Organisational citizenship behaviours, a fact in small organisations?

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A study about leadership behaviour, as an antecedent of organisational citizenship behaviour, in small organisations.

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Date: November 10th
Academic year: 2007-2008
Master: Business Administration
Track: Human Resource Management
University: University Twente

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Management summary

This study examined the impact of transformational leader behaviours on organisational citizenship behaviours in small organisations, and the potential mediating role played by subordinates' trust in the supervisor and perceptions of procedural justice. Moreover, a second – alternative – model tested whether other leader behaviour, like fair behaviour of the supervisor, has an influence on organisational citizenship behaviours. This study was conducted among five small companies, with between 23 and 32 employees, in the east of the Netherlands.

In previous research it has been suggested that organisational citizenship behaviours of subordinates - that is discretionary behaviour of subordinates that is beyond minimum role requirements - are crucial for the effective functioning of the organisation. In the organisational citizenship literature, evidence has been found for an indirect link between transformational leadership behaviours and organisational citizenship behaviours. It was found that this relationship is fully mediated by trust in the supervisor and perceptions of procedural justice. Moreover, there is also evidence that interactional justice, as a component of procedural justice, has an indirect relationship with organisational citizenship behaviours. This relationship is also fully mediated by trust in the supervisor. Even though it is stated that organisational citizenship behaviour on the part of subordinates is crucial for the survival of the organisation, this topic has never been raised in small organisations before.

In order to measure organisational citizenship behaviour and possible antecedents in the form of leadership behaviours in small organisations, two questionnaires were developed. The questionnaires of the subordinates contained 53 items about leadership behaviours and were distributed to 20 employees in all five companies. Besides, a questionnaire with 31 items about subordinate behaviours was distributed to the supervisors of the employees who also filled in a questionnaire.

The results of the analyses of the first hypothesized model revealed positive relationships between transformational leadership behaviours, transactional leadership behaviours and perceptions of procedural justice. Procedural justice, in turn, is related to trust in the supervisor. However, transformational leadership behaviour is not directly related to trust in the supervisor, and trust in the supervisor is not related to organisational citizenship behaviour. Nevertheless, it turns out that, before controlling for in-role behaviour, transformational leadership behaviour is directly related to organisational citizenship behaviour in a positive way, and transactional leadership behaviour is directly related to organisational citizenship behaviour in a negative way.

Next to this, the results of the analysis of the second hypothesized model show that interactional justice is positively and significantly related to trust in the supervisor. Nevertheless, trust in the supervisor is not significant related to organisational citizenship behaviour. But, it turns out that, before controlling for in-role behaviour, interactional justice is directly and positively related to organisational citizenship behaviour. However, it seems that the relationships between the independent variables and organisational citizenship behaviour cannot be confirmed as a result of the variance of this behaviour that is explained by in-role behaviour. A possible explanation for this finding in small organisations is that, due to short hierarchical lines, an accompanying visible impact of the performance of employees, and the expectation that every subordinate has to contribute to higher order goals, discretionary behaviours of subordinates are being judged by supervisors as in-role behaviours.

Based on the results of this research, an advice, for the effective functioning of small organisations, is that supervisors should behave more as transformational leaders and raise the quality of interpersonal treatment of subordinates in order to get a better performance of employees. Besides, an advice is that supervisors in small organisations have to be less personally charismatic and less self-interested in order to motivate and inspire subordinates. As a consequence, supervisors will be more seen as transformational leaders and this is considered as favourable because transformational leadership behaviour is a prescription for better levels of performance.

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Preface

In 2004, I started with the study Business Administration at the University of Twente. I chose for this bachelor because I am very interested in the design, the evolvement and the management of organisations. Every organisation can be considered as different, and every organisation has to deal with different people, carry out different activities, and strive for different goals and in this way, every business is and requires an other 'organisation'.

When I obtained my bachelor degree in 2007, I immediately started with the master Business Administration, and in particular the track Human Resource Management (HRM). The last examination of this master track is the master thesis. The master thesis is a highly autonomous project in which the student is asked to take all kinds of decisions on its own. The purpose of the master thesis is to carry out a study in which theory has to be used and applied to the concerning work field. The subject of my master thesis – HRM in small organisations – was a relatively easy choice after I finished my bachelor assignment.

In order to finish my bachelor assignment in 2007, I investigated the human resource policy of a small company in Enschede. I studied the personnel practices in the organisation and I recommended the owner/manager about the steps that were needed in order to align the HR policy with the growth of the organisation. As a consequence of this interesting bachelor assignment, I chose to study human resource management in small organisations for my master assignment.

