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The Importance of Leader Recovery for Leader Identity and Behavior

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For individuals who hold leadership positions in their organizations, identifying as a leader day-to-day can have significant implications for their performance and interactions with followers. Despite the importance of leader identity, however, little is known about how leaders can start their workday in a cognitive state that allows them to identify more strongly with their leader role. Integrating recovery research with leader identity theory, we investigated the implications of psychological detachment and affect-focused rumination for leader identity and leader performance on a day-to-day basis at work. We conducted two experience sampling studies to test our expectations. In the first experience sampling study, we found that psychological detachment after hours helped leaders identify more strongly with their leader role the next day because they felt recuperated (i.e., lower levels of depletion), whereas affect-focused rumination after hours hindered leader identity via depletion. In turn, leader identity influenced leaders' enactment of transformational behaviors and power that day at work, as rated by their followers. We also found that the downstream effects of affect-focused rumination on leader behaviors via depletion and leader identity were weaker for more (vs. less) experienced leaders. We constructively replicated the negative effects of depletion on transformational behaviors and enacted power via leader identity in a supplemental experience sampling study using leaders' self-reports of their behaviors. We discuss theoretical and practical implications of our research for leaders at work.

Keywords: leader identity, depletion, psychological detachment, affect-focused rumination, leadership behaviors

Every minute [of a leader's daily life] is spent grappling with strategic issues, focusing on cost reduction, devising creative approaches to new markets, beating new competitors ... They rush from meeting to meeting, check their e-mail constantly, extinguish fire after fire, and make countless phone calls ...

—Bruch and Ghoshal (2002, p. 62)

Leader identity—seeing oneself as a leader—helps leaders to be effective on a day-to-day basis at work (Lanaj et al., 2022). Having higher levels of identification with the leader role can help motivate leader-congruent behaviors that ultimately benefit employees and

their organizations (Day et al., 2009; Lanaj et al., 2022; Rus et al., 2010). Yet, despite the importance and value of leader identity, we know little about how leaders can bolster their leader identity daily in ways that facilitate their performance at work. As exemplified in the opening quote from Bruch and Ghoshal (2002), each minute of a leader's workday is likely to be spoken for, making being a leader particularly depleting (Alvesson & Einola, 2019; Campbell et al., 2007; Lanaj et al., 2019; Pindek et al., 2020). Unfortunately, the taxing nature of leading may hinder leaders' ability to fully connect to their leader role, especially if they are unable to recover during off-work hours. Highlighting leaders' need for off-work recovery, a recent survey indicated that 60% of leaders report feeling “used up by end of day” (Segal, 2021).

We propose that one way leaders can bolster their leader identity is by starting their workday feeling refreshed and restored. Leader recovery is important to consider as most leaders struggle disconnecting from work when they are at home (e.g., Clark et al., 2016), which is the time when most recovery tends to occur (e.g., Bennett et al., 2018; Fritz & Sonnentag, 2005). For this reason, we examine the implications of two quintessential and differently valenced after-hours experiences that can promote or thwart leader recovery—psychological detachment and affect-focused rumination (Querstret & Cropley, 2012). Psychological detachment refers to mentally switching off from work (Sonnentag & Bayer, 2005) and is a beneficial form of mental recovery (Bennett et al., 2018; Chawla et al., 2020), whereas affect-focused rumination refers to intrusive and repetitive affect-laden thoughts about work (Cropley & Zijlstra, 2011) and is a detrimental form of mental recovery (Chawla et al., 2019; Querstret & Cropley, 2012). Based on theoretical arguments surrounding work recovery (e.g., Sonnentag, 2001, 2012; Sonnentag et al., 2022), we expect that these two experiences may exhibit

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The main experience sampling study method and analyses were not preregistered, but the supplemental study method and analyses were, and preregistration information can be found at the following link: https://aspredicted.org/blind.php?x=8RR_VBS. All reporting is done in line with the methods reporting checklist provided by the *Journal of Applied Psychology*. Although data are not available, all main analyses and results are in the following Open Science Framework repository: https://osf.io/8uw49/?view_only=6dd3e2abf4c74352adfe0bfb58b1b3d0

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opposing downstream effects on leader identity and leader behaviors via their implications for depletion.

Integrating research on work recovery (Querstret & Cropley, 2012; Sonnentag, 2012) with theory on leader identity (Day et al., 2009; DeRue & Ashford, 2010; Lord & Hall, 2005), we propose that—due to their impact on cognitive resources—psychological detachment and affect-focused rumination during off-work hours will disparately influence how leaders identify with their role the next day at work. Leader identity is a positive self-perception that has relevance for those holding formal positions of leadership within their organizations (Day et al., 2009; DeRue & Ashford, 2010). Leader identity fluctuates daily even for those holding formal leadership positions (Lanaj et al., 2021) and may be susceptible to the cognitive resources that leaders have available daily. Indeed, self-regulation research suggests that positive self-perceptions akin to leader identity are contingent on available resources (Fischer et al., 2007; Swann et al., 1990). Our integrative framework, therefore, suggests that on days when leaders are replenished due to psychological detachment prior to work, they may have the desire and fortitude to immerse themselves in their leader role by identifying more strongly as a leader (e.g., Ibarra, 2015). In contrast, on days when leaders are cognitively depleted due to affect-focused rumination, they may identify less with their leader role because depletion prompts desires to avoid resource-intensive responsibilities (e.g., Sjästad & Baumeister, 2018).

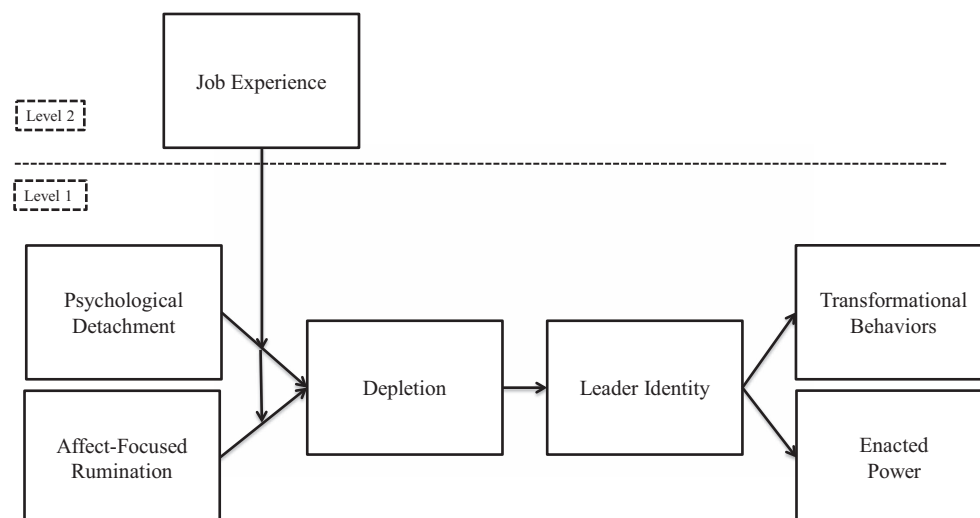
Leader identity is an important outcome of recovery to consider because it acts as a daily mental roadmap for leaders, prompting them to enact leader-congruent activities that support the activated identity that day at work (e.g., Day et al., 2009; Lanaj et al., 2022; Lord & Hall, 2005). Leaders may enact a variety of behaviors in response to an activated leader identity, but we focus on two—transformational behaviors and enacted power—reflecting leaders' two key responsibilities of providing psychological support and task direction to their followers (Katz & Kahn, 1978). Specifically, transformational behaviors capture leaders' devotion to the development and well-being of their followers, and enacted power indicates that leaders exerted meaningful influence in the daily tasks of their followers (e.g., Bass,

1985; Lanaj et al., 2016; Salancik & Pfeffer, 1977; Tepper et al., 2018). Drawing from our framework, we propose that on mornings when leaders feel energized due to psychological detachment, they will identify more closely with their leader role and subsequently enact more transformational behaviors and act with more power that day at work. In contrast, on mornings when leaders feel depleted due to affect-focused rumination, they will struggle to identify with their leader role and, in turn, will enact fewer transformational behaviors and exhibit less power that day at work.

Furthermore, although psychological detachment and affect-focused rumination likely matter for most leaders, self-regulation research suggests that experienced leaders may be less impacted by both resource-generating and resource-consuming activities (e.g., Lanaj & Jennings, 2020; Wang et al., 2011). Specifically, seasoned leaders may benefit less from psychological detachment because they have accumulated the skill and experience to manage a plethora of challenging work activities. Hence, detaching from work after hours may not have the same cognitively replenishing effects for experienced leaders as it may for less experienced leaders. Similarly, because experienced leaders have acquired knowledge and expertise on how to manage a variety of aversive work events, their cognitive resources may be less influenced by affect-focused rumination compared to those with less experience. Thus, drawing from self-regulation research (e.g., Bradley, 2007; Wang et al., 2011), we propose that leaders who have higher (vs. lower) job experience will be less reactive to the downstream resource implications of psychological detachment and affect-focused rumination.

Our theoretical model—portrayed in Figure 1—offers several theoretical and practical contributions to the leadership literature. First, we contribute to research on predictors of leader identity. Leader identity fluctuates daily and is sensitive to environmental cues (Lanaj et al., 2021, 2022). Most of the empirical research focusing on antecedents of leader identity, however, has primarily examined either long-term developmental experiences at work, or situational cues that may strengthen leader identity at work (e.g., Day & Sin, 2011; Lanaj et al., 2022; Lee Cunningham et al., 2022). Little empirical work, however, has examined outside-of-work

Figure 1
Conceptual and Tested Model



experiences that may matter for leader identity. By focusing on morning depletion as a precursor to leader identity, we contribute to the nascent but growing and important research documenting that home experiences spill over to impact leaders' attitudes and behaviors the next day at work (e.g., Courtright et al., 2016; Lin et al., 2021). As feelings of depletion in the morning proceed work experiences, depletion due to at-home recovery experiences acts as an important and relevant predictor of leader identity and leader behaviors. Indeed, how one starts their workday influences how they subsequently view themselves and how they approach their work (e.g., Lanaj et al., 2014; Rothbard & Wilk, 2011).

Second, we underscore the importance of investigating recovery experiences outside of work for leaders' daily performance. Leaders have a tendency to overwork (Clark et al., 2016) in attempts to accomplish their tasks and to be effective at work. Such overworking, however, tends to backfire (Clark et al., 2016), which may explain why the majority of those in managerial roles report being exhausted and not engaged at work (Lanaj et al., 2019). By highlighting that recovery matters for how people in formal positions of authority view themselves and subsequently perform as leaders, we make an important contribution to the leadership literature. Theoretically, our work is important because it shows that nonwork activities that are replenishing (or depleting) have direct implications for leaders' next-day behaviors via their sense of self as leaders. Practically, our work matters because it legitimizes for leaders the importance of detaching from work and investing in recovery experiences after work hours.

