsang, 2006a), and more so than general positive mood or other positive emotions such as amusement (Bartlett & DeSteno, 2006; Tsang, 2006a). Beyond simple reciprocity norms, gratitude directs attention towards others' positive attributes (Algoe et al., 2008), predicts helping towards previously uninvolved others (Bartlett & DeSteno, 2006; Grant & Gino, 2010; Nowak & Roch, 2007), and fosters the desire to contribute positively to society in general (Froh, Bono, & Emmons, 2010; Haidt, 2003). Expressing gratitude then rewards the observer for cooperating (McCullough et al., 2008; Morris & Keltner, 2000), and motivates them to help again in future, or to help third parties, by increasing their feelings of being socially valued (Grant & Gino, 2010). Expressions of

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gratitude are reliably communicated by touch (e.g., via handshakes, Hertenstein et al., 2006) and verbal expressions (e.g., “thank you,” “I am grateful,” Grant & Gino, 2010).

Gratitude is also an emotion often experienced at work (Elfenbein, 2007), and organizational scholars have recently begun to investigate gratitude specifically in work contexts (Fehr et al., 2017). Due to its association with group integration and relationship building (Algoe et al., 2008), gratitude is highly relevant to work in organizations, as teams represent the cornerstones of many modern work contexts and a lot of work successes are achieved in cooperation with others (Barkema, Baum, & Mannix, 2002; Burke et al., 2007; Fehr et al., 2017). Especially for leaders, gratitude may be an extremely powerful signal, as it is less expected of them (Tiedens et al., 2000), and benevolent acts may be perceived as especially morally relevant coming from high status individuals (McCullough et al., 2001).

In contrast to gratitude’s focus on others, pride is a self-referential emotion based on perceptions of one’s own control over personally or socially valued outcomes (Leary, 2007; Smith & Ellsworth, 1985). Therein, pride is based on inferences of how others evaluate the self and its social acceptability, thus playing a central role in regulating behavior towards socially desirable goals (Leary, 2007; Williams & DeSteno, 2008). Accordingly, feelings of pride are associated with having accomplished something and feeling able to take on new challenges (Campos et al., 2013). In consequence, pride motivates effortful, and even hedonically negative, behaviors in the self (Williams & DeSteno, 2008), furthering the likelihood of future achievements (Weidman, Tracy, & Elliot, 2016).

As is necessary to fulfil a social signaling function, pride can be reliably communicated to others (Campos et al., 2013; Tracy & Robins, 2004b, 2007). It is expressed through an expanded posture with the head tilted back and upwards, arms akimbo or raised above the head, and a low intensity smile (Tracy & Robins, 2004b, 2007). By signaling responsibility for positive outcomes, pride expressions indicate the expresser’s competence

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and expertise to observers, who may then learn from this knowledgeable other (Martens & Tracy, 2013; Martens, Tracy, & Shariff, 2012). Pride expressers also highlight their task-related leadership abilities and agency (Brosi et al., 2016). By regulating and signaling achievement behavior (Martens & Tracy, 2013; Weidman et al., 2016), pride functions to establish and maintain social status, i.e., an individual's position in a group's hierarchy (Fischer & Manstead, 2008; Martens et al., 2012). Pride expressions are consequently expected from those of high status, and those showing pride in turn are ascribed high status by observers (Shariff & Tracy, 2009; Tiedens et al., 2000; Williams & DeSteno, 2009), even when this is contrary to contextual information (Shariff, Tracy, & Marcusoff, 2012).

However, in order to heighten the expresser's group status, pride also possesses a social distancing function (Fischer & Manstead, 2008). It is related to a focus on distance between the self and others (Kitayama, Mesquita, & Karasawa, 2006), and increased feelings of dissimilarity to others, especially those perceived as weak (Oveis, Horberg, & Keltner, 2010). Consequently, pride expressions may present somewhat costly status signals (Martens et al., 2012), as they also signal self-interest (Horberg et al., 2013), low prosocial action tendencies (Fehr et al., 2017), low people-related leadership abilities, and low communality (Brosi et al., 2016).

Given the high relevance of achievement in work contexts (Bono, Glomb, Shen, Kim, & Koch, 2013), showing one's expertise by expressing pride nevertheless presents a viable strategy in pursuit of status and power at work (Tiedens et al., 2000). This may be especially relevant for leaders and those hoping to advance into leadership roles, as proud individuals have been shown to take up dominant positions in work groups (Williams & DeSteno, 2009) and to be accorded task-oriented leadership ability by observers (Brosi et al., 2016).

In summary, expressions of both pride and gratitude may be helpful to individuals in organizations, either regarding affiliation goals or in terms of status pursuit and maintenance.

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Both aspects are investigated in the three empirical chapters below, in contrasting self-focused pride with other-focused gratitude (and, in chapter 4, with other-focused pride).

1.2.1 Leaders' expressions of pride and gratitude impact followers' perceptions of leaders' trustworthiness and followers' trust

Chapter 2 investigates the role of leader pride and gratitude expressions in followers' evaluations of leaders' trustworthiness and trust. Followers' trust in leaders is a crucial aspect of effective leadership (Dirks & Ferrin, 2002; Gillespie & Mann, 2004), as it fosters factors central to work organizations, such as communication, commitment, in-role and extra-role performance (Burke et al, 2007; Colquitt, Scott, & LePine, 2007; Mayer & Gavin, 2005; Yang & Mossholder, 2010). In trusting their leader, followers are willing to make themselves vulnerable based on their perceptions of leaders' character in terms of trustworthiness (Mayer & Davis, 1999; Mayer, Davis, & Schoorman, 1995). Trustworthy leaders are those that followers perceive to be high in benevolence towards the follower, integrity regarding shared moral principles, and abilities relevant for the work domain (Burke et al., 2007; Colquitt et al., 2007; Mayer et al., 1995). Among the ways in which leaders may influence follower perceptions of trustworthiness, and consequently, follower trust, are their emotion expressions, as trust is closely linked to emotional considerations (Gillespie & Mann, 2004; McAllister, 1995; Schoorman, Mayer, & Davis, 2007).

