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## Leadership in a Changing Business World

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## SUMMARY

Work realities have changed considerably. In times of frequent downsizing, organizations cannot promise predictable careers anymore, workforces become increasingly nationally diverse, and organization need to adapt flexibly to dynamic business demands. In these challenging times, supervisors need to link employees to the organization and its goals. By shaping employees' individual- and group-level perceptions about the organization and by ensuring the attainment of organizational objectives, supervisors can play a crucial role in organizational career development, nationality diversity management, and organizational change. Yet, how supervisors can fulfill this intermediary role is not well understood. We know little about how supervisor behaviors operate at different levels within teams or which boundary conditions limit supervisors' effectiveness. This dissertation addresses these important questions and considers the alignment between supervisor attributes and the organizational context from several angles.

In Chapter 2, I show that supervisors can play a crucial role in organizational career management by offering psycho-social and career mentoring. Applying a multilevel framework, I distinguish between individual-level differentiated mentoring (i.e., the deviation of an employee's individual perception from the average perception within the group) and group-level mentoring (i.e., the average perception across all group members). Differentiated psycho-social mentoring enhances employees' promotability via an increase in career motivation, whereas job satisfaction mediates the favorable effects of differentiated career and psycho-social mentoring on intentions to stay. As career mentoring is aligned with more general aspects of the organization, shared perceptions of group-level career mentoring have an additional contextual effect on these outcomes beyond individual-level differentiated career mentoring. In contrast, psycho-social mentoring, which is focused on the dyadic employee-supervisor relationship, operates only at the individual level.

In Chapter 3, I find that nationality diversity is only positively related to diversity climate and team performance in interdependent teams when supervisors' cultural intelligence is high. However, the relationship is nonsignificant when the team is diverse in terms of age or gender instead of nationalities, or when team members do not need to cooperate closely (i.e., low task interdependence). Thus, in order to be effective, supervisors' characteristics need to be aligned with the specific needs of the work group. In addition, supplementary analyses do not corroborate that nondiscriminatory, fair diversity climate mediates the interactive effect of nationality diversity, supervisors' cultural intelligence and task interdependence on team performance.

Finally, Chapter 4 explores the importance of alignment between supervisor and the organization, represented by supervisors' cynicism about change. Results show that supervisors' contingent reward leadership only attenuates employees' cynicism about change and enhances performance when supervisors' cynicism about change is low but not when supervisors' cynicism about change is high. The interactive effect between supervisors' cynicism and contingent reward leadership is mediated by employees' group-level cynicism about change.

In sum, my research documents that supervisors can be important assets for managing the challenges of modern work settings. At the same time, I demonstrate that the mechanisms through which supervisors become sense-makers and climate engineers are complex and constitute a worthwhile avenue for further research. As my research taps a wide range of work domains, organizations may consider the implications of alignment, in order to capitalize on supervisors' potential to manage modern careers, diversity and change effectively.