Third, leaders' days are busy and fast-paced, affording them few chances for cognitive breaks (e.g., Maxwell, 2020). By studying two experiences outside of the workplace that help (psychological detachment) and harm (affect-focused rumination) leaders' cognitive resources, we identify practical solutions for leaders who may struggle with depletion at work (e.g., Segal, 2021). That is, our work provides some reassurance to leaders who dislike remaining connected to work at all hours, by empirically showing that detaching from work ultimately makes them more effective as leaders the next day at work, and alternatively, that ruminating about work during off-work hours tends to backfire, leaving them less energized and less effective the next day at work. Awareness is the first step to self-regulation, and highlighting that detachment helps leaders become more adept at their work via leader identity may encourage leaders and their organizations to embrace beneficial recovery experiences more readily. Finally, drawing from self-regulation research, our framework suggests that leaders with less work experience may be particularly susceptible to the resource-based consequences of recovery activities. Thus, our work may have implications for the development and training of inexperienced leaders.

Theoretical Framework and Hypotheses Development

Leader Recovery and Implications for Leader Identity

Recovery refers to processes that facilitate "psycho-physiological unwinding" after work (Cropley & Zijlstra, 2011, p. 5) and may matter for how leaders identify with and fulfill their role at work (e.g., Meijman & Mulder, 1998). The recovery literature identifies psychological detachment and affect-focused rumination as two quintessential cognitive recovery experiences that may protect *or* consume leaders' resources, respectively (e.g., Cropley & Zijlstra, 2011;

Sonnentag & Bayer, 2005; Sonnentag et al., 2022; Sonnentag & Fritz, 2015). Scholars have noted that these two after-work experiences are related, yet distinct (Donahue et al., 2012; Flaxman et al., 2012; Sonnentag et al., 2022; Sonnentag & Fritz, 2015), underscoring the value of investigating their unique implications (both positive and negative) for leader identity and leader behaviors via their effects on depletion. Specifically, psychological detachment is a positively valenced experience capturing one's ability to switch off when away from work, which may benefit energy recovery processes in the form of reduced depletion (Cropley & Zijlstra, 2011). Conversely, affect-focused rumination is a negatively valenced experience reflecting "a cognitive state characterized by the appearance of intrusive, pervasive, recurrent thoughts, about work" (Cropley & Zijlstra, 2011, p. 9) that may harm recovery, as manifested in increased depletion (e.g., Querstret & Cropley, 2012).

Applied to our context, we expect that psychological detachment may reduce depletion because it provides leaders with a cognitive break from their work responsibilities, thus lessening the cognitive impact of daily work stressors (e.g., Sonnentag et al., 2010; Sonnentag & Fritz, 2015). Furthermore, refraining from thinking about work enables leaders to instead engage in beneficial activities such as socializing with loved ones and resting well after working hours. Indeed, prior research has shown that psychological detachment after working hours reduces daily emotional exhaustion and fatigue (Derks et al., 2014; Hahn et al., 2011; Sonnentag & Bayer, 2005; ten Brummelhuis & Bakker, 2012), whereas lower psychological detachment during the evening is associated with prolonged psychophysiological activation and increased fatigue (Sonnentag et al., 2008; Sonnentag & Fritz, 2015). Consistent with this research, we expect that psychological detachment in the evening will reduce leaders' sense of depletion the following day (e.g., Sonnentag et al., 2020; Sonnentag & Kühnel, 2016).

Conversely, affect-focused rumination represents maladaptive work-related cognitions in which leaders remain focused on the tension, anxiety, and worry associated with their job after hours (Calderwood et al., 2018; Querstret & Cropley, 2012). Thus, leaders who ruminate are not breaking from work-related thoughts when they should be spending time recovering after work (Sonnentag & Fritz, 2015), contributing to heightened psychophysiological arousal. Ruminating about work problems is likely to keep leaders cognitively preoccupied, potentially preventing them from entertaining distracting non-work-related thoughts such as how to engage with their partner or children that evening at home (Junker et al., 2021). Indeed, there is some evidence that affect-based rumination is associated with self-regulation failure (Cropley et al., 2016). We expect, therefore, that affect-focused rumination may interfere with leaders' ability to recuperate from the day, which aligns with empirical findings showing that affect-focused rumination contributes to fatigue and emotional exhaustion (Firoozabadi et al., 2018; Kinnunen et al., 2019; Querstret & Cropley, 2012). Accordingly, we expect that affect-focused rumination in the evening will increase leaders' sense of depletion in the morning. Summarizing these arguments, we propose the following hypothesis:

Hypothesis 1: (a) Psychological detachment from work is negatively associated with morning depletion and (b) affect-focused rumination about work is positively associated with morning depletion.

Drawing from theory on leader identity and self-regulation, we further propose that depletion due to recovery processes during off-work hours may have ramifications for leaders' identity the following workday. Leader identity—thoughts and cognitions related to thinking of oneself as a leader (e.g., Lanaj et al., 2021)—is a positive cognitive self-schema through which leaders make sense of themselves and of their leader role (Ashford & DeRue, 2012; Kragt & Guenter, 2018; Rus et al., 2010) and is therefore an important identity to those holding formal positions of leadership (DeRue & Ashford, 2010; DeRue et al., 2009; Lord & Hall, 2005). Although occupying a supervisory role constitutes a formal granting of leadership by one's organization (DeRue & Ashford, 2010), leader identity is dynamic and varies daily even for those holding formal positions of authority, guiding how they act and relate to others that day at work (Lanaj et al., 2021). Drawing from self-regulation research (Baumeister et al., 1998; Fischer et al., 2007; Swann et al., 1990), we suggest that cognitive resources available to a leader in the morning as a function of off-work recovery experiences may influence their leader identity, such that recuperated resources may facilitate leaders' sense of self as leaders, whereas depleted resources may hinder such perceptions.

Specifically, self-regulation research posits that access to positive self-perceptions—akin to one's leader identity—requires self-regulatory resources (Fischer et al., 2007; Swann et al., 1990; Turk et al., 2013). To illustrate, Fischer et al. (2007, p. 1317) wrote that

positive views on the self may require complex defensive processes—such as suppressing inconsistent or threatening self-relevant information, searching the memory for positive self-relevant information, and intentionally biasing the encoding, processing, and retrieval of self-relevant information—and thus, as a consequence, they might require self-regulatory resources.

Several empirical findings support the notion that regulatory resources are likely to matter for leader identity. For example, Neshat-Doost et al. (2008) found that depletion of self-regulatory resources increased the likelihood of context-inappropriate memories, which in our case may capture perceptions that identifying as a leader is not as relevant or important to depleted leaders as compared to more context-appropriate and adaptive memories. Other scholars have also found that feelings of depletion harm self-presentations (Vohs et al., 2005) and impede access to valuable self-perceptions (Swann et al., 1990, Experiment 1; Turk et al., 2013). Indeed, across several studies, Fischer et al. (2007) found that the depletion of self-regulatory resources impaired one's ability to construct positive self-views, resulting in a lowered sense of one's own abilities, sense of control, or expectations about the future, because depleted individuals were less able to generate and retrieve positive information and attributes about their self.

Applied to our context, these studies suggest that on days when leaders are replenished due to psychological detachment, they may have easier access to positive self-schemas such as leader identity (e.g., Fischer et al., 2007). The idea that positive forms of recovery can activate positive self-perceptions and promote identification with being a leader aligns well with recent trends in the recovery literature studying how replenished employees are able to effectively reattach to their work roles (e.g., Casper & Sonnentag, 2020; Fritz & Taylor, 2020; Sonnentag et al., 2020; Sonnentag & Kühnel, 2016). Thus, feeling recharged from psychological detachment should help embolden leaders to reengage with and embrace their leader identity, as they have the resources needed to be effective in

their role over the day ahead. Conversely, on days when leaders feel depleted due to affect-focused rumination, they may struggle to retrieve positive information about who they are as leaders, as manifested in lowered leader identity (e.g., “If I were a ‘real’ leader, this would feel easier”). Indeed, there is some research showing that depletion undermines one's self-assurance (DeBono & Muraven, 2013), enhances one's effort avoidance (Sjåstad & Baumeister, 2018), and promotes passivity and a reluctance to plan and pursue challenging goals (e.g., Sjåstad & Baumeister, 2018), likely demotivating leaders to identify with and immerse themselves in their roles. Consistent with these arguments, we propose the following:

Hypothesis 2: (a) Psychological detachment from work is positively associated with leader identity via lower morning depletion, whereas (b) affect-focused rumination about work is negatively associated with leader identity via higher morning depletion.

The Behavioral Implications of Recovery-Induced Leader Identity

Leader identity theory proposes that an activated leader identity promotes identity-congruent behaviors (Day et al., 2009; Day & Harrison, 2007) because positive identities drive desirable behavior (Dutton & Spreitzer, 2014). Thus, on days when leaders identify closely with their role, they will be motivated to seek out occasions to practice their leadership capabilities because they care about being effective (e.g., Lord & Hall, 2005). One way in which leaders can be effective is by fulfilling core leadership responsibilities. Classic leadership research and theory suggest that leaders fulfill two key responsibilities in their organizations—providing psychological support and task direction to their units (Katz & Kahn, 1978). Leaders may accomplish these responsibilities via a host of behaviors, but recent work suggests that at the day level, they are often fulfilled through transformational behaviors and exerting power (Lanaj et al., 2016, 2019; Smith & Hofmann, 2016). Guided by prior research, therefore, we examine transformational behaviors and enacted power as indicators of whether the leader comported with care for follower needs while also effectively guiding their tasks that day at work.

According to Lanaj et al. (2016, p. 238), daily transformational leadership acts “include common interpersonal behaviors such as expressing enthusiasm and confidence, modeling cooperation, using expressive (e.g., vivid imagery, metaphors) and inclusive (e.g., ‘we’ and ‘us’) language.” These behaviors, therefore, tend to primarily reflect leaders' psychological support for their followers (e.g., Bass & Riggio, 2006; Lanaj et al., 2016). Daily power, on the other hand, captures the extent to which leaders tell their followers what to do and have direct influence on their daily activities, which is another common experience for leaders (Lanaj et al., 2019). Indeed, Smith and Hofmann (2016) found that those in formal positions of power within their organizations experienced elevated levels of daily power.

