PhD scholarships 2024/25

Centre name: Centre for Leadership and Followership

The Centre for Leadership and Followership offers a vibrant, international community of scholars who seek to understand 'who leads, and who follows' in organisations as well as the intersection of this research with key organisational behaviour topics such as identity, trust, and social networks. An important aspect of our centre is collaboration and mentorship. We have events with renowned international speakers, and work in international collaborations—all for the purpose of advancing the study of leadership and followership. Find out more about our Centre on the [Business School website](#).

We currently propose four research topics for scholarship applications. Please get in touch with the potential supervisors named below <u>before</u> submitting your application.

Proposed Research Topic 1

Title of proposed research topic: Being trusted too much, too little, or just right? Causes and consequences of trust meta-(in)accuracy in leader-follower dyads

Potential supervisors:

Prof. Bart de Jong
https://www.durham.ac.uk/business/our-people/bart-a-dejong/

Assoc/Prof Janey Zheng
https://www.durham.ac.uk/business/our-people/xiaotong-zheng/

Due to their dominant focus on the level of trust parties have in each other, extant research implicitly assumes that parties are accurate in their assessments of how trustworthy others are, and how much they are trusted by others (Dirks & De Jong, 2022). There is growing interest in and evidence, however, that parties' trust perceptions may not always be accurate, and that they instead are trusting or trusted either too much or too little than is warranted (Campagna et al., 2020; Schilke & Huang, 2018). A few studies have been done on this topic, but there's a lot we still don't know about the causes and consequences of trust (meta-)accuracy. This PhD project will therefore aim to gain more insight by studying this topic in the organisational context of leader-follower dyads. The project will theoretically draw on attribution and information processing theories, and will utilise polynomial regression (Edwards & Perry, 1993) and the Directional and Nondirectional Difference Framework (Bednall & Zhang, 2020) to empirically analyse the data. Dyadic, cross-sectional survey data for an initial study have already been collected in the Netherlands.

References:

Bednall, T. C., & Zhang, Y. (2020). Modeling (in)congruence between dependent variables: The directional and nondirectional difference (DNDD) framework. *Journal of Applied Psychology*, 105(9), 1013–1035.

Campagna, R. L., Dirks, K. T., Knight, A. P., Crossley, C., & Robinson, S. L. (2020). On the relation between felt trust and actual trust: Examining pathways to and implications of leader trust meta-accuracy. *Journal of Applied Psychology*, 105(9), 994–1012.

Dirks, K. T., & De Jong, B. A. (2022). Trust within the Workplace: A Review of Two Waves of Research and a Glimpse of the Third. *Annual Review of Organizational Psychology and Organizational Behavior*, 9, 247–276.

Edwards, J. R., & Parry, M. E. (1993). On the use of polynomial regression equations as an alternative to difference scores in organizational research. *Academy of Management Journal*, 36(6), 1577–1613.

Schilke, O., & Huang, L. (2018). Worthy of swift trust? How brief interpersonal contact affects trust accuracy. *Journal of Applied Psychology*, 103(11), 1181–1197.

Proposed Research Topic 2

Title of proposed research topic: Having mixed feelings about your workplace? Causes and consequences of trust ambivalence in organisations.

Potential supervisors:

Prof. Bart de Jong
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While extant research implicitly assumes that parties' (dis)trust in others is a single, coherent psychological state of (negative) positive expectations (Rousseau et al., 1998), some scholars have argued that it is possible for people to experience both trust and distrust simultaneously (Lewicki et al., 1998). This phenomenon is referred to as trust ambivalence. There has been a growing interest in and evidence of emotional and relational ambivalence within the Organisational Sciences more broadly (Rothman et al., 2017; Methot et al., 2017), but examinations specifically focusing on ambivalence with respect to trust have been lacking. This PhD project will therefore aim to gain more insight into this topic. The project will theoretically draw on insights from the broader ambivalence literature, will utilise polynomial regression (Edwards & Perry, 1993) and the Directional and Nondirectional Difference Framework (Bednall & Zhang, 2020) to empirically analyse its causes and consequences, and will involve studies at both the between-person and within-person (e.g., daily fluctuations) level of analysis.