Indeed, leaders' positive emotion expressions have been shown to enhance followers' trust in leaders (Gooty et al., 2010), but this may not be equally true for all discrete positive emotions (Fulmer & Gelfand, 2012). Due to the opposing attributions underlying pride and gratitude, there is reason to expect differential effects of leaders' expressions of pride and gratitude on trustworthiness, and consequently, trust. Gratitude is associated with behaviors likely to positively influence perceptions of benevolence, such as promoting others' welfare in

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responsive ways (Algoe et al., 2008; Stellar et al., 2017) and following communal relationship norms (Fehr et al., 2017). In contrast, pride is expressed to achieve status and thus related to increased distance from others (Kitayama et al., 2006; Oveis et al., 2010). Therefore, gratitude, rather than pride, is likely to be associated with perceptions of leader benevolence.

Similarly, expressing gratitude—rather than pride—should promote perceptions of leaders' integrity. Feelings of gratitude are associated with moral behavior towards others (McCullough et al., 2001), giving others their due in accomplishments, and encourage leaders to act according to self-transcendent values (Michie & Gooty, 2005). Pride, however, has been related to the expresser's focus on self-interest (Horberg et al., 2013). Therefore, impressions of integrity are likely higher for leaders expressing gratitude than for those expressing pride. In consequence, gratitude is likely to positively impact followers' trust in leaders through the trustworthiness dimensions related to others' interests and morality, namely benevolence and integrity, while pride likely has a negative effect through them.

However, in the trustworthiness facet of ability, trust is also dependent on perceived competence and should thus be positively impacted by pride's signal of expertise (Martens & Tracy, 2013; Tiedens et al., 2000). Gratitude denotes others' responsibility for a success, and signals this to observers. This signal may, at the same time, be perceived as the expresser not being responsible for the positive outcome (Tiedens et al., 2000). Therefore, pride should positively—and gratitude, negatively—impact the ability dimension of trustworthiness, and through it, trust. Taken together, chapter 2 therefore explores opposing indirect effects of leaders' expressed pride and gratitude, through the three facets of trustworthiness, on trust.

1.2.2 Moral aspects of pride and gratitude: How ascriptions of leader selfishness affect follower reactions

Again examining leaders' expressions of pride and gratitude, chapter 3 focuses on the role of ascriptions of leaders' selfishness as a mediating variable underlying the effects of pride and gratitude on followers' satisfaction, OCB and intention to leave. Selfishness is central to a number of morally undesirable organizational events, such as unethical employee behavior (Fu, 2014), unethical leadership (Eisenbeiss & Brodbeck, 2014), and organizational dysfunctionality (Jurkiewicz & Giacalone, 2016). For leaders, being seen as selfish may be especially detrimental, as followers increasingly hold leaders to high moral standards, and expect them to show concern for others' interests (Ciulla, 2009; Lindebaum et al., 2017).

As emotions represent a key influence in whether individuals act on moral standards (Michie & Gooty, 2005; Tangney, Stuewig, & Mashek, 2007), their expression also provides observers with relevant information for moral impression formation (Horberg et al., 2013). Specifically, expressions of pride and gratitude may lead followers to infer leaders' orientation towards the self or towards others (Rudolph & Tscharktschiew, 2014), as well as leaders' selfish tendencies (for pride) (Horberg et al., 2013), and reduced selfishness and willingness to consider others' interests (for gratitude) (DeSteno, Baumann, Bartlett, Williams, & Dickens, 2010; McCullough et al., 2001).

Following these considerations, leaders not conforming to followers' expectations in regard to selfishness may incur negative follower reactions (Tee, Paulsen, & Ashkanasy, 2013), such as reduced follower satisfaction with (Den Hartog, 2015) and citizenship behavior towards leaders (Naseer, Raja, Syed, Donia, & Darr, 2016). Leaders being perceived as unethical in terms of selfishness may even lead to followers contemplating to leave their leaders (Babalola, Stouten, & Euwema, 2014). Thus, perceptions of leaders' selfishness should underlie the opposing effects of pride and gratitude on followers' attitudes and

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behaviors towards leaders. What is more, these differential effects should be constrained to attitudes and behaviors proximal to leaders, and not affect more distal constructs like job satisfaction (Judge & Kammeyer-Mueller, 2012), citizenship behavior towards (Lavelle, Rupp, & Brockner, 2007) and intention to leave (Landry, Panaccio, & Vandenberghe, 2010) the organization in general. Thus, chapter 3 compares the effects of expressions of pride and gratitude on ascribed selfishness, and also examines differences in the influence of selfishness on leader-focused outcomes and outcomes with an organizational focus.

1.2.3 Ameliorating pride's negative effects through vicarious pride

Chapter 4 also contrasts positive emotional expressions based on self-focus with those based on other-focus, by comparing expressions of self-referential pride with expressions of pride in others. In its most common conceptualization as a self-conscious emotion, pride is based on the attribution of a positive outcome to oneself (Tracy & Robins, 2004a; Williams & DeSteno, 2008). However, pride may also be related to the concerns of someone other than the self in the form of vicarious pride, i.e., pride that is felt on behalf of others (Rudolph & Tschaktschew, 2014; Salice & Montes Sánchez, 2016; Weiner, 2014). In social interactions, expressing self-referential pride functions as a signal of one's own expertise (Martens & Tracy, 2013) and status (Shariff & Tracy, 2009). In contrast, expressing vicarious pride serves as a signal that others have achieved something valuable (Körner, Tschaktschew, Schindler, Schulz, & Rudolph, 2016).

