When Too Much Is Too Much: How Leadership Persistence Can Be a Two-Edged Sword

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Abstract

The purpose of this paper is to determine if persistence as a leadership characteristic is beneficial or harmful to the leader and their followers. Persistence impacts tasks and relationships positively and negatively depending on other situational and relational variables, such as individual motivators and job satisfaction of employees and leaders. Leader characteristics and behaviors, interactions between leaders and followers, and job satisfaction are reviewed within this analysis. The leader influences job satisfaction and may be a motivator or demotivator for their employees. The authors use Herzberg's Two-Factor Theory, Leader-Member Exchange Theory, and Path-Goal Leadership Model as theoretical frameworks to analyze persistence as a leadership characteristic.

Keywords: persistence, leadership, job satisfaction, motivational theory

Introduction

Persistence in leadership—a virtuous characteristic or a detrimental attribute? *Leadership persistence*, according to seminal works by Graves (1985) and Ansari (1987), involves maintaining a commitment to a course of action and is often associated with advancing an organization, its mission and strategy. David (2023) extended the importance of persistence in leadership by suggesting how consistency is directly linked to a diligent resolve and to the achievement of tasks, objectives, and goals by a leader. Despite having a close association with valued leadership qualities of honesty and determination, persistence as a leadership approach may have both positive or negative effects on an individual leader's behavior, reputation, or success. While the ability to create goals, organize tasks, learn from mistakes, and foster resiliency are highly valued characteristics, toxic persistence, such as holding to a course of action which will lead to damage or becoming unyielding when a situation calls for change, may result in leaders failing to adapt to their environment.

Beyond the impact on a leader's self-behavior, leader persistence may also have a mutual drive or harmful impact on follower motivation and employee job satisfaction. A study conducted by Krishna et al. (2022) found that a major impact on employee retention was whether an employee was satisfied with their supervisor's leadership style. More specifically, followers' acceptance or rejection of a persistent leader can impact a leader's behavior. Fehn and Schütz (2022) support this notion by suggesting that subordinate behaviors and leader characteristics influence how a leader behaves, how a leader is perceived, and therefore how a leader succeeds.

To develop effective leadership acumen, leaders must leverage persistence positively (Mehta & Maheshwari, 2013) and recognize when their behaviors become futile, detrimental, or toxic to their employees and the organization.

This analysis will examine leadership characteristics with an emphasis on persistence, consider the impact of follower characteristics on leader persistence, and discuss how leader persistence affects employee motivation and job satisfaction. The goals of this analysis are to (a) summarize leadership, followership, and persistent characteristics in the workplace; (b) propose a theoretical framework for exploring the impact of leadership persistence; and (c) examine how persistence can positively and negatively impact organizations and their employees. Examining persistence in the context of leadership is relevant to organizational leaders, management trainers, and academicians as persistence may be an ideal leadership characteristic promoting employee job satisfaction and retention.

Literature Review

Leader Characteristics

A plethora of researchers have identified beneficial and harmful leadership characteristics which promote or deter organizational sustainability and growth. Independence, rationality, pride, justice, integrity, and honesty, identified by Bischak and Woiceshyn (2016), recognize the importance of ethical connections between effective leaders and their followers. Adding openness, consideration, and thoughtfulness to the list of beneficial characteristics, Demirtas (2015) noted the importance of transparency, inclusivity, and interconnectedness as leadership characteristics. In order to foster trust, motivate employees, and build highly functional teams, a leader must also demonstrate strong communication and listening skills (Van Quaquebeke & Felps, 2018).