The literature's consensus on daily transformational behaviors is that these acts have positive implications for leaders and followers (e.g., Diebig et al., 2017; Kelemen et al., 2020; Lanaj et al., 2016). For example, followers are more engaged on days when their leaders perform transformational behaviors (Breevaart et al., 2014; Tims et al., 2011), underscoring the practical importance of understanding dynamic predictors of such acts. Although few studies look at predictors of daily transformational acts, there is some evidence

that the identity of those in leadership roles may play a role (e.g., Johnson et al., 2012). We propose that on days when leaders feel energized due to psychological detachment from work the prior evening, and therefore identify more closely with their leader role, they may have the stamina and desire to pursue behaviors that align with their activated leader identity. Transformational acts are identity-congruent for leaders because they allow them to drive effective follower behaviors at work (e.g., Breevaart et al., 2014; Johnson et al., 2012). Therefore, on days when leader identity is heightened due to the availability of cognitive resources, leaders may be motivated to show support, attention, and care for their followers, as captured by transformational behaviors.

In contrast, on days when leaders feel less identified with their leader role because they lack the resources to fully embrace this role due to affect-focused rumination the prior evening, they may perform fewer transformational behaviors. Less-identified leaders may enact fewer transformational acts because these episodes entail expressing enthusiasm and managing emotional expressions, all of which require that leaders not only have the motivation to channel their energy toward these tasks, but also the available resources to do so (e.g., Lin et al., 2019). This is because transformational behaviors are resource consuming as they require “effort, time, and some level of self-control” (Breevaart & Bakker, 2018, p. 338). When faced with resource-intensive activities, however, depleted people often choose to protect their remaining resources (e.g., Hobfoll et al., 2018). Thus, on days when leaders experience a lower sense of leader identity because they lack sufficient resources, they may be reluctant to take on taxing acts such as transformational behaviors. For this reason, we propose the following hypothesis.

Hypothesis 3: (a) Psychological detachment from work is positively related to daily transformational behaviors and (b) affect-focused rumination from work is negatively related to daily transformational behaviors via their serial effects on morning depletion and leader identity.

Enactment of power—defined as influencing the actions of others (Provan, 1980)—is also a common daily experience for leaders because of their elevated positions within the hierarchy of the organization and the heightened responsibilities that accompany such positions (Hollander, 2009; Pfeffer, 1992, 2010). Enacted power is identity-congruent for leaders because it allows them to accomplish goals by directing and guiding the work of their followers (Hollander, 2009; Smith & Hofmann, 2016). Despite their positional authority over their followers, leaders may enact more power on some days versus others because they are responsible for and dependent on their followers and therefore likely to modulate their influence in response to daily follower needs (e.g., Provan, 1980; Smith & Hofmann, 2016; Tost, 2015; Tost & Johnson, 2019). Drawing from our framework, we expect that daily enactment of power may vary as a function of leaders’ cognitive resources and, consequently, their leader identity.

Specifically, on days when leaders are replenished due to evening psychological detachment from work, and therefore identify more closely with their leader role, they may be motivated to guide the work of their followers by enacting more power. This is because identified leaders care about being effective (Lord & Hall, 2005), and follower performance reflects well on leaders’ own aptitude (Kaiser et al., 2008). In contrast, on days when leaders feel depleted

due to evening affect-focused rumination, and therefore identify less with their role, they may hesitate to enact power because they lack the energy to influence others. Instead, they may protect their remaining resources by enacting less power and lessening follower contact (e.g., Liao et al., 2021). Taken together, we expect that when leaders detach from their work, they will be more energized in the morning and identify more easily with their leader role. On such days, identified leaders may channel that energy toward influencing others, as manifested in enacted power. In contrast, when leaders ruminate about work in the evening, they will feel depleted the next morning and be more reluctant to self-identify as a leader, which may interfere with their ability to enact power that day at work. Hence, we propose the following hypothesis:

Hypothesis 4: (a) Psychological detachment from work is positively related to daily enacted power and (b) affect-focused rumination about work is negatively related to enacted power via their serial effects on morning depletion and leader identity.

Leaders’ Job Experience as a Boundary Condition

Self-regulation research suggests that job experience—the length of time someone has held their current job (i.e., job tenure)—may buffer the downstream implications of resource-generating or resource-consuming work activities. Higher levels of job experience mean that the leader has had a considerable amount of practice with work-related tasks in a specific context (e.g., Bradley, 2007). Self-regulation research suggests that the impact of recovery experiences on leader resources (and subsequently leader identity) may be less substantive for experienced leaders because they have more familiarity and practice managing the demands of their work. In contrast, the resource implications of recovery activities may be even more pronounced for inexperienced leaders because they lack a well-developed and sophisticated repertoire of solutions to work-specific concerns and problems that can allow them to take full advantage of beneficial recovery experiences such as psychological detachment, or to avoid the pitfalls of maladaptive recovery experiences such as affect-based rumination.

As an example, Wang et al. (2011) conceptualized job experience as a resource-based variable that has the potential to protect employees from resource-draining work experiences (e.g., customer mistreatment). They argued that job experience affords employees more learning, practice, and knowledge about work activities, all of which facilitate their self-regulation. Their study suggests that leaders with longer tenure may have better control over their work and may have an easier time controlling their energy because they have become efficient at managing a variety of daily work tasks. In the context of leaders more specifically, Lanaj and Jennings (2020) found that managerial experience dampened the detrimental effects that helping followers with personal issues—a resource-demanding work experience—had on leaders’ negative affect. They argued that during personal helping episodes, “experienced leaders may not incur the same agitation, discomfort, or emotional contagion that less experienced leaders encounter” (Lanaj & Jennings, 2020, p. 359). Interestingly, although they did not hypothesize these effects, an additional finding in Lanaj and Jennings’s (2020) work was that experienced leaders’ mood benefited less from prosocial impact, a resource-generating activity. Thus, experienced leaders were less

influenced by both resource-consuming (helping) and resource-generating (prosocial impact) work activities.

Drawing from these studies, we expect that psychological detachment and affect-focused rumination may have weaker effects on next-morning depletion for leaders with higher job experience. Specifically, experienced leaders may engage in both psychological detachment and affect-focused rumination at home, but their resources may be less affected by these activities because they are more efficient at allocating their energy when dealing with and thinking about work activities (e.g., Lanaj & Jennings, 2020; Wang et al., 2011). Inexperienced leaders, on the other hand, may become more energized when they mentally distance from work problems through psychological detachment because they may find work activities to be more demanding on their cognitive resources than experienced leaders. Therefore, for inexperienced leaders, a cognitive break from thinking about work activities is a welcome respite that is likely to be more impactful day-to-day. Similarly, affect-focused rumination may be more exhausting for inexperienced leaders because they are likely to relive the negative affective implications of stressful work events and become more upset and agitated when thinking about them (e.g., Lanaj & Jennings, 2020), all of which may take a toll on their resources. In contrast, experienced leaders may be inoculated from the aversive effects of affect-focused rumination because they have likely encountered many upsetting events in their past work experience and have built the tolerance needed to get through them. Indeed, self-regulation research suggests that prior experiences with activities render those activities less depleting (Muraven & Baumeister, 2000).

Together, our arguments suggest that job experience will weaken both (a) the negative effect of psychological detachment on depletion and (b) the positive effect of affect-focused rumination on depletion. Since depletion is likely to matter for perceptions of leader identity, we ultimately expect that job experience will also moderate the downstream daily effects that psychological detachment and affect-focused rumination have on leader behaviors via resource depletion and leader identity. For this reason, we propose the following hypotheses:

Hypothesis 5: The downstream positive effects of psychological detachment from work on daily (a) transformational behaviors and (b) enacted power via morning depletion and leader identity will be weaker for leaders with more (vs. less) job experience.

Hypothesis 6: The downstream negative effects of affect-focused rumination from work on daily (a) transformational behaviors and (b) enacted power via morning depletion and leader identity will be weaker for leaders with more (vs. less) job experience.

Overview of Studies and Transparency Statement

Below, we report the findings from two studies—our main experience sampling study with leader–follower dyads that was included in our original submission and is part of a larger data collection effort¹ and a supplemental experience sampling study with leader data only that was added during the revision process. All study measures—including items, instructions, and scale anchors—are reported in the main text. We are also careful to detail our inclusion criteria and how we obtained our final sample for each study. The main experience sampling study method and analyses

were not preregistered, but the supplemental study method and analyses were, and preregistration information can be found at the following link: https://aspredicted.org/blind.php?x=8RR_VBS. All reporting is done in line with the methods reporting checklist provided by the *Journal of Applied Psychology*. Although data are not available, all main analyses and results are in the following Open Science Framework repository: https://osf.io/8uw49/?view_only=6dd3e2abf4c74352adfe0bfb58b1b3d0.

Main Experience Sampling Study

Participants and Procedure

To test our model, we conducted an experience sampling study in October and November 2019 as part of a larger data collection effort focused on the experiences of leaders at work. We recruited leaders for our study by posting study advertisements on social media sites, professional networking sites (e.g., LinkedIn), alumni networks, and ResearchMatch (e.g., Koopman et al., 2020), a national registry of research volunteers developed by several academic institutions and supported by the U.S. National Institutes of Health as part of the Clinical Translational Science Award program. To be eligible for our study, leaders had to work full-time in the United States, work traditional hours (Monday–Friday 10:00 a.m.–4:00 p.m.), primarily work outside their home, and supervise at least two employees. Interested leaders who met these criteria completed an opt-in survey that included the consent form and demographic questions, including job experience (institutional review board [IRB] granting institutions: University of Florida and University of Arizona; protocol title: Experiences of leaders at work; protocol numbers: UF201701135 and UA1704397006). We recruited 100 leaders using this method.

We sent leaders a daily survey for 10 consecutive workdays (Monday–Friday for 2 weeks) at 7:00 a.m. (completed on average at 8:10 a.m.). In the daily survey, we measured the previous evening's psychological detachment and affect-focused rumination, as well as current state depletion and leader identity. We also measured sleep quantity and quality from the previous night and positive and negative affect as control variables. In order to properly model within-person variance (Singer & Willett, 2003), and consistent with prior experience sampling studies (e.g., da Motta Veiga & Gabriel, 2016; Matta et al., 2020), we retained leaders who completed at least 3 days of surveys. Our final sample size was 73 leaders, who provided 575 daily observations (response rate = 78.8%, 7.88 surveys per leader on average). The majority of the leaders were female (57.5%, 41.1% male, 1.4% nonbinary) and White (72.6%, 12.3% Black, 5.5% Asian/Pacific Islander, 1.4% Middle Eastern/West Asian, 5.5% Hispanic/Latinx, 2.7% multiracial). Their average age was 38.3 years ($SD = 11.5$), and they worked an average of 42.8 hr per week ($SD = 9.6$). Their average job experience was 7.5 years ($SD = 8.3$), and they supervised an average of 9.0 employees ($SD = 10.9$). Leaders worked in a variety of industries and positions, and sample job titles are human resources manager, director of finance, chief engineer, and general manager.

