The effects of gazing behavior of the leader on follower trust and job satisfaction

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ABSTRACT The purpose of this report is to provide insights on patterns of non verbal behavior that correlate with theorized outcomes of destructive leadership in an organizational setting such as reduced trust in a leader and job satisfaction. According to Crane and Crane (2010), nonverbal behavior (NVB) accounts for 65% to 93% of the human interaction to convey meaning through clues. So in a work environment, where interactions between leaders and followers make up the major factor of conducting business, NVB is a important yet seldom studied topic. According to Aasland et al. (2010), destructive leadership is highly prevalent in and around organizations, as they describe in their research the types of leadership found in and around the Norwegian workforce. As the scientific literature remains silent in regard to predictors of certain NVB of destructive leadership, this report aimed to find a basis of correlation between eye-contact of leaders with their followers in a governmental organization, and the impact it has on the perceived trust in their leader, and the effects on job satisfaction as indicators of destructive leadership. In this report, gazing as a nonverbal behavior was measured as the time spend looking towards a group during a meeting, and the time spend looking away. This was then measured against the job-related aspect of job satisfaction and the leader-related aspect of trust in the leader to look for correlation. No significant correlations where found among these variables. However, future research suggestions conclude this thesis.

1. INTRODUCTION
1.1 Research Goal

The purpose of this report is to provide an insight of clues and patterns of non verbal behavior that correlate with destructive leadership in an organizational setting.

Specifically, this report hopes to find a basis of correlation between eye-contact (or the lack thereof) of leaders in a governmental organization, and the impact it has on the perceived trust in the leader and the job satisfaction of the followers. Destructive leadership intentionally or unintentionally undermines the organization's effectiveness and subordinates satisfaction (Aasland, Skogstad & Einarsen, 2008).

Drawing heavily on the conclusion of the meta-analysis of destructive behavior by Schyns and Schilling (2013), that destructive leadership has a strong negative effect on trust in the leader. In their conclusion they report:

The results are very much in line with our expectations, showing that destructive leadership is negatively related to positive leader-related concepts(such as trust) and positively related to negative leader-related concepts. In conclusion, our meta-analysis shows the expected negative effects of destructive leadership and thereby confirms the urgency for organizations to deal with prevalent destructive leadership and avoid the occurrence of destructive leadership in the first place. Some of the effect sizes we found are rather substantial, underlining the importance of leaders and leadership in organizations.

Darioly and Schmid Mast (2013) state that there has not been any empirical focus, and therefore no evidence that there are certain non verbal behavior patterns that describe destructive leadership. However, one could argue that there are non verbal behavior patterns which could relate to trust, such as eye-gazing behavior. Adams and Kleck (2005), two psychologist, agree in their paper with the widely held notion that facial expressions, such as eye-gaze, can functionally act to forecast an organism's behavioral tendencies. The ability, they continue, to detect another's intention to approach or avoid is arguably a principal mediating factor governing social interaction. This goes well with the notion that one of the functions of non verbal behavior is to reveal a person's personality, intention, and attitudes (Ambady, Bernieri, & Richeson, 2000).

1.2 Aim of This Paper

Assuming that certain types of destructive leadership are prevalent in some intensity or another, and could cause serious damage on the company, be it on its assets, on its profit or on its employees, the added value of this research is evident. Especially when there isn't any empirical focus on the non verbal behavior aspects of this kind of leadership.
This leads to the following research questions:

What is the correlation between the nonverbal behavior of eye-gazing and trust as an indicator of destructive leadership?

What is the correlation between the nonverbal behavior of eye-gazing and job satisfaction as an indicator of destructive leadership?

1.3 Construction of the Paper

This paper is build up using the following layout; first, an introduction will be given regarding the theoretical scientific background of destructive leadership, gazing as a nonverbal behavior, job satisfaction and affective and cognitive trust in the leader. Included in this section will be the hypotheses extracted from combining these theories along with a visual schematic explaining the various directional influences the proposed variables potentially will have. What follows is the explanation of the design of the study, the methods used to extract data and with which measures. After that, the results of the data analysis will be explained, to conclude with an discussion and closing words.