References:

Bednall, T. C., & Zhang, Y. (2020). Modeling (in)congruence between dependent variables: The directional and nondirectional difference (DNDD) framework. *Journal of Applied Psychology*, 105(9), 1013–1035.

Edwards, J. R., & Parry, M. E. (1993). On the use of polynomial regression equations as an alternative to difference scores in organizational research. *Academy of Management Journal*, 36(6), 1577–1613.

Lewicki, R. J., McAllister, D. J., & Bies, R. J. (1998). Trust and distrust: New relationships and realities. Academy of Management Review, 23, 438-458.

Methot, J. R., Melwani, S., & Rothman, N. B. (2017). The space between us: A social-functional emotions view of ambivalent and indifferent workplace relationships. *Journal of Management*, 43(6), 1789–1819.

Rothman, N. B., Pratt, M. G., Rees, L., & Vogus, T. J. (2017). Understanding the dual nature of ambivalence: Why and when ambivalence leads to good and bad outcomes. *Academy of Management Annals*, 11(1), 33–72.

Rousseau, D.M., Sitkin, S.B., Burt, R.S. and Camerer, C. (1998) Not So Different after All: A Cross-Discipline View of Trust. *Academy of Management Review*, 23, 393-404.

Proposed Research Topic 3

Title of proposed research topic: Increasing inclusiveness & reducing bias at work

Potential supervisors:

Dr Maria Kakarika
https://www.durham.ac.uk/business/our-people/maria-kakarika/
https://www.linkedin.com/in/maria-kakarika-7745791/?originalSubdomain=fr

In organizations, managers and HR professionals aim to increase inclusiveness and reduce bias. However, they often need to make quick, almost on impulse, judgments of others. One factor that may influence such judgements is body art. Tattooed individuals are stigmatized (e.g., Dickson et al., 2014). They are seen as thoughtless and irresponsible (Hawkes et al., 2004), as lower-class individuals (Adams, 2009), and as less competent and warm (Henle et al 2021). Despite these important insights, research on the role that tattoos might play in social perceptions in the workplace is scarce (Timming et al., 2017). This project aims to fill this gap and explore the effects of tattoos in relation to personnel decisions, high-status jobs, perceived unconventional behaviors, and male vs. female evaluators.

Another important factor that may influence workplace judgements is female sexualization. The objectification literature shows that sexualized women are objectified, i.e., seen as 'objects' and perceived as lacking competence and warmth (Guillen et al., 2023). Given we are bombarded with sexualized images of females—e.g., in the streets, magazine

advertisements, music videos, or social media—exploring whether they are consequential for how managers perceive women at work seems all the most relevant.

Finally, this topic aims to explore antecedents and consequences of inclusive leadership behaviours. To that end, research questions related to other unique physical and health-related characteristics of leaders shall be developed. The project requires quantitative and experimental data collection.

References

Dickson, L., Dukes, R., Smith, H., & Strapko, N. (2014). Stigma of ink: Tattoo attitudes among college students. *The Social Science Journal*, 51(2), 268–276.

Guillen, L., Kakarika, M. & Heflick, N (2023) Sexualize One, Objectify All? The Sexual Objectification Spillover Effect. *Journal of Organizational Behavior*. https://doi.org/10.1002/job.2758

Hawkes, D., Senn, C.Y., & Thorn, C. (2004). Factors that influence attitudes toward women with tattoos. *Sex Roles*, 50(9-10): 593-604.

Henle, C. A., Shore, T. H., Murphy, K. R., & Marshall, A. D. (2022). Visible tattoos as a source of employment discrimination among female applicants for a supervisory position. *Journal of Business and Psychology*, 37, 107–125.

Timming, A.R., Nickson, D., Re, D., & Perrett, D. (2017). What do you think of my ink? Assessing the effects of body art on employment chances. *Human Resource Management*, 56(1): 133–149.