In addition to the leadership assets previously mentioned, any inventory of leadership characteristics would include qualities such as decisiveness, knowledge, confidence, and control. Persistence is a trait that can easily be added to this list. Persistence in leadership involves overcoming obstacles to achieve one's goals (Thomas, 2005). Historically in organizations, those individuals who remain committed to their actions, despite facing negativity or difficulty, are perceived as more desirable leaders (Staw & Ross, 1980). Examples like Ray Croc's expansion of McDonald's, Sam Walton's development of Walmart, Nick Woodman's creation of GoPro, and Jan Koum's advancement of Whats App provide veritable evidence that persistence leads to business success. Industry achievements by Apple, Netflix, Amazon, and General Motors validate how persistent organizations and leaders used drive and determination to generate massive change and organizational growth.

Remaining steadfast in their behaviors or with a course of action can be instrumental in sustaining any organization; however, these same steadfast characteristics may become harmful, even toxic, if a leader fails to shift practices or adapt in order to meet new challenges. Similar to listing examples of positive persistence leading to business success, ample business case studies provide authentic instances where a leader's persistent mindset should have changed but did not and the results yielded a failure on the part of the leader and the organization. The determination of companies like Blockbuster Video, Kodak, Motorola, Sears, and Yahoo to maintain a course of action, their failure to realize a mistake, and/or their unwillingness to evolve provide evidence

of how harmful persistence can have a detrimental impact on the profitability and sustainability of an organization.

Leadership Behaviors

Leader characteristics and traits are linked to leader behaviors (DeRue et al., 2011). Building on prior research (DeRue et al., 2011; Yukl, 2012), four main behavioral taxonomies have been labeled when considering leadership activities; these taxonomies include change-oriented, task-oriented, relational-oriented, and passive behaviors (Inceoglu et al., 2018). In his research, Yukl (2012) described the main goals of change-oriented behaviors to involve adapting to the external environment, expanding innovation, and learning collectively. When leaders act as change agents, they focus on developing, enacting, and sustaining change to bring about positive growth (Lee, Douglass, et al., 2022). Increasing efficiency and reliability of work duties is the main objective of task-oriented behaviors (Yukl, 2012). In this role leaders provide step-by-step instructions or overall guidance to followers to complete work tasks. Relational-oriented behaviors tend to be supportive in nature because they are rooted in the relationship or employee connection aspect of leadership (Inceoglu et al., 2018). Relational activities implemented by leaders often include celebrating employees' success, listening for understanding, and mentoring high potential employees (Cao et al., 2023). Lastly, DeRue et al. (2011) described passive behaviors which means that the leader behavior is inattentive or absent all together. Often this leadership approach is isolated, uninformed, or indifferent regarding employees. Of these types of leader behaviors, a persistent leader may appear to be classified as task-oriented when considering consistency of procedures and actions; however, leadership persistence may also be viewed through a relational-oriented lens, especially when persistent leaders value and promote employee connections.

When reflecting on persistence, leader consistency lies on a continuum, ranging from highly consistent to highly inconsistent, and the leader's position on the spectrum affects how their followers perceive them. In a study conducted by Johnson et al. (2012), researchers found that a leader with consistent behavior tends to reduce follower uncertainty in the organization. A consistent leader maintains cohesion across all situations and with individuals that they interact with on a regular basis (Breevaart & Zacher, 2019). For many employees, the consistency of a leader is highly valued because it allows employees to trust that the organization and their role is predictable and secure. Conversely, when a strong discrepancy in leader consistency occurs, anxiety and insecurities are often felt by their followers (Klebe et al., 2022).

Leadership and Follower Interactions

While the list of leadership characteristics and behaviors are commonly recognizable, research by Nichols and Cottrell (2014) suggests that the extent to which leadership traits and behaviors of integrity, openness, and communication are needed depends upon the situation. Considering the senior, middle, or entry level of responsibility, the organization's situation, and employees' expectations may dictate certain values as more important than other characteristics. For example, if a leader is in a lower or entry-level management position, then cooperation, support, and level of agreeableness may be more important to followers, while higher leadership levels may require more assertive, courageous, and confident characteristics (Nichols & Cottrell, 2014).

