

Mantler, J., & Martynova, E.S. (2016, October). The impact of gender and subtle sexism on perceptions of transformational leadership style and its effect on employee outcomes. Paper presented at *Centre for Research on Education Women and Work Research Forum*, Ottawa, ON.

We investigated the effect of transformational leadership style on employee outcomes, while taking gender and gender-related. Transformational leadership style positively influenced employees' hedonic and eudaimonic well-being through work engagement in a working sample and the effect on work engagement was subsequently replicated in an email vignette study. These findings suggest that transformational leaders allow employees to become engaged at work; in turn, work engagement positively influences satisfaction and fulfillment in life. Although significant gender differences in perceptions of transformational leadership style were not found for male and female supervisors, participants who endorsed subtle sexist attitudes perceived fewer transformational leadership behaviours, especially for female supervisors.

Martynova, E. S., & Mantler, J. (2016, June). Connecting transformational leadership to employee well-being through work engagement. Poster session presented at *Work and Family Researchers Network Conference*, Washington, DC.

The current study investigated whether work engagement acts as a mediating factor between transformational leadership and employees' hedonic and eudaimonic well-being. With an online sample of 160 diverse employees, we found that work engagement provided a full mediation between transformational leadership and eudaimonic well-being. Work engagement was a partial mediator between transformational leadership and subjective well-being. These findings supplement previous literature on the relationship between transformational leadership and employee well-being, as well as including a broader understanding of context-free well-being within that relationship. Furthermore, as work engagement can spillover into family life and crossover to spouses, this mediational model may potentially promote further research into understanding how leadership may not only influence employees' well-being, but also that of their families.

Martynova, E. S., & Mantler, J. (2016, June). Gender differences in transformational leadership and its influence on employee well-being. Poster session presented at *Canadian Psychological Association Conference*, Victoria, BC.

The current study examined how gender differences in transformational leadership influence employee well-being. Given that female leaders are more likely to display transformational leadership behaviours and transformational leadership style is linked to better employee well-being, it was hypothesized that female leadership would be associated with enhanced employee well-being through transformational

leadership. It was also hypothesized that this indirect effect would be qualified by gender of the employee and subtle sexist attitudes. Using Qualtrics panels, 169 diverse employees from Canada and USA completed an online questionnaire. Contrary to expectations, there was no indirect effect of gender of the leader on employee well-being through transformational leadership, however transformational leadership style itself did predict higher employee well-being. Interestingly, there was an interaction between gender of the leader and the employee, such that male employees rated female supervisors significantly lower on facets of transformational leadership.

Martynova, E. S. (2016, March). Uncovering the glass ceiling. Paper presented at Three Minute Thesis Competition, Ottawa, ON.

<https://carleton.ca/gradpd/3mt/more-3mt-videos/>