To capture our leader behavior outcomes, we asked each leader to provide contact information for up to three followers. Consistent with our IRB guidelines, leaders were instructed to receive permission

¹ Some of the data have already been published in Gabriel et al. (2021). However, none of the variables reported in this article overlap with the published data.

from their followers before sharing their contact information. We randomly selected one follower for each leader and reached out to this follower directly to invite them to participate in the study. Seventy-five followers enrolled in the study. We sent followers a daily survey at 4:00 p.m. for the same 10 workdays (completed on average at 5:10 p.m.), and we asked followers to rate their leader's transformational behaviors and enacted power that day at work. We received daily data from 63 followers (86.3% of leaders). Followers were majority female (65.1%, 33.3% male, 1.6% did not report) and White (65.1%, 9.5% Black, 6.3% Asian/Pacific Islander, 1.6% Middle Eastern/West Asian, 9.5% Hispanic/Latinx, 4.8% multiracial, 3.2% other). Their average age was 34.7 years ($SD = 10.7$), and they worked an average of 39.9 hr per week ($SD = 8.7$). Their average job experience was 5.5 years ($SD = 6.5$), and they had been under the supervision of their leader for an average of 4.2 years ($SD = 5.1$). Followers' job titles included production crew, technician, administrative assistant, and operations and human resources associate.

Measures

Level-2 Variable

Leader Job Experience. We measured leader job experience in the sign-up survey by asking leaders a single item about their job tenure. Specifically, we asked "How long have you been working in your current job in years and months?" We then scaled responses to be in years.

Level-1 Variables

Psychological Detachment (Rated by Leader). We measured psychological detachment from the prior evening with five items adapted from Cropley et al. (2012). Leaders indicated the extent to which they agreed with each item on a scale of $1 = strongly disagree$ to $5 = strongly agree$, and the items were "Last night after work, I felt unable to switch off from work" (reverse-coded), "Last night after work, I was able to stop thinking about work-related issues," "Last night after work, I found it easy to unwind from work," "Last night after work, I made myself switch off from work," and "Last night after work, I left work issues behind." Importantly, although this measure was collected in the morning survey, the instructions focused on mentally recalling the experiences that leaders had the prior evening. The average reliability for psychological detachment was $\alpha = .84$.

Affect-Focused Rumination (Rated by Leader). We measured affect-focused rumination from the prior evening using a five-item scale adapted from Cropley et al. (2012). Leaders rated the extent to which they agreed with each statement on a scale of $1 = strongly disagree$ to $5 = strongly agree$, and the items were "Last night after work, I felt tense when thinking about work-related issues," "Last night after work, I felt annoyed when thinking about work-related issues," "Last night after work, I felt irritated when thinking about work-related issues," "Last night after work, I felt fatigued when thinking about work-related issues," and "Last night after work, I felt troubled when thinking about work-related issues." Similar to the psychological detachment measure, leaders were instructed to recall their experiences after work from the prior evening. The average reliability for affect-focused rumination was $\alpha = .96$.

Depletion (Rated by Leader). We measured state depletion with a five-item scale developed by Twenge et al. (2004) and published by Lanaj et al. (2014). Leaders indicated the extent to

which each statement described how they felt at that moment on a scale of $1 = not at all$ to $5 = very much$. The items were "I feel drained right now," "My mind feels unfocused right now," "Right now, it would take a lot of effort for me to concentrate on something," "Right now, my mental energy is running low," and "Right now, I feel like my willpower is gone." The average reliability for depletion was $\alpha = .94$.

Leader Identity (Rated by Leader). We measured state leader identity using a four-item scale developed by Lee et al. (2016) and published by Lanaj et al. (2021). Leaders indicated the extent to which they agreed with each item on a scale of $1 = strongly disagree$ to $5 = strongly agree$, and the items were "Right now, I feel like I possess the characteristics of a leader," "Right now, I see myself as a leader," "Right now, being a leader is very important to my sense of self," and "Right now, it is important to my sense of self that others see me as a leader." The average reliability for leader identity was $\alpha = .81$.

Transformational Behaviors (Rated by Follower). We measured daily transformational behaviors of the focal leader in the follower survey with four items from Podsakoff et al. (1990) that were published by Johnson et al. (2012). Followers rated the extent to which their leader engaged in each behavior on a scale of $1 = not at all$ to $5 = very much$. The items were "Today at work, [Leader's Name] communicated a desirable goal or vision to his/her subordinates," "Today at work, [Leader's Name] communicated the importance of shared group goals to his/her subordinates," "Today at work, [Leader's Name] challenged his/her subordinates to rethink the way that they do things," and "Today at work, [Leader's Name] displayed energy and enthusiasm to his/her subordinates." The average reliability for this variable was $\alpha = .87$.

Enacted Power (Rated by Follower). We measured daily enacted power of the focal leader in the follower survey using three items from See et al. (2011) and published by Foulk et al. (2019). Followers rated their agreement with each statement on a scale of $1 = strongly disagree$ to $5 = strongly agree$, and the items were "Today at work, [Leader's Name] had a great deal of power with his/her subordinates," "Today at work, [Leader's Name] got his/her subordinates to do what he/she wanted," and "Today at work, [Leader's Name] got his/her subordinates to listen to what he/she said." The average reliability for enacted power was $\alpha = .87$.

Control Variables

Sleep may affect next-day depletion and work behaviors (Guarana et al., 2021; Lanaj et al., 2014; Liu et al., 2021), and therefore, we controlled for sleep quantity and sleep quality from the previous night. Each morning, we asked leaders to indicate how long they slept last night in hours and minutes. We then scaled responses to be in hours. We also asked them to rate last night's sleep quality on a scale from $1 = very bad$ to $4 = very good$. Additionally, we controlled for morning positive and negative affect, following recommendations by Gabriel et al. (2019) to control for mood in order to mitigate common method bias, and because mood may affect work outcomes (Rothbard & Wilk, 2011). We measured positive affect with five items (sample item: "Excited") and negative affect with five items (sample item: "Distressed") from Watson et al. (1988). Leaders rated the extent to which each item described them "right now" from $1 = not at all$ to $5 = very much$; the average reliabilities for positive and negative

affect were $\alpha = .93$ and $\alpha = .89$, respectively. Finally, to account for possible time-related trends in our data, we controlled for study day (coded 1–10), day of the week (coded 1–5), and the sine and cosine of the day of the week (Beal & Weiss, 2003; Gabriel et al., 2019).^{2,3,4} Study day accounts for day effects that may have occurred during the study period, such as fluctuating work demands and fluctuating weather, whereas the three measures of sine, cosine, and day of week capture cyclical effects that are specific to the week (e.g., Monday vs. Wednesday vs. Friday).

Analytic Approach

We utilized multilevel path modeling in Mplus 8.5 (Muthén & Muthén, 1998–2017). Before this analysis, we first ran a null model to confirm that our Level-1 variables exhibited within-person variability, and our results indicated that there was substantial variance at the within-person level for each variable (52.6% for psychological detachment, 42.4% for affect-focused rumination, 37.9% for depletion, 32.1% for leader identity, 57.7% for transformational behaviors, 48.2% for enacted power). We then estimated a multilevel confirmatory factor analysis to confirm the factor distinctiveness of our constructs. At Level-1, we modeled the items for psychological detachment, affect-focused rumination, depletion, leader identity, transformational behaviors, enacted power, positive affect, and negative affect, and we person-mean centered all of the items (e.g., Scott et al., 2010). No items were modeled at Level-2 given that we only considered job experience as a cross-level moderator, and this was a single-item measure. Fit indices showed an acceptable fit of our conceptual model to the data, $\chi^2(566) = 929.56, p < .001$; comparative fit index (CFI) = .93; Tucker–Lewis index (TLI) = .93; root-mean-square error of approximation (RMSEA) = .03; standardized root-mean-square residual (SRMR_{within}) = .06.

We estimated two alternative CFAs. First, we collapsed the items for psychological detachment and affect-focused rumination into one factor with all other items loading onto their proposed factors, $\chi^2(573) = 1332.91, p < .001$; CFI = .86; TLI = .85; RMSEA = .05; SRMR_{within} = .07. Second, we estimated a CFA where the items for transformational behaviors and enacted power loaded onto one factor and all other items loaded onto their respective factors, $\chi^2(573) = 1193.76, p < .001$; CFI = .89; TLI = .88; RMSEA = .04; SRMR_{within} = .07. We compared our proposed model with these alternative models using the Satorra–Bentler χ^2 difference test with the maximum-likelihood restricted scaled correction factors (Satorra & Bentler, 2001), and the results suggested that our conceptual model fit the data better than either alternative model (Alternative model 1: $\Delta\chi^2 = 369.18, \Delta df = 7, p < .001$; alternative model 2: $\Delta\chi^2 = 254.06, \Delta df = 7, p < .001$). Therefore, we retained our proposed model for hypotheses testing.

In our multilevel path model, we person-mean centered our Level-1 predictor and control variables to remove between-person variance, as this allowed us to model day-to-day variations from a person's mean, and we grand-mean centered our between-person moderator of job experience (Enders & Tofghi, 2007; Hofmann et al., 2000). Following Beal (2015), we modeled our hypothesized paths using random slopes. We modeled control paths, including all direct effects, using fixed slopes for parsimony (e.g., Wang et al., 2011).⁵ To test indirect and conditional indirect effects, we built on Preacher et al. (2010) and constructed 95% bias-corrected confidence intervals using Monte Carlo simulations with 20,000

iterations in R, accounting for direct effects (Selig & Preacher, 2008). We used full information maximum-likelihood estimation, which estimates model parameters based on all available data to handle missing data from followers (Arbuckle, 1996). This technique is a recommended procedure for missing data in experience sampling research (Beal, 2015) because it correctly estimates standard errors (Larsen, 2011). This allowed us to retain our sample of 73 leaders with the 63 follower reports of our outcomes.