Additionally, leader behaviors are influenced by how their followers react to them and the characteristics that the followers possess (Fehn & Schütz, 2022). Follower characteristics remain a relevant study when considering leadership development. Schilling et al. (2023) found that a follower's perception of leadership is correlated with their personality traits. Because traits drive actions, follower characteristics are the catalyst for subordinate behaviors. Characteristics also influence how individuals perceive the actions of the people around them, including their leaders. A follower who requires a position with less autonomy and more direct instruction will require more, or different, leadership than a follower who works autonomously, or one who possesses a high level of career or workplace knowledge and expertise. Individual characteristics and personality traits are the reason for the difference in whether a subordinate will need more or less autonomy.

Often organizational employees possess unique qualities and characteristics with differences in age, gender, religion, race, and ethnicity. In addition to demographic differences, employees can develop different traits based on experiences and learned attributes. Being hard-working, trustworthy, and a "team player" can be qualities an individual developed based on learned experiences or cultural norms. Additionally, some individuals may be courageous or confident, while others may be quiet or kind. The differences in characteristics are what make individuals unique.

Follower characteristics must be considered within the follower-leader relationship, as this relationship involves two-way communication and continued interactions, as supported by Schruijer and Vansina (2002). If the characteristics of a follower differ vastly from those of the leader, then a potential miscommunication or misalignment may occur. While differences in employees are expected, and even should be strategically sought after and celebrated in organizations, pervasive miscommunication, incorrect culture, and workplace quality alignment may be harmful to the leader-follower relationship, even resulting in relationship termination. Persistence is often demonstrated using two-way communication and continued interactions; thus, considering the connection between these leadership elements is advantageous.

In addition to leadership traits and demographic differences impacting the leader-follower interaction, follower traits may also result in positive or negative interaction, especially when considering where the individual lies on the scales of Big Five personality dimensions (Schilling et al., 2023). These dimensions, described by McCrae and Costa (1989) and later expounded on by Soldz and Vaillant (1999), include extroversion, openness to experience, emotional stability, conscientiousness, and agreeableness.

Extroversion refers to how outgoing and engaging a person is in social situations. Individuals who rate high on an extraversion scale are highly gregarious and assertive, while individuals who rate low on an extraversion scale are often seen as shy, reserved, timid, and quiet (Mammadov, 2022). Openness to experience is important in changing environments because this trait helps individuals to adapt. Highly open employees are curious, creative, and often more skilled at adjusting to change. Emotional stability addresses how well an individual maintains positive emotions especially in times of stress; security and self-confidence are two characteristics which are highly linked to emotional stability (Zell & Lesick, 2022). Conversely, being anxious and stressed are qualities which are often linked with individuals with low emotional stability. Conscientiousness refers to how organized and responsible an individual is. Highly conscientious employees are organized, reliable, dependent, persistent, while low conscientious employees can be distracted, disorganized and unreliable (Mammadov, 2022; Zell & Lesick, 2022). Lastly, agreeableness is how well a person is considered likable, pleasant, kind,

or harmonious in a relationship as demonstrated by interpersonal interactions and social behaviors. An individual with low agreeableness is often viewed as self-centered and manipulative, whereas a person with high agreeableness is often characterized as trusting, altruistic, and at the extreme gullible. Persistence, while not overly mentioned in the Big Five personality traits, connects with these qualities. A steadfast commitment to any personality type requires persistence and most researchers view conscientiousness by an individual's ability to persist (Zhao & Seibert, 2006).

Much research associated with the Big Five personality traits concludes that work performance, self-concepts, well-being, and occupational success are impacted by personality traits (Mamadova, 2022; Plessen et al., 2020; Zell & Lesick, 2022). Additionally, a longitudinal study conducted by Soldz and Vaillant (1999) found that an individual's personality traits are often solidified and resistant to change after the age of 30. Whereas leaders can act outside of their innate personality types and a significant life event(s) can modify an individual's traits, the implication of this is that leader and follower characteristics often remain constant whether they are on the high or low end in each of the dimensions. A focused resolve, steadfast nature, or determination to a course of action can positively or negatively impact the interactions between leaders and followers. Therefore, persistence of the Big Five dimensions or any personality classification, behavior, or mindset may also affect an individual's job satisfaction and impact their relationships with coworkers and leaders (Schilling et al., 2023).