Proposed Research Topic 4

Title of proposed research topic:

Implicit Leadership Theories, leader identity development, and leader identification

Potential supervisors:

Professor Olga Epitropaki
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Dr Anders Friis Marstand
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This topic addresses the question of how leadership prototypes and Implicit Leadership Theories (ILTs) influence individuals' leader identity development and individuals' identification with their leader (Lord et al., 2020). Special emphasis is placed on the intrapersonal match of a person's ILTs with self-perceptions of leadership in actual organizational settings ('self-to-prototype' and 'self-to exemplar' comparisons) and

implications for identity strength, self-efficacy, and leadership effectiveness. Furthermore, the topic aims to investigate the role of interpersonal match between a person's ILTs and their perceptions of their leader ('other-to-prototype' and 'other-to exemplar' comparisons) for identification with their leader. The project requires experimental and/or quantitative field studies with longitudinal data collection.

References
Lord, R.G., Epitropaki, O., Foti, R.J. & Keller Hansbrough, T. (2020). Implicit Leadership and Followership Theories and Dynamic Processing of Leadership Information. Annual Review of Organizational Psychology and Organizational Behavior, 7(1), 49–74.

Proposed Research Topic 5

Title of proposed research topic: Leader and follower identities – momentary change and development

Potential supervisors:

Professor Susanne Braun
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Professor Olga Epitropaki
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This topic addresses dynamics in individuals' leader and follower identities. While organisations have long been investing in long-term leader development programs (Day & Dragoni, 2015), less is known about how leader and follower identities change and develop naturally throughout the day, or from one day to the next. Identities are highly contextualized and change in response to the momentary situation (Ashforth & Schinoff, 2016; Epitropaki et al., 2017). Various experiences throughout the workday are thus likely to affect individuals' identities as leaders and/or followers (e.g., self-reflection fosters daily leader identities; Jennings et al., 2021). This topic aims to investigate factors (internal or external to the individual) that can strengthen or weaken (e.g., identity threat; Petriglieri, 2010) an individual's momentary leader and follower identities. The topic can further explore consequences of momentary leader and follower identity change, such as behavioural and/or (health-related) physiological responses (e.g., Hoogeboom et al., 2021). Ultimately, findings of this project will help to understand how individuals build and sustain their leader and follower identities in their daily work lives.

References:
Ashforth, B. E., & Schinoff, B. S. (2016). Identity under construction: How individuals come to define themselves in organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, 3(1), 111–137. https://doi.org/10.1146/annurev-orgpsych-041015-062322

Day, D. V., & Dragoni, L. (2015). Leadership development: An outcome-oriented review based on time and levels of analyses. *Annual Review of Organizational Psychology and*

Organizational Behavior, 2(1), 133–156. https://doi.org/10.1146/annurev-orgpsych-032414-111328

Epitropaki, O., Kark, R., Mainemelis, C., & Lord, R. G. (2017). Leadership and followership identity processes: A multilevel review. *The Leadership Quarterly*, 28(1), 104–129. https://doi.org/10.1016/j.leaqua.2016.10.003

Hoogeboom, M. A. M. G., Saeed, A., Noordzij, M. L., & Wilderom, C. P. M. (2021). Physiological arousal variability accompanying relations-oriented behaviors of effective leaders: Triangulating skin conductance, video-based behavior coding and perceived effectiveness. *The Leadership Quarterly*, 32(6), 101493. https://doi.org/10.1016/j.leaqua.2020.101493

Jennings, R. E., Lanaj, K., Koopman, J., & McNamara, G. (2021). Reflecting on one's best possible self as a leader: Implications for professional employees at work. *Personnel Psychology*, 75, 69–90. https://doi.org/10.1111/peps.12447

Petriglieri, J. L. (2011). Under threat: Responses to and the consequences of threats to individuals' identities. *Academy of Management Review*, 36(4), 641–662. https://doi.org/10.5465/amr.2009.0087