In this report, it can be read that I conducted a research at five different small organisations in the Netherlands. In every organisation I studied the behaviour of employees and of their daily supervisors to find out if leader behaviour has an influence on employee performance.

The realisation of this research was not possible without the help and the participation of a lot of persons. First of all, I would like to thank all the participating companies and their owner/managers: Mr. H. de Klerk – X kwadraat, Mr. P. Bebseler – Galvano, Mr. W. Wes – Berkelland Groen, Mr. V. Kuiper – V-tel, and Mr. E. ter Harmsel – ter Harmsel.

Besides, I would also like to thank all the employees and the supervisors of the companies that were willing to fill in a questionnaire.

Then, I would like to thank one of the most important persons that helped me during my research: my 1st supervisor Mr. M.J. van Riemsdijk. Thanks for all the help. Besides I would like to thank Mr. H. Knol for being my 2nd supervisor and Mr. J. Mesu for the exchange of information and support. Next to this, I want to thank Mr. P. Geurts. He helped me a lot with the analysis of the data and the methods of measurement, and without him, I could not have carried out a proper analysis of the data. Thanks for all the help.

Enschede, November 10th, 2008
Lobke Ebbekink

1. Introduction

Leaders have a fascinating influence on the performance of employees. What about the influence of leadership behaviours on the performance of employees in small organisations?

This study examines the impact of transformational leader behaviours on organisational citizenship behaviours in small organisations, and the potential mediating role played by subordinates' trust in the supervisor and perceptions of procedural justice. Moreover, a second - alternative - model tests whether other leader behaviours, like fair behaviour of the supervisor, have an influence on organisational citizenship behaviours.

With the focus on small organisations, this research can be seen as an extension of the research conducted by H. Knol and M.J. van Riemsdijk. The research of Knol and van Riemsdijk (2007) is aimed at understanding People Management (PM) effectiveness in small organisations. Their focus on PM effectiveness is especially interesting because the link between PM practices and firm performance, and the way that link works in small and medium sized enterprises, is hardly ever raised.
They just finished a first, qualitative research project among 22 owner/managers of independent small organisations (15 to 55 employees) in the service sector and their employees. From a theoretical starting point, based on competing values and behavioural theory, they developed an archetypical framework combining characteristic fundamental choices of the owner/manager – personnel intentions (needed role behaviours and intended employee-firm fit) – and personnel practices. Referring to that framework, they outlined the degree of vertical and horizontal alignment of an owner/manager's PM.
So far, after this first qualitative research, rather good PM alignments in most organisations have been found. However, the researchers stated that the personnel behaviour of the owner/manager, his leadership style and the organisational climate he creates, possibly influence PM effectiveness in these small organisations decisively as well.

So, the authors suggest there are alternative explanations for PM effectiveness in small organisations. The current study is aimed at finding one possible alternative explanation, for effective employee outcomes, in the field of leadership behaviour. A form of employee outcomes considered in this study is Organisational Citizenship Behaviour (OCB). This kind of behaviour can be best described as voluntary activities of employees that go beyond their formal job descriptions. An antecedent of OCB that is found in literature is leadership behaviour. It is explained that several forms of leadership behaviour have a significant influence on the development and existence of organisational citizenship behaviour. This research addresses the above mentioned relationship between leadership behaviour and OCBs and some potential mediating variables. This is depicted in figure 1.

Figure 1: The relationship between leadership behaviours, potential mediators and organisational citizenship behaviours.

1.1 OCB in small organisations

The above depicted relationships will be tested in small organisations. According to the definition of the European Union, small organisations employ between 10 and 50 employees, and have a turnover of less than or equal to €10 million (http://ec.europa.eu). Small organisations have some unique characteristics that cannot be found in large organisations. For example, employees are often close to each other, employees know each other relatively well, and there is a lot of informal contact between different parties in the organisation, including the owner/manager. Besides, due to the

limited number of employees, functions are less specialized compared to larger firms, employees have to (be able) to perform various tasks and they have to carry out a lot of tasks that are not formally written down (Koch, Kok, 1999; 11). Especially when taking these unique characteristics of small organisations into consideration, one would think that organisational citizenship behaviour of employees is the ultimate source of successful organising and contributes a lot to the performance of the organisation.