Job Satisfaction

Job satisfaction may be an additional indicator of whether persistent leadership is beneficial or harmful to subordinates. Job satisfaction can be a combination of various factors such as an individual's perception of tasks related to their job or how they feel about their job emotionally (Barnett, 2017; Krishna et al., 2022). Motivation to do one's job leads to an increase in job satisfaction because it affects performance and behavior at work (Basalamah & As'ad, 2021); employee satisfaction may also be a signal that the organization is running successfully and efficiently due to the presence of an effective leader. If one of these aspects is lacking, the employee's satisfaction will suffer and so could their job performance. When an unsatisfied employee becomes unhappy, discouraged, miserable or distressed, the employee may be more likely to engage in fraudulent activities or deviant behaviors such as stealing from the company or engaging in personal activities during work times (Kalemci et al., 2019).

Employee job satisfaction is affected by leader behavior (Mehta & Maheshwari, 2013; Nevicka et al., 2018). Employees look to leaders for guidance and assistance; leaders often model what behaviors and norms are expected and valued within an organization. When leaders are inconsistent or unable to provide the working conditions employees need, followers' job satisfaction suffers. Contrarily, leaders who are consistent in their feedback and guidance may increase subordinate job satisfaction. Leaders not only play a part in employee job satisfaction, but in other ways as well. According to Inceoglu et al. (2018), employee performance, work behaviors, and general well-being are greatly impacted by their leaders' behaviors. Research by Jiang et al. (2021) found that when followers provide constructive criticism to their leaders, leaders tend to improve and further develop their leadership skills, thus creating a synergetic relationship. Job satisfaction is also influenced by the relationships that employees have with their leaders. When personnel are not satisfied with their job, leader, or employer, they will most likely leave the company. Turnover can be hindrance for an organization due to the slowdown of

outputs because the company lacks enough employees to cover the load; additionally, the expense of hiring, training, and costs related to low productivity impacts an organization's efficiency and productivity.

Whether considering the lens of leadership characteristics, leadership behaviors, personality types, leader-follower interactions, or job satisfaction, leadership persistence should be evaluated. Effective leaders must constructively leverage persistence and recognize when their actions or goals become detrimental to employees and the organization.

Theoretical Framework

An examination of leadership persistence and the impact it has on followership can be viewed through the lens of several leadership theories including Herzberg's Two-Factor Theory, Leader-Member Exchange Theory, and Path-Goal Leadership Model. These theories and models provide a necessary foundation regarding leader behaviors, leader relationships with their followers, and how leaders impact job satisfaction of their followers and themselves. While Herzberg's Two-Factor Theory, Leader-Member Exchange Theory, and Path-Goal Leadership Model are not the only theories that may explain the significance of persistence as a leadership characteristic, they are relevant to characteristics, relationships, and job satisfaction. These three theories/models will be elaborated on below.

Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory (Herzberg et al., 1959) suggested that motivation was based on two factors: hygiene factors and motivators which are dissatisfiers and satisfiers, respectively (Thant & Chang, 2021). Herzberg contended that hygiene factors and motivators cannot exist without the other, and the degree they are present can either motivate or demotivate an individual. *Hygiene factors* are external stimuli to the individual, such as working conditions, job security, pay, and interpersonal relationships (Alshmemri et al., 2017), which can help to assuage dissatisfaction but does not lead to motivating or satisfying an employee. Motivators are internal stimuli, such as the actual work the individual is performing, self-motivation, or desire to promote, advance, or excel at one's job. Additional motivators may be recognition, achievement, and individual responsibility (Thant & Chang, 2021). Herzberg also proposed that it is these motivators that help employees achieve position satisfaction.