Results

Means, standard deviations, and correlations are shown in Table 1. Results of our multilevel path model are in Table 2, and the indirect effects for our model are presented in Table 3. Hypothesis 1 predicted that (a) psychological detachment would be negatively associated with depletion and (b) affect-focused rumination would be positively associated with depletion. We found support for this hypothesis, as the effect of psychological detachment on depletion was negative and significant ($\gamma = -.08, SE = .03, p = .013$), whereas the effect of affect-focused rumination on depletion was positive and significant ($\gamma = .14, SE = .04, p < .001$).

Hypothesis 2 suggested that (a) psychological detachment would have a positive effect on leader identity and (b) affect-focused rumination would have a negative effect on leader identity via depletion. As a first step, results showed that depletion was negatively related to leader identity ($\gamma = -.12, SE = .05, p = .008$). Supporting Hypothesis 2, the indirect effect of psychological detachment on leader identity via depletion was positive and significant (estimate = .0094, 95% CI [.0014, .0239]), and the indirect effect of affect-focused rumination on leader identity via depletion was negative and significant (estimate = $-.0175$, 95% CI [$-.0396, -.0044$]).

Hypothesis 3 posited that (a) psychological detachment would be positively associated with daily transformational behaviors and (b) affect-focused rumination would be negatively associated with daily transformational behaviors via their serial effects on depletion and leader identity. We found that leader identity was positively associated with daily transformational behaviors ($\gamma = .35, SE = .10, p < .001$). Furthermore, the serial indirect effect of psychological detachment on daily transformational behaviors via depletion and leader identity was positive (estimate = .0033, 95% CI [.0005, .0110]), whereas the serial indirect effect of affect-focused rumination on daily transformational behaviors via depletion and leader

² Removing all control variables (sleep quantity and quality, positive and negative affect, study day, day of the week, sine, and cosine) does not change the results or pattern of findings, with one minor exception—the relation between psychological detachment and depletion becomes marginal ($\gamma = -.15, SE = .09, p = .088$).

³ We reran our full model and controlled for the lagged version of each of the endogenous variables. None of the previous-day values significantly predicted any of our model variables, and all the model results are substantively the same with these additional controls.

⁴ Dropping all four of these controls (day of study, day of the week, sine, and cosine) from the analysis, controlling only for study day, or controlling only for week effects (day of week, sine, and cosine) does not change the pattern of our findings.

⁵ The residual covariances of the random slopes in our model were not significant. Therefore, following the recommendation of Tofghi et al. (2013), we did not include slope covariances in our final model estimation.

Table 1
Means, Standard Deviations, and Correlations for Main Experience Sampling Study

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
1. Psychological detachment	3.41	0.59	—	-.52**	.00	-.10	.36**	.25*	-.01	-.45**	-.33**	.20	-.19	.02	.21	.25*	-.03	-.03	.31*	-.02	-.12
2. Affect-focused rumination	2.52	0.82	-.27**	—	-.14	-.04	-.28*	-.33**	-.52**	.41**	.58**	-.32**	-.12	-.15	-.04	-.25*	.16	-.21	-.22	.15	-.28*
3. Study day	5.37	0.69	.06	-.03	—	.58**	.25*	.18	.13	-.13	-.33**	.10	-.01	-.04	-.03	.07	.03	.25*	.03	.04	.09
4. Day of week	2.89	0.37	.02	.08	.47**	—	-.02	-.17	.14	.01	.10	-.11	.01	-.01	-.27*	-.18	.18	.13	-.15	.15	.06
5. Sleep quantity	7.08	1.62	.05	-.06	.02	-.05	—	.58**	.11	-.25*	-.38**	-.04	.09	.16	.10	.01	-.21	-.12	-.03	-.07	.08
6. Sleep quality	2.98	0.53	.15**	-.17**	.01	-.04	.19**	—	.15	-.37**	-.59**	.32**	.03	.30*	.48**	.35**	-.31**	-.05	.26*	.03	.05
7. Positive affect	2.70	0.92	.16**	-.24**	-.24**	-.13**	.04	.17**	—	.07	-.25*	.32**	.31*	.22	-.09	.17	-.18	.30**	.18	-.24	.29*
8. Negative affect	1.43	0.59	-.14**	.27**	-.01	.03	-.03	-.05	.03	—	.63**	-.34**	-.01	-.15	-.26*	-.29*	.04	.03	-.21	-.08	-.03
9. Depletion	1.83	0.82	-.23**	.34**	.03	.04	-.09*	-.40**	-.37**	.18**	—	-.32**	-.08	-.15	-.41**	-.43**	.19	-.09	-.29*	-.02	-.13
10. Leader identity	3.67	0.65	.11**	-.08*	-.12**	-.04	.02	.11*	.11*	-.10*	-.20**	—	.47**	.40**	.23	.30*	-.06	-.01	.30*	-.19	-.06
11. Transformational behaviors	3.41	0.82	.01	.02	-.12**	.06	.00	-.02	.08	.09	-.04	.15**	—	.43**	-.10	-.04	-.04	.04	-.08	-.16	.07
12. Enacted power	4.01	0.54	.08	-.01	.00	.01	.03	.03	.00	-.01	-.07	.19**	.25**	—	.00	.08	-.12	.09	.03	-.10	-.07
13. Job experience	7.46	8.27	.21	-.04	.03	-.27*	.10	.48**	-.09	-.28*	-.41**	.23	-.10	.00	—	.75**	-.22	.00	.55**	.05	.03
14. Leader age	38.32	11.55	.25*	-.25*	.07	-.18	.01	.35**	.17	-.29*	-.43**	.30*	-.04	.08	.75**	—	-.24*	.13	.59**	-.13	.18
15. Leader gender	0.58	0.50	-.03	.16	.03	.18	-.21	-.31**	-.18	.04	.19	-.06	-.04	-.12	-.22	-.24*	—	-.04	-.14	-.04	-.22
16. Leader race	0.27	0.45	-.03	-.21	.25*	.13	-.12	-.05	.30**	.03	-.09	-.01	.04	.09	.00	.13	-.04	—	.09	-.02	.49**
17. Follower age	34.71	10.70	.31*	-.22	.03	-.15	-.03	.26*	.18	-.21	-.29*	.30*	-.08	.03	.55**	.59**	-.14	.09	—	-.03	.03
18. Follower gender	0.66	0.48	-.02	.15	.04	.15	-.07	.03	-.24	-.08	-.02	-.19	-.16	-.10	.05	-.13	-.04	-.02	-.03	—	-.18
19. Follower race	0.35	0.48	-.12	-.28*	.09	.06	.08	.05	.29*	-.03	-.13	-.06	.07	-.07	.03	.18	-.22	.49**	-.03	-.18	—

Note. Pairwise Level-1 $N = 427$ –575. Pairwise Level-2 $N = 62$ –73. Variables 1–12 are Level-1 variables. Correlations for Variables 1–12 reported below the diagonal are based on person-mean centered Level-1 variables, and correlations above the diagonal are based on between-person scores, where Level-1 variables were aggregated to Level-2. Variables 13–19 are Level-2 variables, and correlations for these are based on between-person scores, both above and below the diagonal. Gender was coded: 1 = female; 0 = male; nonbinary gender was excluded for these correlations. Race was coded: 1 = non-White; 0 = White. Means and standard deviations are based on between-person scores. * $p < .05$. ** $p < .01$.

identity was negative (estimate = $-.0062$, 95% CI [$-.0184$, $-.0011$]). Thus, Hypothesis 3 was also supported.

Hypothesis 4 predicted that (a) psychological detachment would be positively related to daily enacted power and (b) affect-focused rumination would be negatively related to daily enacted power via depletion and leader identity. Our results showed that leader identity was positively associated with daily enacted power ($\gamma = .21$, $SE = .07$, $p = .003$). Moreover, supporting Hypothesis 4, we found that psychological detachment heightened leaders' enacted power via reduced depletion and increased leader identity (estimate = $.0020$, 95% CI [$.0003$, $.0064$]). On the other hand, affect-focused rumination decreased leaders' enacted power via enhanced depletion and decreased leader identity (estimate = $-.0037$, 95% CI [$-.0109$, $-.0008$]).

In Hypothesis 5, we suggested that the downstream positive effects of psychological detachment on (a) daily transformational behaviors and (b) daily enacted power via depletion and leader identity would be weaker for leaders who had more (vs. less) job experience. Contrary to expectations, leader job experience did not significantly moderate the within-person association between psychological detachment and depletion ($\gamma = .00$, $SE = .00$, $p = .504$), and therefore, we did not find support for Hypothesis 5.

Hypothesis 6 proposed that the downstream negative effects of affect-focused rumination on (a) daily transformational behaviors and (b) daily enacted power via depletion and leader identity would be weaker for more (vs. less) experienced leaders. Job experience had a significant moderating effect on the within-person relationship between affect-focused rumination and depletion ($\gamma = -.01$, $SE = .00$, $p = .001$). As shown in Figure 2, for leaders with higher levels of job experience (+1 SD), the effect of affect-focused rumination on depletion was not significant ($\gamma = .03$, $SE = .05$, $p = .481$). However, for leaders with lower job experience (-1 SD), the relationship between affect-focused rumination and depletion was positive and significant ($\gamma = .25$, $SE = .06$, $p < .001$).^{6,7,8} In testing our conditional indirect effects, for leaders lower in job experience (-1 SD), the serial indirect effects of affect-focused rumination on daily (a) transformational behaviors (estimate = $-.0109$, 95% CI [$-.0319$, $-.0022$]) and (b) enacted power (estimate = $-.0064$, 95% CI [$-.0186$, $-.0015$]) via depletion and leader identity were negative and significant. However, for leaders higher in job experience (+1 SD), the serial indirect effects of affect-focused rumination on daily (a) transformational behaviors (estimate = $-.0014$, 95% CI [$-.0092$, $.0020$]) and (b) enacted power (estimate = $-.0008$, 95% CI [$-.0052$, $.0010$]) via depletion and leader identity were not significant. These conditional indirect effects were significantly different (transformational behaviors difference estimate = $.0006$, 95% CI [$.0001$, $.0017$]; enacted power difference estimate = $.0003$, 95% CI [$.0001$, $.0010$]), supporting Hypothesis 6.⁹