In organizational contexts, both forms of pride are likely to offer highly relevant information to observers, as they may be seen as indicative of expresser's agency and communality. With agency characterized by competence and assertiveness, and communality by caring and connectedness to others (Brosi et al., 2016; Grant & Gino, 2010), both are relevant aspects of being successful in the workplace (Mok & De Cremer, 2016). Agency has

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long been seen as important for leadership (Do & Minbahian, 2014) and career success (Abele, 2003), but the relevance of communal traits for successful collaborations is also increasingly being acknowledged (Casciaro & Lobo, 2008). As self-referential pride is related to status and ability, expressing pride in oneself leads to perceptions of agency and task-related leadership behaviors, while at the same time reducing perceptions of communality and people-oriented leadership behavior (Brosi et al., 2016), as it is considered to indicate the expresser's self-interest (Horberg et al., 2013). In contrast, expressing pride in others ought to function as a signal for communality, as it acknowledges others' contributions (Körner et al., 2016; Salice & Montes Sánchez, 2016), thereby showing respect and concern for others' interests. At the same time, highlighting others' contributions in expressing vicarious pride may impact perceptions of agency less positively than expressing self-referential pride, as it gives no information regarding one's own contribution to a success.

Additionally, the strength of these effects may depend on the hierarchical position of the emotion expresser, as agentic attributes are closely connected to positions of power (Magee & Galinsky, 2008) and leadership (Do & Minbashian, 2014). As observers perceive leaders to be generally responsible for positive events, pride may not provide much additional information on an expresser's agency. At the same time, those of lower status expressing pride might provide an especially strong signal for their agency, as they express an emotion contrary to observers' expectations (Tiedens et al., 2000). Consequently, chapter 4 investigates the effects of self-referential and vicarious pride on perceptions of agency and communality when expressed in both peer and leadership contexts.

1.3 Research methods and data analysis

In order to comprehensively delineate the effects of emotion expressions in organizational contexts, the empirical chapters follow a mixed-method approach. Combining

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experiments and field studies allows for both external and internal validity of the overall research approach, which will be described below in more detail.

1.3.1 Experiments

Experimental vignette designs were employed in all chapters to permit causal interpretations of the observed relationships between independent and dependent variables (Antonakis, Bendahan, Jacquart, & Lalive, 2010). The experimental design allowed for a clear delineation of the different experimental conditions, as well as standardization between participants (Tsang, 2006b). In all studies, participants were randomly allocated to the different experimental conditions. The efficacy of the experimental manipulations was ensured by manipulation checks for each study.

Participants in each experiment across the three empirical chapters read a vignette text based on previous research, and rated the person described therein on the focal variables. In chapter 2, leader expressions of pride and gratitude were manipulated in the vignettes. Participants then imagined themselves as followers of this leader, consequently rating the leader's trustworthiness and their trust in the leader. In chapter 3, the hypothesized relationships were examined in two stages to establish a causal chain of experiments (Spencer, Zanna, & Fong, 2005). To establish perceived leader selfishness as a mediator of the effects of expressed gratitude and pride on satisfaction with the leader, the first experiment manipulated leader emotion expression, while the second experiment manipulated leader selfishness (Eden, Stone-Romero, & Rothstein, 2015). In chapter 4, expressions of self-focused and other-focused pride were manipulated to establish effects on perceived agency and communality across two experiments, first in a peer, and then in a leadership context.

In accordance with the experimental designs, data in chapters 2, 3 and 4 were investigated through analyses of variance (ANOVAs) to compare dependent variables' means

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between focal experimental (and control) conditions. The indirect effects proposed in chapters 2 and 3 were investigated with 5,000 bootstrap resamples in the PROCESS macro for SPSS (Hayes, 2013). In those chapters, overall model fit was assessed through confirmatory factor analyses (CFA) (Hu & Bentler, 1999). Chapter 3 also employed t-tests for the second experiment, which had only two experimental conditions, and compared the sizes of effects, using confidence intervals for standardized coefficients calculated with the MBESS package.

The samples in the experimental studies consisted largely of student participants, the majority of whom had current or previous work experience. Across the experiments in the three empirical chapters, 88% of the participants reported job experience from internships or part-time work. While vignettes have been criticized for eliciting too little involvement from participants (Aguinis & Bradley, 2014), the work experience in our samples led to the expectation of participants being able to relate the vignettes to their own experiences at work. This assumption also underlies previous research on emotions and leadership, where experimental vignettes are used extensively (Eberly & Fong, 2013; Madera & Smith, 2009; Newcombe & Ashkanasy, 2002), and has been empirically shown to be warranted (Fox, Spector, & Miles, 2001; Schaubroeck & Shao, 2012). However, questions of generalizability to work contexts may remain (Gooty et al., 2009). Therefore, all chapters complemented the experimental studies with field studies in actual organizational contexts.

1.3.2 Field studies

In being conducted in real-life organizational contexts, field studies present the opportunity to investigate hypothesized effects of emotion expressions in actual, pre-existing leader-follower and peer relationships. Additionally, in including participants from various industries, results are likely to be generalizable and not to be constrained to a specific industry or situation. While such field studies can be prone to biases due to the use of common sources

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and methods, all chapters undertook measurements at several points in time in order to decrease the likelihood of bias due to measuring predictor and criterion variables simultaneously (Podsakoff, MacKenzie, & Podsakoff, 2012).

Chapter 2 employed a longitudinal design with six times of measurement across a work week. Participants rated leader trustworthiness and their trust in leaders on Monday (T1) and Friday (T6) before work and leader emotion expressions after work every day from Monday (T2) to Thursday (T5). In the field studies of chapters 3 and 4, data were collected at two times of measurement, with a time lag of ten days to separate the measurement of predictor and criterion variables. In chapter 4, participants were, in addition, randomly assigned to rate either a peer or their leader at work.

Data for the field studies were analyzed using regression, in keeping with the nature of the research designs. In chapter 2, multiple regression analysis was used to investigate the direct effect of leaders' emotion expression (summed up as a formative measure across the four daily measures) on outcomes at T6, controlling for outcome levels at T1. Indirect effects were tested using residuals (computed from trustworthiness levels at T1 predicting trustworthiness at T6) as mediators. In chapter 2 and chapter 3, indirect effects were again analyzed with bootstrapping methods in PROCESS (Hayes, 2013). Chapter 3 used CFA to assess model fit, and employed multiple regression analyses to test direct effects of leaders' emotion expressions on outcomes. Additionally, coefficients in chapter 3 were compared using 95% confidence intervals for standardized beta coefficients computed in MBESS. In chapter 4, moderated hierarchical multiple regression analyses were used to test hypotheses.