1.2 Research question

The main goal of this research is to disclose a relationship between leadership behaviour in small organisations, and employee performance in the form of organisational citizenship behaviours. The following central research question is drawn up:

> **What types of leader behaviours will lead to effective employee outcomes in the form of organisational citizenship behaviours in small organisations?**

In order to answer this research question, several sub questions need to be developed. First of all it is important to find out what is known about small organisations and which special characteristics of these type of organisations are relevant for this research. Second, it is important to find out what organisational citizenship behaviour is, what constitutes organisational citizenship behaviour, what kind of benefits it has for an organisation, and in what way this behaviour can be influenced. Therefore, a literature review should examine organisational citizenship behaviour and relevant antecedents of this construct. Then it has to be examined what is known in literature about the relationship between leadership behaviours and organisational citizenship behaviour and how this works. A literature review will reveal what is already known about this relationship.

An empirical research at the five companies should reveal the influence of leadership behaviour on organisational citizenship behaviour and the way that works in practice. Finally, the results of this empirical research will be discussed and advices will be given in relation to the effective functioning of small organisations.

Based upon the foregoing, the following sub questions are drawn up:

> 1. **What is known in literature about small organisations and what are the unique characteristics of these type of organisations relevant to know in the context of this research?**
> 2. **What is known in literature about organisational citizenship behaviours and the antecedents of this construct?**
> 3. **What is known in literature about the relationship between leadership behaviours and organisational citizenship behaviours?**
> 4. **What is the influence of leadership behaviours on organisational citizenship behaviours in small organisations and how does this relationship works in practice?**

1.3 Relevance

This research is relevant in several ways. First of all, the scientific relevance has to be mentioned. Although many researchers already examined a lot of antecedents of organisational citizenship behaviour (Podsakoff et al, 2000), there is not much research carried out on antecedents of organisational citizenship behaviour in small organisations. This research tries to reveal several antecedents of organisational citizenship behaviours in small organisations, and therefore, this will possibly lead to new insights.

Besides, there is a practical relevance for the five participating companies. The results demonstrate whether employees show organisational citizenship behaviour and the way this can be influenced. Since organisational citizenship behaviour is benefiting all companies, the results of this study are interesting because it will indicate what type of leadership behaviour is needed in order to create these benefiting behaviours on the part of subordinates.

2. Theoretical framework

Human Resource Management (HRM) is a term which is widely used, but is often loosely defined. According to Boxall and Purcell (2003) the notion of HRM can be used to refer to all those activities associated with the management of employment relationships in the firm (p. 1). These can be categorized as planning and organising for work and people, people acquisition and development, and administration of policies, programmes and practices.

Besides the careful planning and organising for work and people, it is commonly accepted in the management literature that organisations need employees who are willing to exceed their formal job requirements (Morrison, 1994). Exceeding job requirements, commonly referred to as Organisational Citizenship Behaviour (OCB), has received a great deal of research attention. However, this topic is hardly ever raised in relation to small organisations. In this theoretical framework, organisational citizenship behaviours of employees will be explained in relation to small organisations and leadership behaviours within these firms.

2.1 Understanding small organisations

Defining the role of HRM in small organisations is problematic because of the limited research findings available. Most of the theory and research on HRM and related concepts is conducted in large organisations. This is surprising because Small and Medium sized Enterprises (SMEs) are a type of business that exist a lot more than large organisations.

For example, in the Netherlands, SMEs accounted for 99,7% of all companies, employed 4,4 million people, covered 59,5% of all employment, and recorded a turnover of 58,6% of the total turnover of all businesses in the private sector in 2007 (www.mkb.nl). These small and medium sized enterprises have certain specific characteristics, as defined by the European Union. According to the definition of the European Union (http://ec.europa.eu), a distinction is made between medium sized firms (> 50, < 250 employees, ≤ €50 million turnover), small firms (> 10, < 50 employees, ≤ €10 million turnover), and micro firms (less than 10 employees, ≤ €2 million turnover). So, small organisations can be characterized as having between 10 and 50 employees, a turnover of less than or equal to €10 million, and as having a large share in the employment and total turnover in the Netherlands. Nevertheless, there is still a limited understanding of HRM and related concepts in small organisations.