Supplemental Experience Sampling Study

Although our main study had many strengths, including the use of follower-rated outcomes, a limitation is that we measured all leader-reported variables (recovery experiences, depletion, and leader identity) at the same time in the morning survey. To address this limitation, we conducted a supplemental within-person experience sampling study in which we sought to replicate our model using time-separated measures in a preregistered design. In this study, we asked leaders to complete three surveys per day, which allowed us to separate depletion (measured in the morning) from leader identity (measured at noon) from leader behaviors (measured in

the afternoon). For parsimony, we focused on replicating the downstream effects of leader depletion because previous literature has robustly shown that recovery experiences matter for resource availability, such that psychological detachment enhances resources (e.g., Fritz et al., 2010; Sonnentag & Bayer, 2005; Sonnentag et al., 2010), whereas affect-focused rumination drains resources (e.g., Firoozabadi et al., 2018; Kinnunen et al., 2019; Querstret & Cropley, 2012).¹⁰

Furthermore, in our main study, we assessed leader behaviors (transformational behaviors and enacted power) using follower-reported data to lessen threats of common method bias (Podsakoff et al., 2003). However, recently, scholars have noted that follower

⁶ In response to an anonymous reviewer, we examined whether job experience moderated the association between depletion and leader identity. We ran our full model and added job experience as a moderator of the depletion to leader identity slope, as well as a between-person predictor of the intercept of leader identity. Job experience did not have a main significant effect on leader identity ($\gamma = .01$, $SE = .01$, $p = .139$) nor did it moderate the association between depletion and leader identity ($\gamma = .00$, $SE = .01$, $p = .949$). We also looked at the moderating effect of job experience on the rest of the slopes—that of leader identity to transformational behaviors ($\gamma = .02$, $SE = .02$, $p = .215$) and that of leader identity to enacted power ($\gamma = .00$, $SE = .01$, $p = .659$), including job experience as a between-person predictor of the intercept of these outcomes (transformational behaviors: $\gamma = -.11$, $SE = .08$, $p = .168$; enacted power: $\gamma = .01$, $SE = .03$, $p = .731$). None of these moderation effects or main effects were significant.

⁷ We also ran another iteration of our model where we controlled for job experience on all intercepts. Controlling for Level-2 variables is not as common in experience sampling research because the partitioning of the variance at the two different levels renders these controls hard to interpret (for a few recent examples, please see Frank et al., 2022; Greenbaum et al., 2022; Koopman et al., 2021; Lin et al., 2021; McClean et al., 2021; Yoon et al., 2021). That said, we ran these analyses, and when we do so, some of our slopes become marginal (from $p = .051$ to $.071$), likely due to the complexity being added to our model. These analyses are available from the authors upon request.

⁸ In our main study, age and job experience are correlated at $r = .75$, raising concerns that the moderating effects that we found may not be unique to job experience. To address this concern, we reran our full model and included age as a control variable on the intercept of depletion and on the slopes of the two recovery experiences and depletion, thus treating age the same as our moderator job experience. In this analysis, we found that job experience moderated the association between affect-focused rumination and depletion ($\gamma = -.02$, $SE = .01$, $p = .028$), but age did not ($\gamma = .00$, $SE = .01$, $p = .751$). The rest of the model results and the pattern of our findings remained unchanged. These analyses suggest that job experience seems to have unique moderating effects on the association between affect-focused rumination and depletion, beyond its overlap with age.

⁹ Chronic leader identity may moderate the association between depletion and leader identity. To address this possibility, we aggregated our daily leader identity assessments to Level 2 to capture a more stable representation of leader identity over the course of the study. Prior experience sampling work has analyzed aggregate within-person experiences as proxies for between-person representations of these same constructs (e.g., Beal & Ghandour, 2011; Gabriel et al., 2014). We found that aggregate levels of leader identity did not moderate the associations between the recovery experiences and depletion (psychological detachment to depletion: $\gamma = -.01$, $SE = .04$, $p = .833$; affect-focused rumination to depletion: $\gamma = -.06$, $SE = .06$, $p = .284$), but it did moderate the within-person relationship between depletion and daily leader identity ($\gamma = .08$, $SE = .03$, $p = .010$). Simple slope analyses revealed that at lower (-1 SD) levels of average leader identity, depletion was negatively associated with leader identity at the day level ($\gamma = -.10$, $SE = .02$, $p < .001$). However, at higher (+1 SD) levels of average leader identity, depletion was not related to leader identity at the day level ($\gamma = .01$, $SE = .03$, $p = .818$). The addition of average leader identity as a cross-level moderator did not affect the significance or interpretation of our hypothesized model results.

¹⁰ We thank an anonymous reviewer for this helpful suggestion in how to structure our supplemental study.

Table 2
Simultaneous Multilevel Path Model Results for Main Experience Sampling Study

Predictor	Depletion		Leader identity		Transformational behaviors		Enacted power	
	γ	SE	γ	SE	γ	SE	γ	SE
Intercept	1.83**	(.09)	3.89**	(.12)	2.08**	(.37)	3.23**	(.29)
Level-2 predictor								
Job experience	-.04**	(.01)						
Psychological detachment slope residual variance	.00	(.01)						
Affect-focused rumination slope residual variance	.02	(.01)						
Depletion slope variance			.02*	(.01)				
Leader identity slope variance					.01	(.01)	.00	(.00)
Level-1 predictors and control variables								
Study day	.00	(.01)	-.02*	(.01)	-.05*	(.02)	.00	(.01)
Day of week	.00	(.03)	-.03	(.02)	.12	(.06)	-.02	(.03)
Sine	.03	(.04)	-.08*	(.04)	.12	(.08)	-.04	(.04)
Cosine	.03	(.04)	.03	(.03)	-.02	(.08)	.01	(.04)
Sleep quantity	.00	(.00)	.00	(.00)	.00	(.00)	.00*	(.00)
Sleep quality	-.30**	(.04)	.02	(.03)	-.08	(.07)	.00	(.06)
Positive affect	-.26**	(.05)	.00	(.05)	.02	(.08)	-.03	(.04)
Negative affect	.17*	(.07)	-.06	(.08)	.27**	(.10)	.04	(.06)
Psychological detachment	-.08*	(.03)	.05	(.05)	.02	(.08)	.06	(.04)
Affect-focused rumination	.14**	(.04)	.01	(.04)	.01	(.07)	.01	(.04)
Depletion			-.12**	(.05)	-.06	(.08)	-.04	(.07)
Leader identity					.35**	(.10)	.21**	(.07)
Cross-level interactions								
Psychological Detachment \times Job Experience	.00	(.00)						
Affect-Focused Rumination \times Job Experience	-.01**	(.00)						

Note. Level-1 $N = 575$. Level-2 $N = 73$. Unstandardized coefficients reported in the table. Level-1 variables were person-mean centered, and job experience was grand-mean centered. To ascertain the practical significance of our model, we calculated the variance explained by each predictor using model likelihood statistics, following the formula of Lang et al. (2021). We found that the psychological detachment explained 5.3% of the variance in depletion, whereas affect-focused rumination explained 3.7% of the variance in depletion. Depletion explained 3.8% of the variance in leader identity, and leader identity explained 3.5% of the variance in transformational behaviors and 3.8% of the variance in enacted power. Job experience explained 8.9% of the variance in the within-person relationship between affect-focused rumination and depletion. $SE =$ standard error.

* $p < .05$. ** $p < .01$.

ratings may have limitations. For example, followers may be unable to observe all leader behaviors on a given workday, leading to deficient ratings that rely on “typical” leader behaviors (Gabriel et al., 2019). Likewise, it may be unfeasible for all followers to participate in a given study, or not all followers may be interested in participating in research, leading to sampling bias. For these reasons, some scholars have suggested that leader self-reports may be most appropriate for measuring daily leader behaviors (McClean et al., 2019). To balance these two sets of concerns and perspectives, we relied on leader self-reports in this supplemental study.

Participants and Procedure

We recruited leaders via Prolific, which is an online participant pool for academic research (e.g., Palan & Schitter, 2018) in January and February 2022 (IRB granting institution: University of Florida; protocol title: Leader attitudes and behaviors; protocol number: IRB202200126). We surveyed these leaders three times a day (morning, noon, and afternoon) for 5 consecutive workdays (1 week, Monday–Friday). Although we specified in the preregistration form that we were targeting a sample size of 100 leaders, we posted the study to Prolific with 150 slots for enrollment, as we wanted to ensure that we would have an acceptable sample size at Level 2 after removing people who provided fewer than 3 complete

days of surveys (e.g., Gabriel et al., 2019). In total, 133 leaders enrolled in the study on Prolific.

Following best practices for modeling within-person variance (Singer & Willett, 2003) and aligning with our main study and preregistration of the supplemental study, we retained leaders who provided at least 3 days of complete surveys. Our final sample included 79 leaders, who provided 343 day-level observations (response rate = 86.9%, 4.34 days per leader on average). Leaders were majority male (53.2%, 46.8% female) and White (77.2%, 8.9% Asian/Pacific Islander, 8.9% Hispanic/Latinx, 2.5% Black, 1.3% Middle Eastern/West Asian, 1.3% multiracial). Their average age was 39.8 years ($SD = 10.7$). Leaders worked an average of 41.4 hr per week ($SD = 8.6$), supervised an average of 8.7 subordinates ($SD = 12.07$), and had an average of 7.1 years ($SD = 6.3$) of job experience. Sample job titles are senior civil engineer supervisor, IT team leader, and marketing manager.

The morning survey (completed on average at 8:17 a.m.) measured depletion ($\alpha = .95$). In the noon survey (completed on average at 12:38 p.m.), leaders responded to the measure of leader identity ($\alpha = .89$). Finally, in the afternoon survey (completed on average at 4:46 p.m.), we measured leaders’ transformational behaviors ($\alpha = .92$) and enacted power ($\alpha = .90$). We used the same measures for these variables as in our main study, but we adapted the wording of the leader behaviors to be self-reported (e.g., “Today at work, I communicated the importance of shared group goals to my subordinates”).

Table 3
Indirect and Conditional Indirect Effects for Main Experience Sampling Study

Indirect effect	Job experience	Estimate	95% CI
Psychological detachment → Leader identity (via depletion)	—	.0094*	[.0014, .0239]
	Low	.0068	[−.0014, .0233]
	High	.0120*	[.0012, .0319]
Affect-focused rumination → Leader identity (via depletion)	—	−.0175*	[−.0396, −.0044]
	Low	−.0307*	[−.0678, −.0080]
	High	−.0040	[−.0197, .0061]
Psychological detachment → Transformational behaviors (via depletion and leader identity)	—	.0033*	[.0005, .0110]
	Low	.0024	[−.0003, .0105]
	High	.0042*	[.0004, .0149]
Affect-focused rumination → Transformational behaviors (via depletion and leader identity)	—	−.0062*	[−.0184, −.0011]
	Low	−.0109*	[−.0319, −.0022]
	High	−.0014	[−.0092, .0020]
Psychological detachment → Enacted power (via depletion and leader identity)	—	.0020*	[.0003, .0064]
	Low	.0014	[−.0001, .0058]
	High	.0025*	[.0003, .0087]
Affect-focused rumination → Enacted power (via depletion and leader identity)	—	−.0037*	[−.0109, −.0008]
	Low	−.0064*	[−.0186, −.0015]
	High	−.0008	[−.0052, .0010]

Note. Bias-corrected indirect effects and conditional indirect effects. Confidence intervals are based on 20,000 Monte Carlo bootstrap samples. CI = confidence interval. All indirect effects were calculated accounting for direct effects.