The samples of the field studies in all empirical chapters consisted of participants who were currently employed and working with a leader (or, in the case of chapter 4, either a peer or a leader), whom they rated regarding his or her emotion expressions at work. The samples were recruited from a variety of industries, and participants worked in diverse functions in their respective companies.

1.4 Thesis structure and main results

Over the course of the following three empirical chapters, this thesis investigates the inferences that observers draw from expressions of gratitude and pride. Therein, it highlights the effects of emotion expressions on observers’ perceptions of the expresser as well as observers’ subsequent reactions and attitudes towards them. While all chapters investigate followers’ reactions to leaders’ emotion expressions, chapter 4 additionally focuses on peer contexts. Figure 1.1 depicts an overview of the focal variables in each of the three chapters. The main findings of these chapters are summarized below.

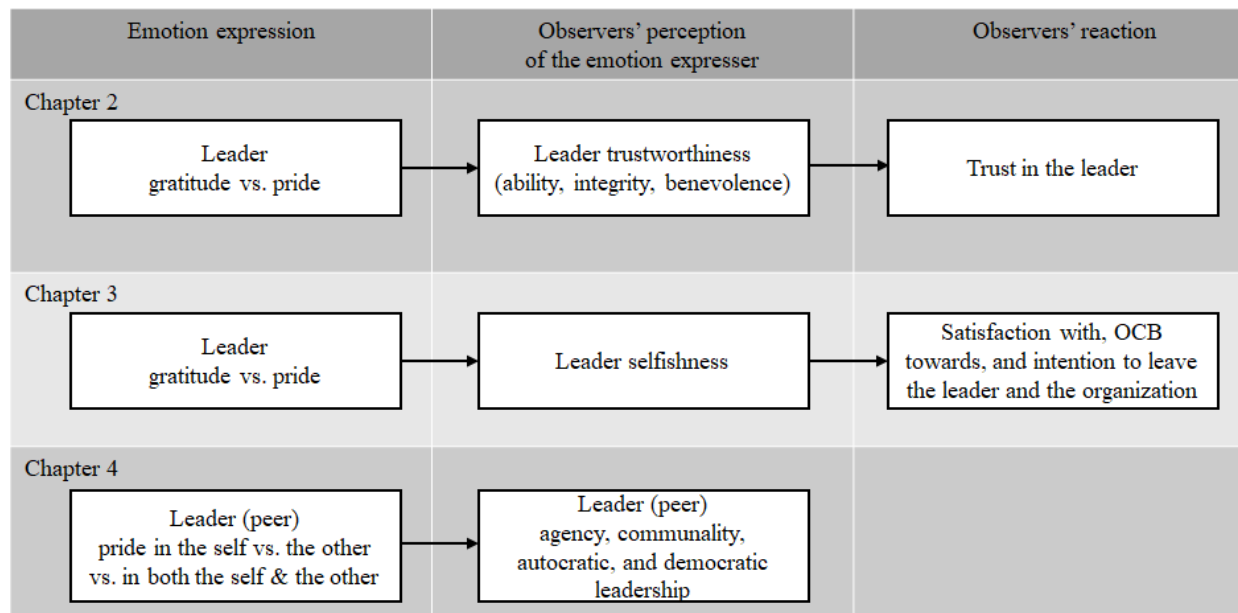


Figure 1.1. Overview of the variables and relationships investigated in chapters 2, 3, and 4 of this thesis.

Chapter 2 showcases that followers do in fact evaluate leaders’ trustworthiness differently depending on whether leaders express pride or gratitude, which also translates into indirect effects on followers’ trust in leaders. In an experiment and a longitudinal field study, leaders’ expressions of pride were consistently associated with lower follower ratings of leaders’ benevolence, while expressions of gratitude were associated with higher ratings of

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benevolence and integrity. Unexpectedly, the hypothesized positive effect of expressing pride on perceptions of leaders' ability did not occur in either study.

Chapter 3 demonstrates how perceptions of leaders' selfishness underlie differences in follower reactions to leaders' expressions of gratitude and pride. In two experiments and a field study, leaders' expressions of gratitude lowered followers' ascriptions of selfishness, while expressions of pride fostered them, leading to differential indirect effects on satisfaction with the leader. In line, gratitude expressions in the field study also indirectly fueled OCB towards the leader, while leaders' pride indirectly reduced it. Moreover, leaders' expressions of gratitude indirectly lowered followers' intention to leave the leader, while leaders' pride indirectly heightened it. Across the studies, perceived leader selfishness influenced attitudes and behavior towards leaders more strongly than attitudes and behavior towards organizations.

Chapter 4 highlights the circumstances under which negative social consequences of self-referential pride can be ameliorated by including others as the target of one's pride expression. Across two experiments and a field study, pride in the self was positively, and independently from pride in others, related to ascribed agency and autocratic leadership for peers. For leaders, only the latter relationship was present. Pride in others was positively, and pride in the self negatively related to communal characteristics for peers. What is more, expressing pride in others indeed ameliorated the negative effects of pride in the self when both were expressed simultaneously. For leaders however, the results primarily indicated negative relationships between pride in the self and communal characteristics.

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2 Leader pride and gratitude differentially impact follower trust

Abstract

Purpose – Current research suggests a positive link between followers’ perceptions of their leaders’ expression of positive emotions and followers’ trust in their leaders. Based on the theories about the social function of emotions, the authors aim to qualify this generalized assumption. The purpose of this paper is to demonstrate that followers’ perceptions of leaders’ expressions of specific positive emotions—namely, pride and gratitude—differentially influence follower ratings of leaders’ trustworthiness (benevolence, integrity, and ability), and, ultimately, trust in the leader.

Design/methodology/approach – The hypotheses were tested using a multimethod approach combining experimental evidence ($N = 271$) with longitudinal field data ($N = 120$).