As a consequence of the missing extension of the HRM theory to small organisations, human resource theory may not be congruent with the actual human resource issues challenging practitioners in the field (Heneman et al, 2000; 12). Small organisations are not just scaled down versions of large organisations. For example, Koch and Kok (1999) state that personnel policies of small organisations cannot be judged without paying attention to the characteristics of small firms (p. 6). Cardon and Stevens (2004) explain that small firms are different from large firms concerning their HR topics, and that small firms have difficulties in recruiting employees and often do not have formal HR policies or systems (p. 296). HRM in small organisations is generally described as informal where the owner/manager is often the only person making important decisions and coordinates the whole organisation (Delmotte et al, 2002). Besides, small organisations have some other unique characteristics that influence the HR practices within the organisation. Hierarchical lines are much shorter than in large organisations, communication is of a more direct type, the structure can be characterized as flat, and the impact of the performance of each employee is better visible than in large organisations (Delmotte et al, 2002; 11).

What is interesting to describe, within the scope of this research of the impact of leadership behaviour on employee performance, is the role of owner/managers and supervisors in small organisations. Especially the notable characteristics of the owner/manager and supervisors in small organisations are relevant to consider.

The employer of a small firm is typically also the owner (Koch, Kok, 1999; 9). The activities of the organisation and the products and services that are provided, are dominated by the intentions and practices of the owner/manager. This person puts his personal stamp on the company and derived from that, his or her personal values, attitudes, decisions and behaviour will have a direct impact on the employees, on working and on cooperation. Besides, as a consequence of the flat structure and the direct communication in small organisations, the position of the owner/manager, but also of supervisors can be considered as relatively dominant. Due to this dominant position, the nature, background, and behaviour of these leading persons will have a great influence on enterprise performance and employee performance. If it is considered that roles in organisations are rarely fixed and that role perceptions evolve as employees and supervisors negotiate the scope of work activities (Morrison, 1994), it can be expected that leaders have a considerable impact on employee performance.

In understanding small organisations and the possible influence of leadership behaviour on employee performance, it is important, besides the role of owner/managers and supervisors, to consider role perceptions of employees and in particular organisational citizenship behaviours. Organisational citizenship behaviours denote those individual contributions of employees that are neither explicitly required nor contractually rewarded (Farh et al, 1990). Organisational citizenship behaviour can be seen as discretionary effort, that means that the behaviour of the employee is not an enforceable requirement of the role or the job description (Organ, 1988). The influence of leaders in small organisations on OCBs of employees can be considered as important. Especially when taking small firms into consideration, one would think that OCBs of employees is the ultimate source of successful organising and contributes a lot to the performance of the organisation. Due to the limited number of employees, functions are less specialized compared to large organisations, employees have to (be able) to perform various tasks and they have to carry out a lot of tasks that are not formally written down (Koch, Kok, 1999; 11). In order for small organisations to survive, it can be expected that they are for a large part dependent upon the good performance of employees. One way this can be achieved is by organisational citizenship behaviours of employees. Given the special context of small organisations, the notable characteristics of leaders in these organisations, and the central research question of this research, it is interesting to study in what way organisational citizenship behaviours of employees can be influenced by leadership behaviours.

2.2 Organisational citizenship behaviour

It is commonly accepted that organisations need activities of employees that go beyond role prescriptions. According to Katz (1964), a well-functioning organisation needs three types of employee behaviour: (1) people must be induced to enter and remain with the organisation, (2) they must reliably carry out specific role or job requirements, and (3) there also needs to be innovative and spontaneous activity that goes beyond role prescriptions. The third behaviour mentioned by Katz reflects the extra-role behaviours that every organisation requires. For example, it is explained that extra-role behaviours are crucial for organisational effectiveness because organisations cannot anticipate with perfect accuracy to all those activities essential for reaching objectives (Katz, 1964).
In the early 1980's the term organisational citizenship behaviours was given to Katz's (1964) category of extra-role behaviour, and short thereafter Dennis W. Organ and a colleague first introduced a formal definition of 'Organisational Citizenship Behaviour' (OCB) (Bateman, Organ, 1983). Organisational Citizenship Behaviour is defined by Organ (1988) as: *individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organisation. By discretionary, we mean that the behaviour is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organisation; the behaviour is rather a matter of personal choice, such that its omission is not generally understood as punishable'* (p. 8).