* $p < .05$.

As in our main study, we controlled for sleep quantity and quality, leader positive affect ($\alpha = .88$) and negative affect ($\alpha = .87$), and potential time trends (day of the week and the sine and cosine of the day of the week; we did not include study day because the study only lasted for 1 week, meaning study day is the same as day of the week).

Analytic Approach

We utilized multilevel path modeling in Mplus 8.5 (Muthén & Muthén, 1998–2017) for data analysis. A null model confirmed that all our variables exhibited substantial within-person variance (42.3% for depletion, 37.4% for leader identity, 37.3% for transformational behaviors, 58.2% for enacted power). We then estimated a multilevel CFA to confirm the distinctiveness of our focal constructs. At the within-person level, we modeled the items for depletion, positive affect, negative affect, leader identity, transformational behaviors, and enacted power, and we person-mean centered all of the items. No items were modeled at the between-person level. Results suggested that our conceptual model had adequate fit to the data, $\chi^2(284) = 475.42, p < .001$; CFI = .92; TLI = .90; RMSEA = .04; SRMR_{within} = .06. Furthermore, we ran an alternative model in which the items for transformational behaviors and enacted power loaded onto one factor and all other items loaded onto their respective factors, $\chi^2(289) = 714.61, p < .001$; CFI = .81; TLI = .79; RMSEA = .07; SRMR_{within} = .07. Using the Satorra–Bentler χ^2 difference test with the maximum-likelihood restricted scaled correction factors (Satorra & Bentler, 2001), we found that our conceptual model had better fit than this alternative model ($\Delta\chi^2 = 515.88, \Delta df = 5, p < .001$), and therefore, we retained our proposed model for data analysis.

As in our main study, we person-mean centered our within-person predictors and controls (Enders & Tofghi, 2007; Hofmann et al., 2000). We used random slopes for hypothesized paths (Beal, 2015) and fixed slopes for control paths (Wang et al., 2011). To test indirect effects, we estimated bias-corrected 95% confidence intervals using

Monte Carlo simulations with 20,000 replications in R, accounting for all direct effects (Preacher et al., 2010; Selig & Preacher, 2008).

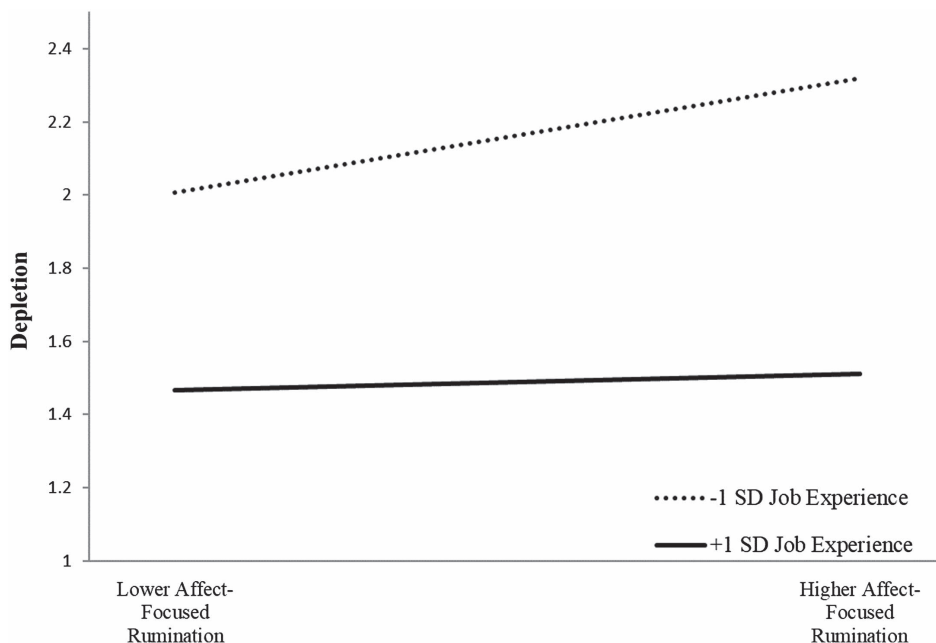
Results

Table 4 displays the means, standard deviations, and correlations for all study variables, and Table 5 presents the results of the multilevel path model. As hypothesized, and aligning with our main study results, depletion in the morning was negatively related to leader identity measured at noon ($\gamma = -.16, SE = .08, p = .042$). Leader identity at noon was positively related to both transformational behaviors ($\gamma = .31, SE = .08, p < .001$) and enacted power ($\gamma = .24, SE = .06, p < .001$), as rated by leaders in the afternoon. Furthermore, indirect effect calculations suggested that depletion reduced transformational behaviors (indirect effect = $-.05, 95\% CI [-.119, -.003]$) and enacted power (indirect effect = $-.04, 95\% CI [-.095, -.002]$) via lower leader identity. In sum, we replicated the downstream effects of depletion on leader behaviors via leader identity with temporal separation of our measures and using self-reports of leadership behaviors.

Discussion

Although leader identity is critical to motivating leader-congruent behaviors (e.g., Day et al., 2009; Lanaj et al., 2022), there have been limited discussions in the leadership literature on how leaders can take steps to identify more closely with their leader role. Drawing from research related to work recovery (e.g., Querstret & Cropley, 2012; Sonnentag, 2012) and insights gleaned from the leader identity literature (Day et al., 2009; DeRue & Ashford, 2010; Lord & Hall, 2005), we considered how leaders' psychological detachment and affect-focused rumination after working hours affected their daily depletion, leader identity, and leader behaviors. Largely supporting our conceptual model, in our main study, we found that psychological detachment and affect-focused rumination

Figure 2
Job Experience as a Cross-Level Moderator of the Relationship Between Affect-Focused Rumination and Depletion—Main Experience Sampling Study



Note. For leaders with higher levels of job experience (+1 *SD*), the effect of affect-focused rumination on depletion ($\gamma = .03$, $SE = .05$, $p = .481$) was not significant. However, for leaders with lower levels of job experience (–1 *SD*), the relationship between affect-focused rumination and depletion was positive and significant ($\gamma = .25$, $SE = .06$, $p < .001$). *SE* = standard error.

have countervailing implications for leaders' daily identity via their effects on resource depletion, with psychological detachment reducing depletion at the start of the next workday and affect-focused rumination increasing next-day depletion. In turn, followers had more positive evaluations of leaders who took the time to psychologically detach the night before, as psychological detachment positively related to followers' evaluations of leaders' transformational behaviors and enacted power via reduced depletion and heightened leader identity. In contrast, when leaders experienced affect-focused rumination after work hours, they had fewer cognitive resources the next morning, consequently identifying less strongly with their leader role and exhibiting less transformational behaviors and power at work. Furthermore, consistent with other work on job experience (e.g., Lanaj & Jennings, 2020; Wang et al., 2011), the negative downstream implications of affect-focused rumination on leader behaviors via depletion and identity were less pronounced for leaders who had higher (vs. lower) job experience. In a supplemental experience sampling study, we replicated the negative effects of depletion on leader identity and subsequent leader behaviors with leaders' own reports of their transformational and powerful acts (e.g., McClean et al., 2019). Combined, our work offers several theoretical and practical implications.

Theoretical and Practical Implications

Theoretically, we contribute to research on leader identity by identifying recovery experiences as critical antecedents of daily leader identity. Research has suggested that leader identity fluctuates

daily (Lanaj et al., 2021). However, little is known about daily predictors of leader identity, with extant theory suggesting that leaders identify with their role more closely as a function of interpersonal claims and grants of identity *at work* (DeRue & Ashford, 2010). We expand this line of thinking by suggesting that internal psychological processes that happen *outside of work*—such as psychological detachment and affect-focused rumination—may have implications for one's sense of self as a leader at work (cf. Gabriel et al., 2021). In line with research on work recovery (Cropley & Zijlstra, 2011; Meijman & Mulder, 1998; Sonnentag & Fritz, 2007), we provide new insights into both psychological detachment and affect-focused rumination as meaningful predictors of leader identity. Importantly, we link these recovery experiences to leader identity via depletion, suggesting that how leaders recuperate or consume resources during off-hours matters for their immersion in their leader role.

Additionally, we contribute theoretically to how we study and understand daily behaviors of leaders at work. By identifying resources (i.e., morning depletion) and leader identity as key linking mechanisms between recovery experiences and leader behaviors, we provide a holistic perspective on how off-work experiences impact key day-to-day leader behaviors. Although some have suggested that resources are important for leader behaviors at work (e.g., Lanaj et al., 2019; Lin et al., 2019), few studies have linked resource depletion to transformational behaviors and enacted power. Transformational behaviors are resource-demanding, and we show how (by recovering at home and consequently identifying with one's role) and for whom (for leaders with less experience at work)

Table 4*Means, Standard Deviations, and Correlations for Supplemental Experience Sampling Study*

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11	12
1. Day of week	2.95	0.34	—	-.05	-.09	-.04	.03	.00	-.01	.17	.10	.02	.02	.04
2. Sleep quantity	6.74	1.04	-.02	—	.60**	.11	-.10	-.38**	.15	-.04	-.06	.11	-.05	-.17
3. Sleep quality	2.84	0.52	.02	.62**	—	.25*	-.41**	-.57**	.12	-.07	.00	.20	-.08	-.11
4. Positive affect	2.78	0.85	-.06	.15**	.15**	—	-.03	-.34**	.51**	.35**	.26*	.23*	-.26*	.06
5. Negative affect	1.25	0.46	-.12*	-.09	-.08	-.34**	—	.53**	-.09	.33**	.23*	-.21	-.02	.17
6. Depletion	1.88	0.85	.03	-.49**	-.59**	-.24**	.15**	—	-.34**	.28*	-.08	-.27*	.16	.05
7. Leader identity	3.48	0.77	.02	.05	.09	.41**	-.24**	-.16**	—	.28*	.50**	.16	-.32**	-.11
8. Transformational behaviors	2.75	1.04	-.01	-.02	-.02	.06	-.12*	-.04	.16**	—	.55**	-.14	.02	.07
9. Enacted power	3.52	0.68	-.03	-.01	.01	.02	-.13*	-.01	.03	.51**	—	-.15	-.23*	.03
10. Leader age	39.78	10.69	.02	.11	.20	.23*	-.21	-.27*	.16	-.14	-.15	—	.04	-.15
11. Leader gender	0.47	0.50	.02	-.05	-.08	-.26*	-.02	.16	-.32**	.02	-.23*	.04	—	-.15
12. Leader race	0.23	0.42	.04	-.17	-.11	.06	.17	.05	-.11	.07	.03	-.15	-.15	—

Note. Pairwise Level-1 $N = 343$. Pairwise Level-2 $N = 79$. Variables 1–9 are Level-1 variables. Correlations for Variables 1–9 reported below the diagonal are based on person-mean centered Level-1 variables, and correlations above the diagonal are based on between-person scores, where Level-1 variables were aggregated to Level-2. Variables 10–12 are Level-2 variables, and correlations for these are based on between-person scores, both above and below the diagonal. Gender was coded: 1 = female; 0 = male. Race was coded: 1 = non-White; 0 = White. Means and standard deviations are based on between-person scores.