2. THEORY AND HYPOTHESES
2.1 Destructive Leadership

Destructive leadership is not a single classification. It exists of a variety of different behavioral management styles. According to Aasland et al. (2010), destructive leadership is highly prevalent in and around organizations, as they describe in their research the types of leadership found in and around the Norwegian workforce. Their article categorizes destructive leadership in 5 types of leadership behavior; supportive-disloyal, derailed, tyrannical, Laissez-faire and constructive leadership. The first 3 are actively destructive, and one, the laissez-faire behavior, is destructive in a passive form of management. Destructive forms of leadership where highly prevalent, at least in their less severe forms. The Laissez-faire style was found to be mostly prevalent, as 21.2% of the respondents had experienced that kind of leadership quite often or very often.
Most of these styles are explained and described by their behavioral patterns. The literature around destructive leadership remains silent on specific non verbal behavior patterns that are associated with the wild variety of types of destructive leaders. The variety is best explained by Einarsen, Aasland and Skogstad (2007) and Yukl (2006). They describe destructive leadership as follows:

The systematic and repeated behavior by a leader, supervisor or manager that violates the legitimate interest of the organization by undermining and/or sabotaging the organization's goals, tasks, resources, and effectiveness and/or the motivation, well-being or job satisfaction of subordinates.

The repeated behavior is important in contrast to single destructive acts or short-term conflicts by de leader. As the focus is on people, a leader or follower could have a bad day, and therefore acts carried out once or twice cannot be labeled as destructive (Tepper, 2007).
This definition stands in stark contrast with the concept of constructional leadership, of which so much can be found in the literature. Most notably are the concepts of transactional and transformational leadership (Bass et al,. 2003) and constructive leadership (Bass, 1990; Yukl, 2002).
So, after having described the definition of destructive leadership, what are the concepts that define destructive leadership? Schyns and Schilling (2013) describe in their paper four different concepts of destructive leadership. Leader related- , job related-, organization related- and individual follower related concepts. They tested different hypotheses on the effects of destructive leadership on these concepts. In their research, one hypotheses showed that destructive leadership had a strong negative relationship with positive leader-related concepts such as trust. Another hypotheses showed a support

for the fact that destructive leadership is negatively related to positive job-related concepts such as job satisfaction.

Aspects such as trust and job satisfaction are, according Schyns and Schilling (2013), variables that will be influenced when destructive leadership is prevalent. An expansion on these variables, notably trust, will be explored in the research design, later on.

2.2 Non Verbal Behavior and Leadership

According to Crane & Crane (2010), non verbal behavior accounts for 65% to 93% of the human interaction to convey meaning through clues. So in a work environment, where interactions between managers, subordinates and business partners make up the major factor of conducting business, non verbal behavior is a too important field of study to neglect.

When looking at a definition of leadership by Yukl (2010) it says that leadership is the process of influencing or controlling the behavior of others in order to reach a shared (business) goal. It is suggested that non verbal behavior and communication are as important, if not more, than verbal communication when it comes to leading people. Burgoon, Birk and Pfau (1990) say that leaders use NVB to influence and persuade their followers by using greater facial expressiveness and greater fluency and pitch variety. The effectiveness of leaders, such as the (positive) impact on followers' motivation, satisfaction and performance, is proven in a number of studies (Yukl, 2010, Kaiser, Hogan & Craig, 2008). Countless of definitions for non-verbal behavior are used in the scientific literature. For this paper, the following definition of non-verbal behavior will be used: every behavior and communication other than the content of the spoken word (Darioly & Schmid Mast, 2014) . Although the categorization between verbal- and non verbal is relatively clear, there can be some confusion as there is some speech related non verbal behavior. Non-verbal communication includes speech related aspects such as tone of voice, speed, and length of the speaking. However, for the scope of this research, speech-related aspects will be left out.

2.3 Gazing

Gazing, or in the common tongue known as looking, is as a nonverbal behavior classified under the nonverbal communication category of oculesics, which means communication via the eyes. Cary (1978) intuitively states that eye contact, or the lack thereof, is a form of communication where the receiver knows he or she is the object of another's attention, and subject to whatever emotion is being displayed. The concept of gazing spans across a number of fields of study, primarily, but not only, psychology. For example, some primatologists say there is a direct connection between a direct eye-gaze and dominance, and likewise, eye-gaze aversion is connected with submissiveness.