Findings – Both when experimentally manipulating leaders’ emotion expressions and when measuring followers’ perceptions of leaders’ emotion expressions, this research found leaders’ expressions of pride to be consistently associated with lower perceived benevolence, while leaders’ expressions of gratitude were associated with higher perceptions of benevolence and integrity.

Originality/value – This paper theoretically and empirically establishes that leaders’ expressions of discrete positive emotions differentially influence followers’ trust in the leader via trustworthiness perceptions.

Keywords Emotions, Leadership, Trustworthiness, Pride, Gratitude, Trust

Paper type Research paper

Leader pride and gratitude

Note:

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Satisfied with the job, but not with the boss

3 Satisfied with the job, but not with the boss: Leaders' expressions of gratitude and pride differentially signal leader selfishness, resulting in differing levels of followers' satisfaction

Abstract

Setting out to understand the effects of positive moral emotions in leadership, this research examines the consequences of leaders' expressions of gratitude and pride for their followers. In two experimental vignette studies ($N = 261$; $N = 168$) and a field study ($N = 294$), leaders' gratitude expressions showed a positive effect and leaders' pride expressions showed a negative effect on followers' ascriptions of leader selfishness. Thereby, leaders' gratitude expression indirectly led to higher follower satisfaction with and OCB towards the leader, while leaders' pride expressions indirectly reduced satisfaction with and OCB towards the leader. Furthermore, leaders' expressions of gratitude indirectly reduced followers' intentions to leave the leader, while leaders' expressions of pride indirectly fuelled them. Although ascriptions of selfishness consistently influenced these leader outcomes more strongly than comparable organizational outcomes, results on organizational outcomes were mixed. While leaders' expressions of gratitude led, as expected, to higher job satisfaction and lower turnover intentions, leaders' expressions of pride showed positive relations with both OCB towards the organization and intentions to leave the organization. We discuss the theoretical implications of leaders' expressions of positive moral emotions as signals of outcome attributions, as well as leaders' selfishness and practical implications that help leaders build followers' satisfaction and positive leader–follower relationships.

Keywords Emotion expression; Gratitude; Job satisfaction; Leadership; Pride; Satisfaction with the leader; Selfishness

Article type Full research paper

Satisfied with the job, but not with the boss

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Share your pride

4 Share your pride: How expressing pride in the self and others heightens the perception of agentic and communal characteristics

Abstract

We reevaluate the proposition that pride expressions relate positively to ascriptions of agency and negatively to communality by studying self-referential pride and vicarious pride in others. While both signal a positive outcome, they differ in attributing it to one's own or others' efforts. Based on these differential attributions, we assume that the asymmetric pattern found for pride pertains to self-referential pride, whereas pride in others relates positively to communal dimensions and could even reverse the negative effect of self-referential pride. We examined expressions of self-referential and vicarious pride in two experiments ($N_1 = 286$, $N_2 = 309$) and a field study ($N_3 = 210$) in peer and leadership contexts. We found pride in the self to relate positively (and independently from expressions of pride in others) to ascribed agency and autocratic leadership for peers, but only to the latter for leaders. For peers, pride in others was found to relate positively with communality and democratic leadership, and could even reverse negative effects of pride in the self. For leaders, the results primarily showed a negative relationship between pride in the self and both communality and democratic leadership. Our results provide first evidence that vicarious pride affects outcomes differently than self-referential pride, and integrate expressers' power position as a critical moderator. Therein, we contribute to emotion research in outlining boundary conditions for the asymmetrical effects of expressing pride, thus helping individuals to anticipate the effects of self-referential or vicarious pride in peer and leadership contexts.

Keywords pride in the self; pride in others; emotion expression; agency; communality; autocratic leadership; democratic leadership

Share your pride

Note:

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5 Overall conclusion²

Over the course of three empirical chapters, this thesis contributes to knowledge on how leaders' expressions of pride and gratitude influence followers' trust and their perceptions of leaders' trustworthiness (chapter 2), followers' impressions of their leaders' selfishness and resulting attitudes and reactions towards leaders and organizations (chapter 3), as well as how self-referential and vicarious pride result in different evaluations of agency and communality in peer and leadership contexts (chapter 4). The main results of the thesis are summarized in the following.

5.1 Summary of findings

In chapter 2, the data revealed differential effects of leaders' expressions of pride and gratitude on followers' perceptions of leaders' benevolence, integrity, and ability, and followers' trust in their leaders. Across an experiment and a longitudinal field study, there were consistent negative effects of pride and positive effects of gratitude on perceived benevolence and a positive association between gratitude and perceived integrity. Unexpectedly, ability was not positively influenced by pride expressions.

In chapter 3, results from two experiments and a field study indicated that leaders' expressions of gratitude and pride differentially affected ascribed leader selfishness, with gratitude lowering ascriptions of selfishness and pride heightening them. Ascriptions of selfishness led to positive indirect effects of gratitude and negative indirect effects of pride on followers' satisfaction with the leader and OCB towards the leader. Moreover, expressions of gratitude also indirectly lowered follower intentions to leave the leader, while leaders' pride expressions indirectly increased them. While perceived leader selfishness influenced leader-focused outcomes more strongly than organizational outcomes, the results provided a

² This conclusion is partly based on Ritzenhöfer, Brosi, Spörrle, & Welppe (2017a), Ritzenhöfer, Brosi, Spörrle, & Welppe (2017b), und Ritzenhöfer, Brosi, & Welppe (2018); the full references can be found in the Appendix.

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somewhat mixed picture for the direct effects of leaders' emotion expressions on organizational outcomes. In the experiments, expressions of gratitude and pride did not heighten job satisfaction, but for gratitude, the field study supported the proposed positive direct effect on job satisfaction, and the negative effect on intention to leave the organization. For pride, the field study revealed a mixed picture, with pride expressions being positively associated both with OCB towards the organization, and with intentions to leave it.

