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## Introduction

Leaders are important in organizational success because they influence workers' attitudes and behaviors [1,2]. The Leadership Efficacy Model (LEM) is a recent theoretical proposal focusing on factors that increase leadership efficacy<sup>[3]</sup>. According to the LEM, three leadership factors can explain the efficacy of leadership:

## Methodology

**Participants:** The study included 842 participants (451 females), employed and aged at least 18 years (  $M_{Age} = 42.2$ ,  $SD = 11.0$ ;  $Min = 18$ ,  $Max = 67$ ). Most participants worked in the private sector (91%) and organizations with more than 500 employees (55%).

**Measures:** a) *Leadership Cycles Congruence Index* (LCCI) through the Leadership Cycles Questionnaire (LCQ; Gomes et al., 2022); b)

## Results and discussion

### Preliminary Analysis and Descriptive Statistics

Table 1. Description of the Variables Under Analysis

	Average values		Skewness		Kurtosis
	$M$ ( $SD$ )	Min - Max	Value	Value	
Age (in years)	42.2 (11.0)	18.0 - 67.0	-0.34	-0.88	
Seniority (in months)	155.4 (121.3)	1.0 - 588.0	0.55	-0.70	
Seniority of manager (in months)	55.4 (60.8)	0.0 - 408.0	2.16	5.51	
Leadership cycles congruence index (LCCI)	0.6 (0.6)	0.0 - 3.7	1.31	2.13	
Optimal Profile of Leadership Index (OPLI)	3.7 (0.6)	1.6 - 5.0	-0.42	0.05	
Leadership Favorability Index (LFI)	4.2 (0.5)	2.0 - 5.0	-0.44	0.12	
Turnover Intention	2.1 (0.9)	1.0 - 5.0	0.46	-0.39	

Note. Participants reported high congruence among leadership cycles (values close to 0 indicate highest congruence) and leadership favorability while reporting moderate levels of the optimal profile of leadership and turnover intention.

## Conclusions

The results confirmed that congruence between the conceptual and practical cycles of leadership was associated with lower

## References

- [1] Mwita, K. M., Ndikumana, E. D., & Ringo, C. J. (2023). The role of transformational and transactional leadership on turnover intentions in Tanzanian commercial banks: The moderating effect of perceived organizational support. *European Journal of Management Issues*, 31(2), 102–112. <https://doi.org/10.15421/192309>
- [2] Northouse, P. G. (2021). *Leadership: theory and practice* (9th ed). SAGE.
- [3] Gomes, A. R. (2020). Coaching efficacy: The Leadership Efficacy Model. In R. Resende & A. R. Gomes (Eds.), *Coaching for human development and performance in sports* (pp. 43–72). Springer.

leadership cycles, leadership styles, and antecedent factors of leadership (Figure 1).

This study explored the relationship between the congruence of leadership cycles and leadership efficacy (measured by turnover intention), analyzing whether leadership styles and antecedent factors of leadership moderate this relationship.

*Optimal Profile of Leadership Index* (OPLI), through the Multidimensional Scale of Leadership (MSL; Gomes et al., 2021); c) *Leadership Favorability Index* (LFI), by using the Leadership Antecedent Factors Questionnaire (LAFQ; Gomes et al., 2022); d) *Turnover Intention* (TI) (Turnover Intention Scale; Mendes, 2014).

**Procedure:** The evaluation protocol was distributed using an electronic link among the researchers' network of contacts, which included professionals from several work contexts.

Table 2. Correlations Between the Variables Under Study and VIF Results

	1	2	3
1. LCCI: Leadership Cycles Congruence Index	2.28		
2. OPLI: Optimal Profile of Leadership Index	-.62**	1.69	
3. LFI: Leadership Favorability Index	-.51**	.72**	2.06
4. Turnover Intention	.32**	-.46**	-.38**

Note. \* $p < .05$ ; \*\* $p < .01$ ; \*\*\* $p < .001$ .

Lower values of congruence, optimal leadership profile, and leadership favorability were associated with higher turnover intention.