For the purpose of this paper, and in order to get a clear understanding of the terminology and classifications of gazing, an exposition of the term is needed. The scientific literature on the topic seems to build on the definitions given by Harper et al. (1978, p.173). In their book, four visual behaviors are defined: face- and eye-gazing; the direction of a person's gaze towards another person's face or eyes. Mutual gazing; which occurs when two people gaze at each other's faces simultaneously, and eye contact; the act of gazing directly in to each other's eyes. Furthermore, gaze avoidance, is defined as the deliberate act of eye contact avoidance by looking away.

Therefore, when (eye)-gazing is further mentioned in this paper, the reader should see the definition as: the general direction of a person's gaze towards another person's face or, possibly, eyes. This is important for establishing measurable constructs, later on.

Advancing on work of other researchers, Patterson's (1983) sequential model provides a helpful functional classification of the different meanings, or functions, included in different forms of nonverbal communication. His proposed categories of non verbal behaviors are; providing information, regulating interaction, expressing intimacy, exercising social control, and facilitating service or task goals.

It is important to note here that gazing behavior, as part of a wide spectrum of non verbal behaviors, can serve more than one function. It is therefore inherently difficult to establish a concrete link with gazing

For the scope of this report, further focus will be on the non verbal communication function of social control, as this provides a bridge between gazing as a nonverbal behavior, and destructive leadership. Gazing can function to exercise social control in a business setting between a leader and his follower.

2.4 Trust

Organizational effectiveness is for a large part influenced by leadership. Specifically, the ability of a leader or manager to invoke trust in his or her followers is paramount in order to reach valued performance outcomes. Trust allows organizational processes to be (positively) influenced such as communication, cooperation and information sharing (Ferrin, Dirks, & Shah, 2003), thereby improving team performance (Dirks, 2000). It also leads to a decreases turnover rate (Dirks & Ferrin, 2001).

Even so, trust remains a tricky subject to define, as the literature provides numerous definitions and explanations on the topic. Some authors include 'risk' as a necessary addition with trust, while others put more focus on the traits and characteristics of the trustee, which would show in their behavior, such as trustworthiness. This character trait of the trustee includes: ability, benevolence and integrity (Mayer et. al., 1995). As these last three traits are also relevant for destructive leadership and abusive supervision, the following definition reflects the overarching theme of this report best:

Rousseau (1998, p. 395) gives a definition of trust as follows: 'a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another'.

Attention should be placed on the word behavior, because it captures the connection between gazing and trust rather well, as gazing is an important part of non-verbal behavior. The behavior among leadership-follower interaction provides an important aspect in relation to the building of trust, or mistrust. Bohannon (2013) mentioned a research which measured the effect of conference calls on trust. When the observer couldn't see the person who was sending the message, perceived trust was lower. This provides a link with the subject of gazing, or the lack thereof.

Another important point to make regarding trust is that it develops over a period of time along continuous leader-follower interaction. Trust and mistrust could be seen as opposites of a single spectrum, where acts of good behavior increase trust, and likewise inconsistent behavior could decrease trust. This notion works well with the definition of destructive leadership and abusive supervision, as these managerial characteristics evolve and persist over time. This does mean that measuring trust is difficult. As seen in the definition of Rousseau, the part stating the psychological state is important here as well, as the subjective cognitive expectations of the followers fluctuate over

time and are influenced through (and shape) the social interaction. They are in permanent reciprocity and the interaction is difficult to measure using quantitative data analysis (Klausner, 2012).

A distinction must be made between two different forms of trust in the leader, cognitive trust and affective trust. Cognitive trust is the exchange-based or the relational nature of interaction between follower and leader (Dirks & Ferrin, 2003). This kind of trust influences the attitudes followers have of their leader based on behavior of the leader in the past, on his or hers competence, ability, reliability and integrity (Zhu et al,. 2013). When cognitive trust in the leader is low, followers are more reluctant to engage in activities that improve or benefit the organization. The characteristics of the leader as written here are aspects of certain types of destructive leadership when they are not present, or negatively presented in the leader (Aasland, Skogstad & Einarsen, 2008).