In chapter 4, pride in the self was positively related to perceptions of agency and autocratic leadership for peers, a relationship that held true independently from the effects of pride in others. For peers, pride in the self was also negatively related to communal characteristics, while pride in others was positively related to them. What is more, expressing pride in others could reverse the negative effects of pride in the self. For leaders however, only the relationship between self-referential pride and autocratic leadership was present regarding agentic dimensions, and the results primarily showed negative effects of pride in the self for both communality and democratic leadership. While these effects were broadly consistent between the studies in chapter 4, there were also some differences between experimental and field results. First, expressing pride in others was positively associated with agency for both peers and leaders in the field, but not in the experiments. Second, while no gender effects were found in the experiments, the field study showed that for pride in the self (when not expressing pride in others), the positive effect on autocratic leadership was most pronounced for women, while the negative effect on democratic leadership was most pronounced for men.

5.2 Implications for theory

In highlighting differential effects of the expressions of pride and gratitude at work, this thesis makes several contributions to theory, relating to the role and consequences of these discrete positive emotions in organizations and leadership (Hu & Kaplan, 2015).

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Overall, the results of this thesis support the EASI model's idea of observers drawing specific inferences from expressions of discrete positive emotions (Van Kleef, 2009), and of these emotions serving distinct social functions (Fischer & Manstead, 2008) in organizational contexts. Chapter 2 shows leader expressions of pride and gratitude to represent social signals with differential consequences on followers' perceptions of leaders' trustworthiness (Burke, Sims, Lazzara, & Salas, 2007). Therein, it furthers the emerging discourse on how emotions affect trust formation in leadership (Gardner, Fischer, & Hunt, 2009). Expressing gratitude leading to higher ascriptions of benevolence and integrity supports previous literature on gratitude's affiliative function (Fischer & Manstead, 2008) in building and maintaining relationships (Algoe, Haidt, & Gable, 2008). In the same vein, the negative influence of expressing pride on followers' ratings of benevolence corresponds with the previously proposed social distancing function of that emotion, which may serve to maintain hierarchies in groups (Fischer & Manstead, 2008). However, the non-significant effect of expressed pride on ratings of ability shows that, despite the well-established association between pride and expertise (Martens & Tracy, 2013), there may be more complex expectations on how such hierarchies function in organizational contexts. As followers increasingly expect leaders to credit followers' contributions (Podsakoff, Bommer, Podsakoff, & MacKenzie, 2006) and promote shared, rather than personal, interests (Tee, Paulsen, & Ashkanasy, 2013), they may perceive leaders who express pride (and thus take credit for a positive outcome at the expense of followers) as lacking leadership ability, irrespective of their task-related expertise.

Chapter 3 builds further on this contrast between signals of attunement to followers' versus leaders' own interests. In focusing on pride and gratitude as signals of leaders' selfishness, chapter 3 extends the emerging literature on the moral role of emotions in leadership (Lindebaum, Geddes, & Gabriel, 2017), complementing previous findings on negative moral emotions (Taylor, 2014). In providing evidence that the expressions of pride and gratitude differentially influence followers' perceptions of leaders' selfishness, results

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indicate that ascriptions of ethicality crucially depend on whether leaders grant or claim credit for successes, and that expressions of pride and gratitude contain strong signals regarding unethical conduct in terms of selfishness. This research therein also extends work on attribution theory in leadership (Martinko, Harvey, & Douglas, 2007) by relating it to the social and moral functions of emotions (Haidt, 2008; Van Kleef, 2009). Research on attribution theory has found that a stable tendency of followers to attribute successes to themselves is associated with higher conflict between leaders and followers (Harvey & Martinko, 2009). This thesis indicates that expressions of gratitude and pride may well be one of the mechanisms that communicate such attribution tendencies for leaders as well as followers. The results of chapter 3 also support previous work on the relationship between performance signals and ethical signals in leadership. Complementing findings that unethical behaviours more often remain unchallenged if performance is high (Quade, Greenbaum, & Petrenko, 2017), our results showed the negative effects of pride expressions via selfishness to be much smaller on organizational than on leader outcomes. While leaders' pride expressions signalled selfishness and were positively associated with followers' turnover intentions, they nevertheless also positively related to followers' OCB towards both their leader and the organization.

Chapter 4 extends knowledge on the role of emotions in organizations by investigating one discrete positive emotion with both a focus on the self and a focus on others. In showing that the positive emotion of pride can lead to asymmetrical effects, depending on the referent of the expression (i.e., pride in the self or others), as well as the outcome (i.e., agentic or communal dimensions), it answers to the criticism that emotion literature often only explores symmetrical outcomes of emotions (Lindebaum & Jordan, 2012, 2014; Winslow, Hu, Kaplan, & Li, 2017). Lastly, chapter 4 also complements findings on the negative social effects of achievement-related pride (Brosi, Spörrle, Welpel, & Heilman, 2016) by highlighting the circumstances under which these may be mitigated. The results indicate that pride expressions

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which explicitly include others may help reduce negative perceptions of expressers' prosocial attributes, at least for peers. Therein, this chapter also illuminates a further boundary condition of the effects of pride. Following calls to integrate hierarchical status in emotions research (Lindebaum & Jordan, 2012), the findings show that pride expressions are indeed perceived differently depending on hierarchical context, as peers profited more from mitigating effects of other-oriented pride than leaders did.

5.3 Implications for practice

Based on the findings from chapters 2 through 4, this thesis offers several implications for organizational practice. As the findings indicate that pride and gratitude expressions may differ in the desirability of their consequences, those working in organizations ought to understand these connections. Such knowledge is often not at the forefront of practitioners' minds when thinking about what makes leaders effective (Ritzenhöfer, Brosi, & Welp, 2015). However, it is especially relevant for leaders, as the results of this thesis demonstrate that leaders may be facing other—and at times, more demanding—expectations from observers than peers do, despite previous research indicating more leeway in expectations of conduct for high status individuals (Porath, Overbeck, & Pearson, 2008).