Herzberg noted three implications of his Two-Factor Theory (Alshmemri et al., 2017). The first is an individual who ranks low on a job dissatisfaction scale (has no or little employment dissatisfaction) and ranks high on a job satisfaction scale (has work fulfillment), implying that all hygiene and motivational factors are present, and the individual is motivated by challenging duties. The second implication is when an individual has no job dissatisfaction and no job satisfaction, which means that all of the hygiene factors are present, but the person is not challenged and therefore not motivated by his or her work. Lastly, an individual with high job dissatisfaction and no job satisfaction shows that none of the hygiene factors are present and the person is not motivated by their work often because it is not challenging or the organization fails to celebrate employee achievements. These implications demonstrate the importance of hygiene factors and for work to be challenging for an individual to be satisfied with their jobs.

Healthy leader persistence belongs in the hygiene factor category because it is external to the follower and impacts both their working conditions and interpersonal relationships.

Persistence of the leader may create favorable or unfavorable working conditions for the subordinate depending on how they perceive the persistence. If they enjoy having a persistent leader, then they may find their working conditions to be pleasant. The opposite is also true, if the individual does not like having a persistent leader, then they may find their working conditions to be subpar. Interpersonal relationships may be affected by a persistent leader in the same way as working conditions. If an individual likes their leader to be persistent, then their relationship with the leader and other coworkers may be improved. If leadership persistence becomes toxic or if the subordinate does not like their leader's line of persistence, then their relationships with coworkers and their leader may suffer.

Leader-Member Exchange Theory

Leader-Member Exchange (Brower et al., 2000) describes the relationship between followers and their leaders and the quality of that relationship. The relationship should be *dyadic* (Aggarwal et al., 2020; Pock and Pangaro, 2023), meaning it is an interdependent relationship between one leader and one follower (Kim et al., 2020). The dyadic relationship is formed during a process of role-making and role-taking in order to reduce uncertainty in the relationship (Yuan et al., 2023). Leaders and followers must build a relationship that is mutually beneficial in order for the Leader-Member exchange to be effective. The exchange also includes emotional support as well as resources available for exchange (Zhou et al., 2021).

When Leader-Member relationships are high in quality, leaders trust their followers more and care deeply about their well-being. The opposite is true if the relationship is low-quality, the leaders view followers more as outsiders and typically have less interactions with them (Zhou et al., 2021). Information exchange between leaders and followers are different based on the quality of the relationship. If the relationship is high quality, leaders tend to share more information with their followers, and the interactions are often characterized by high job satisfaction and low employment related stress (Aggarwal et al., 2020). Lower quality relationships will have the opposite effect, meaning decreased job satisfaction, increased job stress, and higher employee turnover typically manifests in the workplace. A study conducted by Aggarwal et al. (2020) found that high-quality Leader-Member exchange leads to a drastic increase in employee empowerment which further increases self-determination, self-efficacy, and work becoming more meaningful to the followers. An additional advantage of a high-quality relationship is that employees who have higher levels of motivational support from their superior tend to experience fewer negative effects such as emotional exhaustion (McCarthy et al., 2016).

Persistence in leadership may impact leader member exchange positively or negatively depending on how the follower receives the leadership. The leader-follower relationship may be bolstered by persistence if the follower perceives it as encouraging and stress reducing. The opposite may be true if the follower feels the leader's persistence is toxic and creates more anxiety and uncertainty. Additionally, the relationships may be of higher quality if both the leader and the follower are benefiting from the consistency in their relationship.