On the other hand, affective trust is based on emotional links between leader and follower, and includes the genuine exhibition of care and concern. It acts as a social exchange, and must be reciprocal in order to build up this kind of trust over time. When nonverbal behavior does not match with the genuine care and concern, by looking away for example, the level of affective trust could potentially be influenced as well.

This leads to the following hypotheses:
Hypotheses 1a:
Gaze-avoidance (looking away from the group) by the leader will have a negative relation with the followers perception of cognitive trust in their leader.

Hypotheses 1b:
Gazing (looking towards the group) by the leader will have a positive relation with the followers perception of cognitive trust in their leader.

Hypotheses 1c:
Gaze-avoidance (looking away from the group) by the leader will have a negative relation with the followers perception of affective trust in their leader.

Hypotheses 1d:
Gazing (looking towards the group) by the leader will have a positive relation with the followers perception of affective trust in their leader.

2.5 Job Satisfaction

For the most part during a person's lifetime, work will play a significant role and dictates daily life. In terms of time, one's own development, satisfaction and self-esteem, work and everything else it encompasses will influence a person's being. Without going too deep into the why people work, it is evident that work is important. And when there are therefore, logically thinking, aspects at work, such as destructive leadership, that fail to be constructive towards a person's wellbeing, job satisfaction will be influenced. This negative correlation of destructive leadership on job satisfaction has been researched in the scientific literature (Tepper, 2000). The reader should note here, that there could be plentiful more, other predictors that influence a person's job satisfaction. Pay grade, co-workers, intellectual stimulation or long hours just to name a few. For the scope of this report, the focus is not on identifying the many

variables that shape the satisfaction of work, only to look if gazing, or the lack thereof, could be one of them.
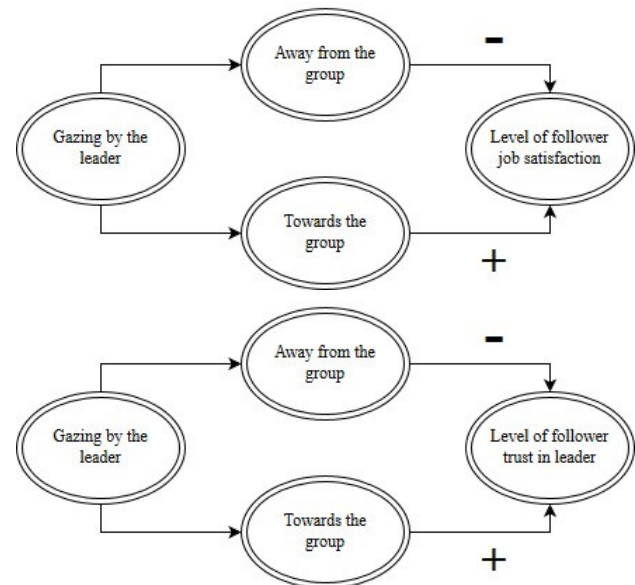
This leads to the following hypotheses:
Hypotheses 2a:
Gaze-avoidance (looking away from the group) by the leader will have a negative relation with the followers level of job satisfaction.
Hypotheses 2b:
Gazing (looking towards the group) by the leader will have a positive relation with the followers level of job satisfaction.

2.6 Theoretical Model

3. METHOD
3.1 Design of the Study

In order to find any form of correlation between gazing and trust, two forms of data where used in this cross-sectional study of an exploratory nature. A survey in the form of a questionnaire where followers perception of trust in their leader was measured and how the followers felt about their job satisfaction, and videotaped meetings of different leaders in a day to day business setting at a governmental organization, with special attention to the amount and duration of the nonverbal behavior of gazing of the leader. In order to reduce common source bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003), these data were used.

3.2 Sampling

The sample consists of 20 leaders at a governmental organization, of which 17 of them where male (85%), and 3 (15%) where female. Their age ranged from 34 to 64, with an average of 51,55 and a standard deviation of 8.5. The follower sample consisted of 192 respondents, spread out in teams across the 20 leaders.