In many cases, practitioners as well as researchers also focus more strongly on the effects of negative emotions (Baumeister, Bratslavsky, Finkenauer, & Vohs, 2001), and expect that expressing any discrete positive emotion leads to similarly positive outcomes (Lindebaum & Jordan, 2012). As chapter 3 shows, this expectation may be correct at times, as leaders' pride and gratitude expressions both had positive direct effects on followers' OCB. However, for followers' attitudes towards leaders, expressions of pride and gratitude may lead to crucial differences, as indicated in both chapter 2 and chapter 3. As conflicts in leader-follower relationships often stem from opposing attributions of positive outcomes (Martinko et al., 2007), leaders who claim successes for themselves in expressing pride may inadvertently harm their relationship with their followers. At the same time, in showing

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gratitude, and thereby considering followers' interests in their leadership approach (Ciulla, 2009), leaders may effectively foster relationships with their followers. In particular, leaders should be aware that expressions of gratitude foster followers' perceptions of leaders' trustworthiness and followers' trust in them (chapter 2), as well as their satisfaction and OCB towards leaders, while also reducing intentions to leave these leaders (chapter 3). In contrast, leaders' expressions of pride can lower perceptions of leaders' trustworthiness and trust (chapter 2), reduce followers' satisfaction with the leader and promote intentions to leave—despite also fostering followers' OCB (chapter 3).

Lastly, chapter 4 indicates that negative social effects of pride are mitigated more easily in peer than in leader contexts. Peers were able to signal agency by expressing pride in the self and others, which also led to high ascriptions of communality and democratic leadership. Leaders, however, experienced mainly negative outcomes when including self-referential pride in their expression, and may thus be best advised to solely express pride in their followers.

In sum, our results support the notion that leaders need to understand and manage not only their followers' emotions (Eisenbeiss & Van Knippenberg, 2015), but also their own emotion expressions (Kaplan, Cortina, Ruark, LaPort, & Nicolaidis, 2014). In being aware of the effects of their emotion expressions, leaders may be able to better predict followers' inferences from and reactions to specific emotion expressions, and may be then able to either show emotions conducive to positive inferences or provide additional information to influence the resulting reactions (Hareli, 2014). In highlighting the consequences of expressions of pride and gratitude for followers' evaluations of leader attributes and follower attitudes towards leaders, this thesis supports leaders in building strong relationships with their followers, and thus, in fostering effective leadership (Van Knippenberg & Van Kleef, 2016).

5.4 Directions for future research

Based on the results and limitations of the studies discussed in the empirical chapters, several avenues for future research present themselves. First, future work may extend these results by delving deeper into the effects of pride and gratitude as well as related emotion expressions. Due to the prevalent conceptualizations in previous research, we investigated pride and gratitude on an individual level (Algoe & Haidt, 2009; Leary, 2007; Williams & DeSteno, 2008). However, following a shared success, both pride and gratitude may also be experienced on group and organizational levels, and may then signal different information from their individual-level equivalents (Hu & Kaplan, 2015; Fehr, Fulmer, Awtrey, & Miller, 2017). Future studies could therefore go beyond the investigation of individual vicarious pride, and relate the findings of this thesis to pride and gratitude that are felt collectively (Ashkanasy, Humphrey, & Huy, 2017). Therein, leaders' emotion expressions may be viewed differently if they are shared by members of the team, and may depend on how prototypical leaders are for their respective work group or organization, i.e., how much they are perceived as a group member (Stellar et al., 2017; Van Knippenberg & Van Kleef, 2016).

Additionally, future work may look at how effects differ for expressions of pride that are perceived as authentic versus hubristic (Tracy & Robins, 2007b). These two forms of pride were not the focus of this thesis, as bodily expressions do not differentiate between them (Tracy & Robins, 2007a). However, observers do tend to infer authentic or hubristic pride from the same nonverbal expression if they are given contextual information on the expresser's arrogance or effort prior to a successful outcome (Tracy & Prehn, 2012). Therefore, it would be interesting to further investigate the additional cues leaders might give in order to be perceived as authentically proud, as authentic pride has been related to more desirable consequences than hubristic pride (Tracy & Robins, 2014). Relatedly, one strategy that may lead to inferences of hubristic rather than authentic pride, is trying to cover or camouflage pride with humility. Following from research on humblebragging, masking

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bragging with a complaint or humility is perceived as less sincere, leading to reductions in perceived competence and liking (Sezer, Gino, & Norton, 2018). Therefore, the attempt to cover expressions of pride with humility may be perceived as an indication of pride being hubristic, and therein reduce the positive effects of pride expressions on agentic dimensions, while also exacerbating its negative effects on communal and social aspects.

Further building on this thesis' findings on other-oriented emotions, future work could directly compare the effects of expressed gratitude and vicarious pride on social evaluations of expressers. The comparison of vicarious pride and gratitude would show if both emotions' signals of other-orientation are equally strong, despite gratitude being linked to social considerations in general, and pride to attributions of effort and competence. Research could also integrate related other-oriented emotions, such as admiration or indebtedness. As admiration is more closely associated with perceptions of personal sacrifice than pride in others (Körner, Tscharaktschiew, Schindler, Schulz, & Rudolph, 2016), positive effects could be similar or even stronger on outcomes related to considerations of others' interests. In contrast, indebtedness may have less positive effects on such outcomes compared to gratitude, as it is more negatively valenced and related to avoidance motivation (McCullough, Kimeldorf, & Cohen, 2008; Tsang, 2006). For observers drawing inferences from emotion expressions, indebtedness may thus send a less positive social signal than gratitude.

Second, future research may further answer the call to incorporate context in the study of emotion (Van Kleef, Homan, & Cheshin, 2012; Van Knippenberg & Van Kleef, 2016). This thesis analyzed effects across a range of contexts in the field studies to ensure generalizability, and explicitly tested the moderating effects of peer versus leadership contexts. However, there is ample opportunity for future research to delineate other contextual boundary conditions of the effects presented in this thesis (Lindebaum & Jordan, 2012; Nielsen & Miraglia, 2017). For example, the diagnostic value of pride regarding moral characteristics of the expresser may be less pronounced in cases where the situation itself is

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judged to be competitive in nature, such as during sporting competitions (Horberg, Kraus, & Keltner, 2013). Conversely, self-referential pride expressions may be even more influential in cultures where there are norms discouraging self-promotion, and where affiliative emotions may be seen as more appropriate than distancing ones (Fischer & Manstead, 2008). Therefore, a replication in cultural contexts that value interconnectedness over independence (Kitayama, Markus, & Kurokawa, 2000; Kitayama, Mesquita, & Karasawa, 2006) may be of interest. Therein, future work might also investigate whether expressing pride in others would be able to carry a culturally appropriate signal of interconnectedness, and thereby lead to comparably positive outcomes to gratitude.