* $p < .05$. ** $p < .01$.

resources impact such transformational acts. Furthermore, acting with power is important to leaders' success (Pfeffer, 1995), and we show that leaders can be more powerful when they take time outside of work to detach and recuperate. Alternatively, leaders may be less able to exert power if they engage in affect-focused rumination.

Third, our work has implications for theory and research related to leader development. Most of the existing work on leadership development aims to understand how to facilitate ascension to a leader role. For example, this research shows that challenging experiences, such as managing diverse teams and leading cross-cultural teams, facilitate leadership development over time (Derue & Wellman, 2009; Dragoni et al., 2009). Little work, however, has investigated ways to facilitate the performance of less experienced leaders. Our work shows that recovery experiences—particularly *lack* of recovery

as a function of affect-focused rumination—matter for the performance of leaders who are less experienced within their organizations. Thus, we provide insight on how to help less experienced leaders to be effective at work on a day-to-day basis and align with work by Gabriele et al. highlighting the detriments associated with affect-focused rumination for leaders.

Last, our work offers practical implications. Employees who experience heavy workloads, as leaders often do, are the least likely to mentally detach (e.g., Kinnunen et al., 2011; Sonnentag & Bayer, 2005; Sonnentag & Fritz, 2007). However, our work highlights the importance of daily psychological detachment for leaders, suggesting that it is fruitful for leaders to find ways to mentally separate from their work at home, especially because leaders tend to struggle with effective postwork psychological detachment (e.g., Clark et al.,

Table 5*Path Model Results for Supplemental Experience Sampling Study*

Predictor	Leader identity		Transformational behaviors		Enacted power	
	γ	<i>SE</i>	γ	<i>SE</i>	γ	<i>SE</i>
Intercept	3.48**	(.09)	1.69**	(.31)	2.70**	(.23)
Sleep quantity (morning)	-.03	(.06)	-.03	(.06)	-.02	(.06)
Sleep quality (morning)	.02	(.09)	-.05	(.10)	.03	(.11)
Day of week	-.03	(.04)	.06	(.06)	.00	(.05)
Sine	-.05	(.07)	.19	(.10)	.01	(.09)
Cosine	.07	(.06)	-.02	(.07)	-.08	(.08)
Depletion (morning)	-.16*	(.08)	-.05	(.07)	.03	(.07)
Positive affect (noon)			-.09	(.09)	-.12	(.09)
Negative affect (noon)			-.20	(.14)	-.29*	(.14)
Leader identity (noon)			.31**	(.08)	.24**	(.06)

Note. Level-1 $N = 343$. Level-2 $N = 79$. Level-1 variables were person-mean centered. Unstandardized coefficients are reported in the table. To ascertain the practical significance of our model, we calculated the variance explained by each predictor using model likelihood statistics, following the formula of Lang et al. (2021). We found that depletion explained 2.3% of the variance in leader identity, leader identity explained 5.6% of the variance in transformational behaviors, and leader identity explained 4.4% of the variance in enacted power. *SE* = standard error.

* $p < .05$. ** $p < .01$.

2016). Indeed, simply being aware that positive recovery experiences (such as psychological detachment) will help make them better leaders should encourage leaders to pursue activities that replenish and recharge them during off-work hours. In support of work by Sonnentag et al. (2010), we similarly encourage leaders to create boundaries between work and home, allowing them to mentally separate work and home cognitions. Furthermore, although we did not study specific activities that will promote psychological detachment, leaders may be able to take steps to transition into nonwork time and separate from work by immersing themselves in social activities with friends and family, exercising (e.g., Calderwood et al., 2021), or watching an engaging television program (e.g., Chawla et al., 2020; Sonnentag & Bayer, 2005). From the side of the organization, norms that reduce connection to work after hours (e.g., minimizing after-hours emails or text messaging; Butts et al., 2015) could be another fruitful step.

Limitations and Directions for Future Research

Despite several strengths including multisource data and replication of key findings across two experience sampling studies, our study has several limitations that inform future research. We measured recovery experiences, depletion, and leader identity at the same time in the morning in our main study. Although the items for psychological detachment and affect-focused rumination asked leaders to recall what they did the previous night (which is common in recovery research; e.g., Chawla et al., 2020), concerns of common method bias still remain. We attempted to minimize these concerns by person-mean centering our predictors, which removes between-person variance and potential biases such as response desirability (Gabriel et al., 2019). Furthermore, in our supplemental study, we separated in time depletion (measured in the morning) from leader identity (measured at noon) and from leader behaviors (measured at the end of the workday). That said, we invite future research to assess recovery experiences at home in the evening and to measure the rest of the variables the next day and separated in time.

In order to have other-sourced variables in our experience sampling study, we asked one follower to rate the leader each day on transformational behaviors and enacted power in our main study. A concern with this approach is that this follower may not have been able to observe the leader very closely each day at work across study days (e.g., Gabriel et al., 2019; McClean et al., 2019). We feel that this concern was mitigated in two ways: (a) transformational behaviors and enacted power are highly relational and therefore easily visible behaviors and (b) our supplemental experience sampling study shows that depletion and identity have similar effects on transformational behaviors and enacted power when self-reported by the leader. Nevertheless, we invite future research to replicate our findings by surveying multiple followers and also by expanding the outcomes that are considered. Other leader behaviors—such as empowering and supportive acts—are also identity-congruent leader behaviors that may be susceptible to depletion and recovery experiences. Therefore, future research should consider the implications of recovery experiences, depletion, and leader identity on initiating structure, consideration, and other leader behaviors with both follower- and leader-reported data.

Further, our primary focus was to explore how recovery experiences impacted leaders' resources and identity the following day. Given the wide spectrum of activities that leaders may choose to

pursue after work (Sonnentag, 2003), we thought that it may be most practical to focus on the psychological experiences that arise from such activities (e.g., Sonnentag et al., 2022), rather than the activities themselves. For example, some leaders may enjoy strenuous workouts as a form of recovery, whereas others may enjoy leisurely strolls. Highlighting this idea further, in their study on psychological detachment, feelings of recovery, and job search, MacGowan et al. (2022, p. 3) noted that when it comes to feelings of recovery: "It is less about a given [recovery] activity and more about the extent to which individuals *experience recovery*" (italics in original; see also Sonnentag & Fritz, 2007). That said, we recognize that it could be insightful to see which specific activities are more or less effective, and we invite future work to explore specific recovery activities and their implications on depletion and leader identity.

Another possible limitation of our work is that we did not consider affective states after rumination. By definition, affect-focused rumination involves high-arousal thinking about negative work events that can contribute to employee tension and worry (Cropley & Zijlstra, 2011). Hence, affect-focused rumination may be positively associated with negative affect. Indeed, existing studies show a positive and significant association between the two (Gabriel et al., 2021). Although we do control for positive and negative affect in our primary experience sampling study where affect-focused rumination and affect are measured concurrently in the morning survey, not measuring negative affect felt during rumination in the evening remains a limitation that we hope will be explored in future research.

Another possible concern is our conceptualization of leader identity. For instance, a study by Johnson et al. (2012) showed that leaders' chronic collective identity was positively related to average daily transformational behaviors, whereas leaders' chronic individual identity was positively related to average daily abusive behaviors. How is our conceptualization of leader identity different from that by Johnson et al. (2012)? In our view, there are two main differences in our conceptualizations across these two studies. First, collective and individual identity are often conceptualized as chronic identities that can describe a variety of people (Johnson & Chang, 2006; Johnson et al., 2010, 2012; Venus et al., 2012), meaning that these identities are independent of whether or not employees hold formal positions of leadership in their organization. In contrast, leader identity is intimately related to one's leadership role and experiences (Ashford & DeRue, 2012; Day et al., 2009). Leader identity is also more easily accessible for leaders than for those who are not in formal positions of leadership (e.g., Lanaj et al., 2019). Second, most of the research on collective and individual identities has tended to view these identities as rather stable traits. In contrast, a large portion of the variance in leader identity is at the day level (e.g., Lanaj et al., 2021). That said, it is possible that collective and individual identities may vary daily and they may also be susceptible to resources. These are interesting questions that we hope will be considered in future research.

Last, when discussing job experience as a moderator, we rely on the assumption that leaders with higher job experience have higher managerial experience. We recognize that a measure that directly captures leader experience in general (vs. experience in one's current leader job) would have been more appropriate. Although we lack data to test this possibility, we suspect that the moderating effect and underlying logic for managerial experience may operate in very similar ways to job experience. If leaders held formal

positions of authority for a long time, they may be less susceptible to recovery experiences because they may require fewer resources to identify as a leader and to then accomplish day-to-day leadership acts given familiarity and expertise with a host of different daily leader behaviors. That said, not measuring and testing managerial experience remains a limitation, which we hope will be rectified in future research.

Conclusion

We advance research on leader identity and performance by examining the daily work implications of two types of off-work recovery for leaders—psychological detachment and affect-focused rumination. As expected, we found that psychological detachment was beneficial for leaders' transformational behaviors and enacted power by generating resources that allowed them to identify with the leader role. Conversely, we found that affect-focused rumination hindered leaders' transformational behaviors and enacted power because it reduced resources and leader identity. Furthermore, we found that affect-focused rumination was particularly detrimental for leaders with lower job experience. Having established the importance of recovery for leader identity and performance, we are hopeful that our work will motivate future research on the implications of off-work experiences for leadership effectiveness.

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