A major distinction that can be made, considering employee behaviour, is between in-role and extra-role behaviour. Behaviours that are part of the individual's formal job requirements are called in-role behaviour and behaviours that go beyond formal job requirements are called extra-role behaviour. Nowadays, a major issue has developed about whether there is a clear enough conceptual boundary between OCB, as a category of extra-role behaviour, and in-role behaviour that they can be viewed as distinct constructs (Morrison, 1994). Much of the theoretical and empirical work on OCB creates the impression that the boundary between in-role and extra-role behaviour is agreed upon and clearly defined and that OCB is the same for all employees (Organ, 1988; Podsakoff et al, 1990). Yet, evidence form several sources challenges this impression. For example, Morrison (1994) concludes that the boundary between in-role behaviour and extra-role behaviour is not clearly defined and OCB can be explained as a function of how broadly employees define their job responsibilities (p. 1543). Nevertheless, OCB research has tended to sidestep the potential ambiguity and subjectivity of the OCB construct by adopting a single perspective with respect to the boundary between in-role and extra-role behaviour: that of supervisors (Farh et al, 1990). Thus, if supervisors see early attendance as an extra-role behaviour, OCB has occurred in the organisation and organisations can benefit of these types of behaviour. As a consequence of this direction of OCB theory, the definition of Organ is fundamental in further discussing organisational citizenship behaviour.

2.2.1 Types of organisational citizenship behaviours

Following the definition of organisational citizenship behaviour of Organ, discretionary effort subsumes organisationally beneficial actions that contribute to organisational performance. Organ (1988) distinguished five types of OCBs that contribute to the effectiveness of the organisation. The five types of OCB linked to organisational effectiveness are: (1) altruism, (2) conscientiousness, (3) sportsmanship, (4) courtesy, and (5) civic virtue (p. 7-13).

- *Altruism:* Incorporates spontaneous behaviours that help a specific individual with an organisationally relevant task, difficulty, or issue. This is about an individual voluntarily helping others with, or preventing the occurrence of, work related problems.
- *Conscientiousness:* Describes subordinate discretionary role behaviours that go beyond minimal role requirements. This behaviour is extra-role in the sense that it involves engaging in task-related behaviours at a level that is so far beyond minimally required or generally expected levels that it takes on a voluntarily flavour.
- *Sportsmanship:* Characterizes the subordinate who avoids complaining and agreeably tolerates the annoyances that are an inevitable part of any employment setting.
- *Courtesy:* Embodies those subordinate discretionary behaviours aimed at preventing work-related problems with others from occurring.
- *Civic virtue:* Refers to subordinate discretionary behaviours that indicate a sincere caring and involvement in the political life of the organisation. This is evident when a subordinate attends meetings, reads internal mail, and responsibly offers constructive suggestions that can benefit the overall organisational well-being.

Besides these five types of organisational citizenship behaviours that are identified by Organ, some other types of organisational citizenship behaviours are identified in the literature (Podsakoff et al, 2000). One of these types is *self development*. Self development includes voluntarily behaviours employees engage in to improve their knowledge, skills, and abilities. Other types that are distinguished are: *organisational loyalty* and *organisational compliance*. Organisational loyalty includes promoting the organisation to outsiders, protecting and defending it against external threats, and remaining committed to the organisation even under adverse conditions. Organisational compliance is about a person's internalization and acceptance of the organisation's rules,

regulations, and procedures, which results in a scrupulous adherence to them, even when no one observes or monitors compliance.

2.2.2 Benefits of organisational citizenship behaviours for organisations

A key principle of the definition of OCBs of Organ, is that, when aggregated over time and people, organisational citizenship behaviours enhances organisational effectiveness. There might be several reasons why citizenship behaviours influence organisational effectiveness. OCBs may contribute to organisational success by (Podsakoff et al, 2000; 543-546): (a) enhancing co-worker and managerial productivity, (b) freeing up resources so they can be used for more productive purposes, (c) reducing the need to devote scarce resources to purely maintenance functions, (d) helping to coordinate activities both within and across work groups, (e) strengthening the organisation's ability to attract and retain the best employees, (f) increasing the stability of the organisation's performance, and (g) enabling the organisation to adapt more effectively to environmental changes.

This line of reasoning fits perfectly with the notion that *people provide organisations an important source of sustainable competitive advantage.* It is the effective management of human capital that may be the ultimate determinant of organisational performance. Especially when considering organisational citizenship behaviour, it can be expected that it might be very important for organisations that people carry out extra activities that are not formally written down. When considering small organisations, it can be expected that these type of organisations are dependent upon in-role behaviours of employees but more upon extra-role behaviours. There are several reasons for this. Due to the limited number of employees, less people have to be able to carry out a lot of activities. For example, when one or two employees are absent, other employees have to be willing to perform the tasks of these missing employees because (probably) there will be no back up. Moreover, functions are less specialised and employees have to carry out a lot of tasks that are not formally written down. On the one hand, this can be described as in-role behaviour, however, on the other hand, organisational citizenship behaviour plays an important role here too. Because tasks are not formally written down, there is a certain overlap between tasks of employees and employees have to be willing to carry out these extra overlapping tasks. Moreover, Katz (1964) explained that organisations cannot anticipate with perfect accuracy to all those activities essential for reaching objectives. Especially in small organisations this is important because there are less employees that have to react to these unexpected activities. As a consequence, organisational citizenship behaviour is essential for the survival of the organisation.