Path-Goal Leadership Model

The Path-Goal Leadership Model emphasizes the importance of leader influence on how followers perceive their goals (work-related or personal) and the path toward reaching those goals (House, 1971). Pock and Pangaro (2023) simplified this by saying that the leader's job is to establish the path to success and to remove any obstructions in the path. Scholarship by Olowoselu et al. (2019) found that the Path-Goal Model is a way for leaders to increase job satisfaction and motivation in their followers by creating a clear path toward completing a goal that includes rewards. Leader behavior is also an aspect of the Path-Goal Leadership Model that pertains to the current research.

Leader behaviors influence follower behaviors and motivation, as mentioned previously, and the Path-Goal Model has four different approaches to leadership behavior which are supportive, participative, directive, and achievement-oriented (Olowoselu et al., 2019). Supportive leadership involves leaders being concerned for the follower's well-being and lending support to them to ensure their needs are being met. Using this model, participative leadership welcomes follower opinions and incorporates their suggestions into decision-making processes. Directive leaders give their followers tasks and provide explicit instructions on how to complete the task. Finally, achievement-oriented leaders set clear, achievable goals for their followers.

The approach that is the most relevant to the current topic of persistent leaders is achievement-oriented leadership. This approach involves setting a target that is high but attainable and requires the leader to have confidence in their followers' capabilities. Olowoselu et al. (2019) and Saleem et al. (2020) said it was necessary for both the leaders and followers to continuously seek improvement of their goals. Leaders using the achievement-oriented approach need to set expectations for their followers and inform the followers of what those expectations are (Saleem et al., 2020). Considering the Path-Goal Model, leaders who persist would likely be classified as achievement-oriented due to their tenacious and unwavering nature. While persistent leaders can also be classified as supportive, participative, or directive, persistent leaders are characteristically described as determined, goals-oriented, and focused on mission attainment.

The Influence of Leader Persistence on Follower Motivation and Job Satisfaction

Various factors influence follower motivation and job satisfaction. In the following sections, we will discuss how persistence as a leadership characteristic impacts both. First, we will discuss how leaders facilitate job satisfaction for their followers. Second, we will introduce persistence as a motivator. Additionally, a description of the role followers play in their own job satisfaction will be examined. Lastly, a review of how persistence as well as other leader and follower traits influence job satisfaction will be considered.

Leaders Facilitate Follower Satisfaction

Leaders are responsible for facilitating follower satisfaction. Research by Ansong et al. (2022) found that by implementing support for their employees, such as recognition and encouragement, leaders facilitate job satisfaction amongst their employees. When employees feel empowered, they tend to have more responsibility for their work (Wong & Laschinger, 2013).

Organizations tend to reap the rewards of empowered employees as individuals with decision making abilities tend to be more engaged in their work and do not focus or demonstrate withdrawal behaviors such as turnover and absenteeism.

Wong and Laschinger (2013) found that when a leader behaves authentically, they facilitate more job satisfaction because they have closer relationships with their followers. Leaders should provide guidance on how and when to implement plans of action while motivating followers to meet challenging goals. Additionally, maintaining relationships and open dialogues between leaders and followers are considered essential within this workplace motivation model (Saleem et al., 2020).

Persistence as a Motivator

Persistence involves the length of time an individual will continue to put forth effort needed to get the job done; thus, it becomes a major component of motivation (Bostan, 2015). As a leadership characteristic, persistence can either promote or suppress job satisfaction. When a leader is consistent with their mood in a positive manner and uplifts their workforce, employees tend to have more job satisfaction (Johnson, 2009). The opposite is also true when a leader is consistently in a poor mood, persists with an unhappy or hostile demeanor, or commits to a course of action that is detrimental to the organization and its human capital; employees will become more cautious about what they can or cannot say and do at their organization. Fear of retaliation or avoidance of unfavorable conversations or harmful workplace dynamics can drive employee behaviors and willingness to persist in the workspace.