3.3 Measures

In order to measure the amount of job satisfaction and cognitive and affective trust in the leader, followers were asked immediately after the meeting specific questions about (1) job satisfaction, which had a Cronbach's Alpha of 0,889, using questions such as 'I find real enjoyment in my work' and 'I like my job better than the average person'. (2) affective trust in

their leader, which had a Cronbach's Alpha of 0,872, using questions such as 'We can both freely share our ideas,

feelings and hopes' and 'I can talk freely to this individual about difficulties I am having at work and know that (s)he will want to listen'. Finally, (3) cognitive trust in their leader with a Cronbach's Alpha of 0,922 was measured using questions such as 'This person approaches his/her job with professionalism and dedication' and 'Given this person's track record, I see no reason to doubt his/her competence and preparation for the job'.

These questions were answered following a Licker-scale distribution, where 1 would be 'totally disagree', and 7 would be 'totally agree'.

3.4 Video Observations

The University of Twente has a plethora of already videotaped staff meetings from a large governmental organization from previous and ongoing research projects. By using the coding software 'The Observer XT', it was possible to extract and code nonverbal behavior from 20 different leaders in the organization. Along with a co-student, we observed the videos using a predetermined coding scheme. To avoid cognitive bias, were there is a difference in the perception of the showed behavior, we coded a test-video independent of each other.

After, the two datasets where imported in the Observer XT program, which then gave us the inter-coder reliability results. We discussed our shared 'mental model' of what observed behavior really was shown by the leader in order to reach a high reliability result. The resulting 'golden file' had a 100% reliability score.

With gazing as the nonverbal behavior, 3 categories were included in the scheme; (1) the leader looks towards the group, (2) the leader looks away from the group and (3) the leader is looking away from the group towards an item, with the intention of using it.

4. RESULTS

Table 1 shows the total amount of coded behavior of the leaders. A total of 1800 seconds of meeting for each leader and their team were coded using the nonverbal behavior scheme. 'Looking towards the group' was the most observed behavior, followed by 'looking away from the group'. 'Functional looking' was included in the correlation analysis, to look for potential relationships. Table 2 through 5 show the results of the Pearson correlation analysis (r). Pearson is used as it measures the strength and the direction of an assumed linear relationship between the mentioned variables. The correlation analysis is

TABLE 1 Duration of leader behavior in total time coded in seconds

	N	Minimum	Maximum	Mean	Std. Deviation
Total time coded gazing	20	1797,43	1801,79	1799,6305	1,19731
Looking towards group	20	1042,82	1746,27	1459,2805	198,26909
Looking away from group	20	41,13	700,04	232,1237	190,71970
Functional looking behavior	20	,00	270,53	108,2263	97,09266

TABLE 2 Correlation for follower Job Satisfaction with leader behavior

	Pearson Correlation	Sig. (1-tailed)	N
Looking towards group	-,194	,206	20
Looking away from group	,122	,304	20
Functional looking behavior	,153	,260	20

TABLE 3 Correlation for follower Affective Trust in leader with leader behavior

	Pearson Correlation	Sig. (1-tailed)	N
Looking towards group	,115	,315	20
Looking away from group	-,111	,320	20
Functional looking behavior	-,020	,466	20

TABLE 4 Correlation for follower Cognitive Trust in leader with leader behavior

	Pearson Correlation	Sig. (1-tailed)	N
Looking towards group	,068	,388	20
Looking away from group	-,039	,435	20
Functional looking behavior	-,065	,392	20

used as a tool to measure which of the leadership behavior variables, looking towards the group, looking away from the group and functional looking, was significantly (1-tailed) correlated with the outcome variables job satisfaction, affective trust and cognitive trust. From the tables it is clear that no significant correlation was found among any of the variables. Table 2 shows a weak negative relationship (r = -,194) with looking towards the group and job satisfaction, and a weak positive relationship (r = ,122) with looking away from the group as a behavior. Table 3 shows a weak positive relationship (r = ,115) with looking towards the group and affective trust in the leader, and a weak negative relationship (r = ,-111) with looking away from the group. Table 4 shows a weak positive relationship (r = ,068) with looking towards the group and cognitive trust, and a weak negative relationship (r = -,039) with looking away from the group.