Third, in addition to situational context moderators, future research on boundary conditions should delve deeper into the moderating effects of expresser characteristics (Van Knippenberg & Van Kleef, 2016). One crucial personal characteristic is expresser's sex, as much of the literature indicates its central role in how followers react to leaders' expressions of emotions (Brescoll, 2016; Lewis, 2000; Schaubroeck & Shao, 2012; Tiedens, Ellsworth, & Mesquita, 2000). While the effects of leader sex were not the main focus of this thesis, all chapters controlled for leaders' sex, but uncovered only two moderation effects (in chapter 4). While these were in line with previous work, further research is necessary to validate their generalizability in reactions to pride expressions at work.

Expressers' emotional intelligence may be another person-specific moderator worth investigating, as emotional intelligence may help leaders to optimize their emotion expressions at work. This may aid them in minimizing negative effects of emotional labor (Humphrey, Pollack, & Hawver, 2008), in judging how best to motivate followers with an appropriate emotion expression (Côté & Hideg, 2011) and in avoiding being perceived as inauthentic by followers (Gardner et al., 2009). In further connecting the results of this thesis to leaders' emotional intelligence, future research may provide additional foundations for leaders to lead most effectively with emotion expressions.

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Fourth, future work ought to investigate additional mediators of the effects demonstrated in this thesis, for example by directly assessing the dimensions of appraisal assumed to underlie observers' inferences. What is more, inferences need not be the only underlying mechanism for reactions to others' emotion expressions (Hareli, 2014; Van Kleef, 2009). As the indirect effects found in chapter 3 were not always complete mediations, the results indicate additional mechanisms underlying the effects of expressed pride and gratitude on outcomes. According to the EASI model, followers' reactions on the affective pathway could complement inferences in driving followers' reactions to leaders' emotion expressions (De Melo, Carnevale, Read, & Gratch, 2014; Van Knippenberg & Van Kleef, 2016), thus indicating promising avenues for future investigations. The choice to investigate selfishness as mediator was based on theoretical considerations, as self-interest has been associated with pride (Horberg et al., 2013) and other-orientation with gratitude (Rudolph & Tscharktschiew, 2014). However, related non-emotional constructs such as perceptions of distributive or interpersonal fairness (Colquitt, 2001; Van Knippenberg & Van Kleef, 2016) may be similarly impacted by leaders' emotion expressions, and therefore other potentially relevant mediators in determining how followers evaluate leaders and experience their relationship with them.

Fifth, some methodological suggestions for future studies remain. As follower perceptions proximally drive their reactions to leaders' emotion expressions (Van Kleef, 2009), the field studies in this thesis focused on follower ratings of leader emotion expressions, thereby relying on one source of data. Future research would profit from extending our findings using both leaders' and followers' ratings of leaders' emotion expressions. Additionally, measures such as bodily expressions coded from video material would allow for objective comparisons in case of potential disagreements between leaders' and followers' perceptions of leaders' emotion expressions (Barr & Kleck, 1995). Examining leaders and followers in parallel would also help to answer questions regarding possible

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differences between followers' perceptions and leaders' self-reports of selfishness. While pride expressions communicate selfish concerns to observers, future research needs to validate these signals as indicators of an underlying reality, such as leaders' self-reported selfish motives (Horberg et al., 2013), or even measures of selfish behaviour. Gratitude expressions may likewise be investigated in such studies, as leaders' strategic displays of gratitude in fact could be used to exploit followers (Stellar et al., 2017), and thus represent inaccurate signals of leaders' unselfish intentions.

Finally, future work could follow calls to incorporate time in studies of emotion (Van Kleef et al., 2012). While the field studies in this thesis investigated relationships across two measurement points to temporally separate predictor and criterion variables (chapters 3 and 4), and implemented a longitudinal design across a week at work (chapter 2), other designs may offer additional insights. For instance, event sampling studies may be used to more clearly differentiate leaders' expressions of gratitude and pride in the field context, and to specifically examine situational contexts as a moderator (Nielsen & Miraglia, 2017). What is more, longitudinal designs spanning longer periods may uncover cumulative effects, as positive emotions gain influence over time (Hu & Kaplan, 2015), and investigate the possibility of non-linear relationships between emotion expressions and outcomes (Lindebaum & Jordan, 2012). Therein, studies could answer the questions of whether it is possible to maintain recurring expressions of gratitude over time (Fehr et al., 2017), and whether such expressions retain their efficacy long-term in everyday interactions (Algoe, 2012) or are especially effective in new relationships (McCullough et al., 2008). In combining longitudinal designs with parallel ratings from leaders and followers, research could also include reciprocal influences over time, such as emotion cycles in work groups (Hareli & Rafaeli, 2008; Van Knippenberg & Van Kleef, 2016).

5.5 Concluding remarks

In conclusion, across a series of three empirical papers, this thesis contributes to the understanding of how expressions of discrete positive emotions at work influence inferences about and reactions towards the expressers. The results demonstrate that expressions of pride and gratitude crucially influence follower perceptions of leaders, and, through them, followers' attitudes and reactions towards leaders. Therein, the results contribute to theory on the social and moral role of emotions in leadership, as well as the boundary conditions of their effects. This thesis thereby also provides advice to practitioners on how their expressions of pride and gratitude may help or hinder them in leadership roles as well as among peers. Based on its empirical results, the thesis then indicates avenues for future research on emotions in organizations.

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6 Appendix: References for the empirical chapters

6.1 Reference for chapter 2

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6.3 Reference for chapter 4

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