Leader consistency in task achievement also influences job satisfaction. If the leader uses the same guidelines for each task they complete, their followers know what to expect and will complete work assignments the same way. Conversely, if a leader is inconsistent or unpredictable regarding how they assign work, complete tasks, or meet deadlines, followers will be unsure when and how to complete their own assignments. Leaders must hold themselves to certain standards in order to hold their followers to those same standards. The ability to adapt to changing conditions, persist with a course of action, model positive behaviors, and focus on task performance demonstrates how effective leaders can perpetuate an organizational growth mindset (Behrendt et al., 2017).

Followers' Influence on Job Satisfaction

Followers also play a part in job satisfaction attainment based on their buy-in, intrinsic and extrinsic motivators, and the feedback they receive from their superiors (Manzoor et al., 2021). As described by Herzberg's Two-Factor Theory, intrinsic and extrinsic motivators play a part in job satisfaction, but the significance of that part depends on the individual. Intrinsic motivators do not come from another person and form primarily from the person's individualized efforts (Zheng et al., 2023). Examples of intrinsic motivators include responsibility, autonomy, and having a purpose. Extrinsic motivators, on the other hand, involve other people or objects adding to or influencing an individual's motivation. According to Lee, Lee, et al. (2022), motivators that are external to an individual include their pay, working conditions, co-working relationship, and leadership interactions. Feedback is necessary in motivating employees because it gives them insight on what they are doing correctly and what could use improvement.

Persistence and Other Traits Impact Job Satisfaction

When considering the level and type of leader persistence and follower characteristics, follower job satisfaction may be improved or reduced. Persistent leadership may increase job satisfaction when followers are high in openness, conscientiousness, and emotional stability. Research conducted by DeRue et al. (2011) used these three traits, as well as intelligence, to describe the traits needed for a leader or follower to be task competent. This analysis removes intelligence as a factor because it is not one of the Big Five Personality Traits introduced above. Persistence is a trait that a leader with task-oriented behavior will have, so it is necessary for the followers to also have traits that are related to task-oriented behavior.

Conversely, if followers are low in openness to experience, conscientiousness, and emotional stability, leader persistence may decrease job satisfaction. A persistent leader may upset their followers when a job is not being done correctly or efficiently. If the employee is low in emotional stability, they may not be able to accept criticism in a constructive way and may begin to react negatively. The same can be said for conscientiousness. An individual low in conscientiousness does not take responsibility for their work or take initiative to do the work required. Workplace conflict job dissatisfaction will likely result when a careless, distracted, or disorganized employee interacts with a highly persistent boss. If a persistent leader is positively focused on an organization's sustainability and on-going mission, an employee's tendency to be creative or willingness to deal with stress would be in alignment, increasing the chance for job satisfaction; however, if a persistent leader is detrimentally focused on maintaining the status quo or an outdated method, an employee who is curious, and willing to try new approaches would be out of alignment. Thus, openness to experience, preference for routine or tradition, or a cautious focus has the potential to support or weaken the supervisor/employee relationship and employee satisfaction. When considering each of the Big Five personality types, DeRue et al. (2011) notes that the compatibility and alignment between leaders' behaviors (especially those related to conscientiousness, agreeableness, and extraversion) and followers' perceptions can influence job satisfaction.

Additionally, an examination of the leader-follower relationship through the lens of Leader-Member Exchange Theory also provides additional insights to employee job satisfaction. Leader-Member Exchange Theory discusses how important the quality of this relationship is. If the leader values their relationship with their follower, the follower will be considered an insider and will be given opportunities and resources not available to others. Adversely, if the relationship is not valued by the leader, then the follower will be considered an outsider and will not be afforded the bonuses of a quality relationship. If the follower believes in the leader and the leader's actions, the follower will be satisfied with their job and want to perform to the best of their ability (Ete et al., 2022). If the follower does not like any of the actions a leader has taken or generally does not like the leader as a person, the follower will not be satisfied with their job.