Hypotheses 1a: Gaze-avoidance (looking away from the group) by the leader will have a negative relation with the followers perception of cognitive trust in their leader, hypotheses 1b: Gazing (looking towards the group) by the leader will have a positive relation with the followers perception of cognitive trust in their leader, hypotheses 1c: Gaze-avoidance (looking away from the group) by the leader will have a negative relation with the followers perception of affective trust in their leader, and hypotheses 1d: Gazing (looking towards the group) by the leader will have a positive relation with the followers perception of affective trust in their leader, must all be discarded by lack of significant correlation. Hypotheses 2a; Gaze-avoidance by the leader will have a negative relation with the followers levels of job satisfaction, hypotheses 2b; Gazing by the leader will have a positive relation with the followers level of job satisfaction, must also both be discarded.

formulated in hypotheses. The discovery of some hidden connection that revealed itself through statistics, to prove that something just 'is', is a big charm of science. Unfortunately, this is not always the case. Perhaps this is a good thing, as a researcher can and should go back to the drawing board and reformulate problem statements and look for other meanings and explanations in the data. It makes them think more critical, look for other options. Here, in this paper, the data did not support the proposed hypotheses. One obvious finding was that there was not any form of relationship between the variables. Any linear relationship simply did not exist, at least not among the variables proposed in the hypotheses. When looking at the scatter plots before doing a preliminary regression analysis, there was no line or grouping. This could be attributed to the fact that the sample was relatively small (N=20). More observations could provide a more clear indication of linearity. Some relationships, such as looking towards the group and job satisfaction have a weak negative relationship, instead of the proposition of hypotheses 2b. Also, these video-recorded meetings could influence the behavior shown by leaders and followers. There were a multitude of cameras placed around the conference room, and wristbands were attached to the wrist of the leaders. Therefore, one of the first questions in the questionnaire asked if the behavior of the leader was any different on that day compared to other meetings. On a scale from 1 (completely different) to 7 (not different at all), results ranged from 3 to 7, with a mean of 5,5 and a standard deviation of 1.3. So the meetings were in fact pretty standard compared to other meetings. This gives an indication that the observed behavior was a good indication of their regular, normal, behavior. A behavior that also occurred aside from the focused 'looking towards the group' and 'looking away from the group' when coding the non verbal behavior of gazing was 'functional looking'. This was seen as looking away from the group, but only at something with the intent of using it. It just so happened

TABLE 5 *Follower ratings from questionnaire*

	N	Minimum	Maximum	Mean	Std. Deviation
Cognitive Trust in Leader	20	4,44	6,38	5,5057	,61829
Job Satisfaction	20	4,90	6,13	5,6710	,34410
Affective Trust in Leader	20	4,90	6,40	5,6800	,47482

5. DISCUSSION

This research was made up of three research methods. First, the regular staff meetings where video-taped and coded for the different gazing behaviors leaders showed. The second and third method included two questionnaires filled in by the followers immediately after the meeting was done. The followers were asked to fill in their perceived trust in their leader, and their satisfaction with their current job. This way, a correlation was hoped to be found between the gazing behavior and the outcome of the questionnaires. This was done with the theory of destructive leadership as a backbone. It was argued that when destructive leadership was prevalent, the outcome variables of job satisfaction and trust in the leader could be influenced. In the work of science it is always nice to discover some form of correlation between proposed relationships

that the employees, leaders and followers, had quite often some sort of work related electronic device such as laptops or tablets where they would look and work on. One could argue that the time spend looking away in this form could influence follower perceptions of the leader. However, this variable also did not have any correlation. Even so, this was not a main focus of this report.

5.1 Strength and Practical Implications

Video observation is an almost perfect instrument for researchers in order to analyze and see what kind of non verbal behaviors impact organizational outcomes. Non verbal behavior is by definition something that is only observable by looking at it. It gives valuable insights in the way a leader behaves during team meetings. As there was a significant correlation between the non verbal behaviors of looking away from group and looking towards the group, and the leaders inspirational

motivation (r = -.488, p < ,05 and r = .512, p < .05), gazing does have its impact on certain leader related concepts. For managers that want to develop themselves, video analysis can be a viable tool. Also, this research sheds a light on the under researched topic of which non verbal behavior is potentially linked to aspects of destructive leadership. Recalling Darioly and Schmid Mast (2013) from the beginning of this report, who stated specifically that this subject did not have any empirical evidence. Even though the answers show that gazing as a non verbal behavior has limited correlation with the researched variables, this research tried to make a, although small, beginning on this topic.

