

Propositions accompanying the dissertation

**Empowering Leadership and Employees' Achievement Motivations**

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- I. The effect of empowering leadership varies as a function of employees' achievement motivations (Chapters 1-5).
- II. Empowering leadership has a curvilinear (inverted U-shaped) effect on employee creativity and in-role performance (Chapters 2 and 3).
- III. Employees' work-role self-efficacy substitutes for the effects of empowering leadership such that empowering leadership has no effect when work-role self-efficacy is high (Chapter 2).
- IV. Employees with a learning goal orientation benefit from empowering leadership more than employees who hold performance goal orientations (Chapters 3 and 4).
- V. Empowering leadership indirectly affects individual performance via team-directed information exchange (Chapter 4).
- VI. The extent to which leaders empower their employees is jointly determined by leaders' predispositions as well as their perceptions of their own jobs and of employees' capabilities.
- VII. Trust in organizations is a contextualized phenomenon – the effects of trust across different organizational referents interact to affect employee performance.
- VIII. Leaders' enactment of ethical leadership behaviors substitutes for a lack of justice enactment in affecting employees' justice perceptions.
- IX. Narcissistic leadership behaviors interact with the relationship quality of employees with their leaders to affect employee performance.
- X. Effective leadership depends on a complex interplay of factors residing in the leader, follower, and situation.
- XI. "One must find the source within one's own Self, one must possess it. Everything else was seeking – a detour, an error" (Hermann Hesse, *Siddhartha*).