Discussion

Persistence as a leader may be vital or detrimental depending on organizational factors and situations. Persistent leaders are vital when achieving a goal or completing a task. They excel in steady and planned environments as well as in uncertain or challenging situations. As achievement oriented, persistent leaders set expectations and follow the determined path to achieve the goal. Leader persistence ensures unwavering focus and consistent moods and

temperaments so that followers are informed and prepared. Followers who need extra guidance, who do not thrive in autonomous situations, or who crave consistency and reliability, benefit the most from persistent leaders.

Persistence in leadership may become detrimental when the leader needs to adapt quickly but fails to change their behavior or rigidly maintains an old, lacking, or outdated strategy. Times of merger and acquisitions, significant shifts in the economy or marketplace, or stages of organizational crisis can require leaders to modify behaviors and move from an established course of action. For example, periods of rapid change may cause a leader to promote more autonomy and less leader-follower interactions in order to keep the business running smoothly. If the established followers are used to interacting with their leader on a consistent basis, then the inconsistency of communications may have harmful effects to the work environment and to relationships.

Employees, whose leaders seem to act unpredictably or whose persistence in a course of action becomes toxic, may begin to lack performance motivation and a willingness to remain in an organization. This volatility and confusion can lead to skepticism and fear. However, inconsistency of behaviors should not be confused with purposeful and strategic change management. A leader can adapt to a challenge or decisively modify direction or focus to meet a changing environment and still be considered consistent if this adaptation is coherent with their personality, leadership philosophy, and previous behaviors.

Implications and Suggestions for Future Research

The present research shows how persistence as a leadership characteristic can promote job satisfaction or dissatisfaction depending on other situational factors. Leader behavior, follower characteristics, and job satisfaction all have an influence on whether persistence is vital or detrimental as a characteristic of a leader.

This research has limitations which future researchers should address. One such limitation is that there is no qualitative or quantitative data to support whether persistence in leadership is positive or negative or in which situations it is vital or detrimental. Future research should be conducted to confirm the situational dynamics that influence the positive and negative outcomes of persistence in leaders. An additional limitation is that we only applied three theories to the current study. Other researchers could analyze persistent leadership with other theories such as escalation of commitment or commitment bias. Escalation of commitment, according to Brockner (1992), may be divided into two categories: a) individuals who maintain the same course of action because the negative feedback they were receiving wasn't coming from a reliable source, and b) individuals who did not want to admit that their judgment toward an action and the resources allocated to it were misplaced. Finally, researchers could also observe different workplace situations and determine which behaviors or characteristics could be used to categorize a persistent leader.

Conclusion

Persistence as a leadership attribute may be positive or negative and is contingent upon situations and personal characteristics of the leader and their followers. Leadership behaviors and characteristics, follower qualities, and job satisfaction are all significant factors in whether persistence is beneficial or harmful as a leader characteristic. Persistence may be a driving or

deterring force for followers depending on what individuals consider motivating such as if the individual thrives on consistency or prefers inconsistency. Using Herberg's Two-Factor Theory, Leader-Member Exchange Theory, and the Path-Goal Leadership Model as the theoretical framework, we suggested that persistence in leadership may influence workplace tasks and relationships.

Persistence is an external stimulus that impacts the leader-follower relationship and influences how leaders and followers perform their tasks. Diverse task-based situations occur where persistence may be highly beneficial especially when tasks need to be completed a certain way or when followers require more guidance and less autonomy. Persistence may also be harmful when tasks are more fluid and when followers thrive in more autonomous work environments. In relationships, persistence may be more favorable if the leader maintains a steady positive personality and disposition. A leader's persistence may be less favorable if the leader maintains a negative attitude and is constantly irritable. Additionally, misapplied persistence behaviors could occur when a leader fails to modify actions or focus, holding on to an outdated and ineffective strategy. Despite the workplace nuances, persistence can be classified as either an added ability or a troublesome flaw within a leadership discussion.

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