5.2 Limitations of the research

Destructive leadership is an umbrella term that captures a wide arrangement of destructive leadership styles, such as abusive supervision and petty tyranny. Because of this broad term, outcomes and indicators of these kinds of behavior need more specific questions to be asked. Unfortunately, even though the questionnaire used in this research included useful questions about trust and job satisfaction, this research tried to discover if gazing behavior could be related to forms of destructive leadership by using a logical detour by assuming trust and job satisfaction are indicators of destructive leadership. While this might be the case, these terms are possibly influenced by many more factors outside the scope of the researched nonverbal behaviors. When looking at table 5, one can see that the outcomes of the questionnaire regarding trust and job satisfaction are all of a fairly positive nature. This could indicate that there simply are no forms of destructive leadership behavior among the 20 observed leaders, which was always an option from the start of this research.

As this research was a cross-sectional study, it provides a snapshot from a complex day to day interaction of a workplace. This means that in order to truly research correlation, changes in time need to be included. A longitudinal study would be more in place to better answer the hypotheses. Also, the limited amount of researched leaders (N=20) raises the question of the applicability or generalization of this research to a wider group. Plus the fact this research was done in a governmental organization limits the usefulness of this study on a global scale. Especially cultural differences will have its impact on observed behavior on one side, but also on the perceived negative or positive effects of certain behavior.

5.3 Future research

Gazing is a tricky subject to measure. Gazing behavior in a group is different than gazing between two persons alone in a room. If a leader doesn't look a follower in the eye while giving a presentation for a room filled with other colleagues, not much will be thought of it. However, if the leader would look away from a follower during an appraisal interview, something might be going on. This could give different responses on a questionnaire than the one asked in this research. The same goes for the other way around. For example, continuous staring from the leader to his follower during a personal interaction could be seen as an abusive form of supervision, like staring down a subordinate, exerting uncalled authority. This could add a whole new meaning to the nonverbal behavior being showed. This could hypothetically impact trust and job satisfaction in a different way. Again, the kind of research done in this report, video coded meetings in a group session does not necessarily lend itself to really discover if there are signs of destructive leadership being prevalent in

this organization. As told by Aasland et al. (2010) in the abstract at the beginning of this report, the believe that destructive leadership is real and happening in and around workforces, this research could act as a base for future research into destructive leadership. Tepper (2000) provides practical questions to be asked to discover among followers if there are signs of destructive leadership from their leader with questions such as; 'My boss ridicules me' or 'My boss does not give me credit for jobs requiring a lot of effort'. A much deeper understanding of how leader behavior is related to specific aspects such as these there needs a much more specific questionnaire. In an ideal research setting, destructive leadership must be known to already be present, so the researcher can search more accurately in order to link specific non verbal behavior to that behavior. The video observation method as used for this report will provide the same tool for identifying the non verbal behavior of destructive leadership.

An important question I asked myself during, and especially before the writing of this paper was; what happens if there is a correlation between gazing and outcome variables such as trust and job satisfaction? Then what? Should the outcome be used by organizations to search for bad leadership in their organization in order to fire them? Like an Orwellian kind of thought-police? To steer bad management around, make them better, train them? Perhaps leaders weren't aware of the effects of their behavior. Or perhaps followers could be made aware of signs of destructive leadership, in order to improve their working life, and the health of the organization. My answer to these questions where, although sometimes a bit reluctant, yes. It is however possible to discard the notion of destructive leadership all together in future research, and instead focus on aspects such as transformative and transactional leadership behavior related to non verbal behavior such as gazing. From the full dataset some interesting correlations were found among these variables. They would require a completely different research set-up with other hypotheses to be tested. I, as the researcher, weighted these options carefully when working on the proposal for this paper. However, when reading through the available literature, I felt that destructive leadership as a 'negative' aspect of leadership instead of the 'positive' styles such as transformative, transactional or charismatic leadership, was a much less researched topic, especially when linked to gazing as non verbal behavior, and therefore needed more research.

6. ACKNOWLEDGMENTS

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