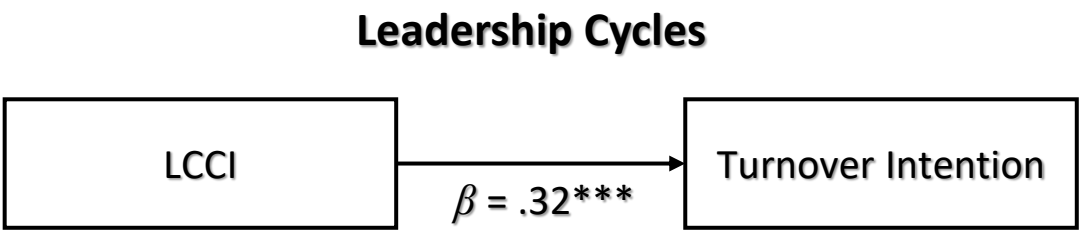


Figure 2 – The predictor effect of LCCI on Turnover Intention (H1).

Note.  $R^2 = .18$ ,  $F(7, 748) = 22.53$ ,  $p < .001$  (controlled for sociodemographic and professional variables ) ( $b = 0.50$ ,  $SE = 0.05$ ,  $t = 9.50$ ,  $p < .001$ , 95% CI [.39, .60]).

turnover intention and that the leadership styles moderated this relationship. These findings contribute to the leadership field and provide valuable insights for managing organizations and promoting occupational health.

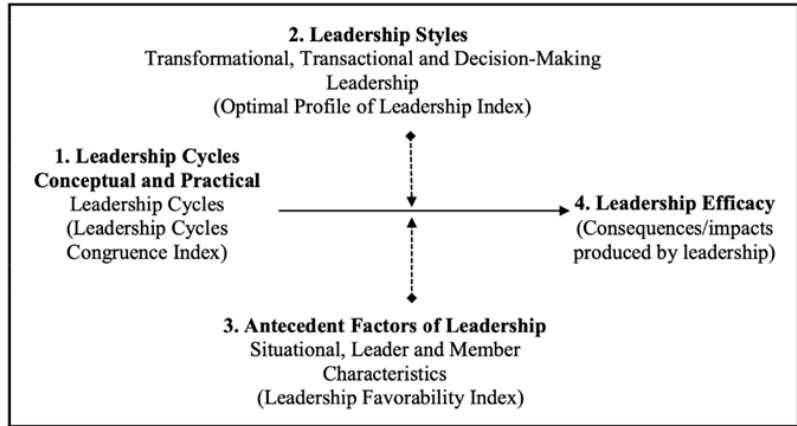


Figure. 1 - Leadership Efficacy Model

**Data Analysis:** IBM SPSS and AMOS (version 29.0) and PROCESS macro for SPSS (version 4.2) were used as statistical tools.

**Hypotheses:** Higher *congruence* between the *conceptual and practical leadership cycles* predicts decreased turnover intention (H1), and this relationship is moderated by *leadership styles* (H2) and *antecedent factors of leadership* (H3).

### Leadership Styles and Antecedent Factors

Table 3. Moderation Results: Hypothesis 2

	R	R <sup>2</sup>	MSE	F	df1	df2	p
	.469	.220	.585	73.951	3.000	789.000	<.001
Model							
	<i>b</i>	SE	<i>t</i>	<i>p</i>	LLCI	ULCI	
Constant	4.488	.254	17.697	.000	3.990	4.986	
LCCI	-0.534	.254	-2.495	.013	-0.954	-0.114	
OPLI	-0.646	.062	-10.372	.000	-0.769	-0.524	
LCCI x OPLI	0.199	.063	3.181	.002	0.076	0.323	
Conditional Effect							
	OPLI	Effect	SE	<i>t</i>	<i>p</i>	LLCI	ULCI
	3.083	.081	.062	1.313	.190	-.040	.203
	3.806	.225	.069	3.245	.001	.089	.362
	4.417	.347	.094	3.689	<.001	.162	.532

Table 4. Moderation Results: Hypothesis 3

	R	R <sup>2</sup>	MSE	F	df1	df2	p
	.405	.164	.625	51.963	3.000	794.000	<.001
Model							
	<i>b</i>	SE	<i>t</i>	<i>p</i>	LLCI	ULCI	
Constant	4.400	.362	12.160	<.001	3.690	5.110	
LCCI	-0.367	.408	-0.900	.969	-1.168	-0.434	
LFI	-0.576	.083	-6.979	.000	-0.738	-0.414	
LCCI x LFI	0.164	.103	1.594	.111	-0.038	0.365	