2.2.3 Antecedents of organisational citizenship behaviours

Antecedents of organisational citizenship behaviours are those precedent factors that lead to the creation of organisational citizenship behaviours on the part of subordinates. In the study of Podsakoff et al (2000), it appears that empirical research has focused on four major categories of antecedents of OCB, namely: *employee characteristics, task characteristics, organisational characteristics,* and *leadership behaviours.*

Employee characteristics, for example in the form of employee satisfaction, perceptions of fairness of the leader and organisational commitment, are the most frequently investigated antecedents of OCB (Podsakoff et al, 2000). Especially fairness perceptions of the leader have been shown in the literature as a pivotal force behind OCB (Moorman, 1991; Organ, 1988). That is, when subordinates perceive fair treatment from supervisors, they feel a need to reciprocate by engaging in discretionary activity that characterizes OCB. The above mentioned employee characteristics have been shown to have significant relationships with citizenship behaviours, namely a correlation between .23 and .31, meaning that if these aspects are present it can be reasonably thought that there is a chance of between 23 and 31 percent that employees will show extra-role behaviours.

Three forms of *task characteristics* (task feedback, task routinization, and intrinsically satisfying tasks) have significant relationships with all five types of OCB as distinguished by Organ (Podsakoff et al, 2000). Task feedback leads to extra-role behaviours, it has

correlations between .16 to .21. Also intrinsically satisfying tasks has a significant relationship with OCB, correlations ranging between .14 to .27. Task routinization is negatively related to OCBs, ranging from -.10 to -.30. This means that for the presence of task feedback and intrinsically satisfying tasks, there is a chance of 16 to 27 per cent that OCB will occur and when task routinization is present, it is likely that OCB will not occur.

The relationships between *organisational characteristics* and OCBs are somewhat mixed. For example, organisational formalization and organisational flexibility are not consistently related to OCBs (Podsakoff et al, 2000). However, group cohesiveness is found to be significantly related to the five types of OCB, ranging from .12 to .20. So, there is a chance between 12 and 20 percent that OCB occurs when group cohesiveness is present.

Leadership behaviours can be divided into transactional leadership behaviours (the leader provides rewards in return for the subordinate's effort), transformational leadership behaviours (leaders motivate subordinate's to do more than they are expected to do), behaviours identified with either the Path-Goal theory of leadership (the leader coaches the subordinates to choose the best paths for reaching their goals), or the Leader-Member Exchange (LMX) theory of leadership (increasing organisational success due to leaders creating positive relationships with subordinates) (Podsakoff et al, 2000; Podsakoff et al, 1990). Transformational leadership behaviours have significant and consistent relationships with all five types of OCB as distinguished by Organ, with correlations ranging between .12 to .26. Two of the four forms of transactional leadership behaviours are significantly related to the five types of OCB, one positively ranging from .15 to .26 and one negatively related ranging from -.19 to -.26. Of the Path-Goal leadership dimensions, supportive leader behaviour is found to be positively related to every form of OCB, correlations ranging from .15 to .28. Finally, leader-member exchange is only positively related to altruism and 'overall' citizenship behaviours, correlations respectively .36 and .30.

The fact that especially transformational leadership behaviours show significant, consistent, and positive relationships with OCB is not surprising since the heart of transformational leadership is the ability to get employees to perform above and beyond expectations (Bass, Riggio, 2006), and this extra effort may show up in the form of citizenship behaviours.

The above mentioned correlations explain the chance for OCB (the dependent variable) to occur when several antecedents (the independent variables) are present. Job attitudes, task variables and various types of leader behaviours appear to be more strongly related to OCBs than the other antecedents. However, the antecedents Podsakoff et al (2000) discuss have been found in studies with an average sample size of 2,040 respondents (p. 526). Hence, this makes it interesting to study if correlations of some of the antecedents are different when this is studied in small organisations. As mentioned in paragraph 2.1, small organisations are not just scaled down versions of large organisations. Small organisations are unique in the sense that they are characterized by a direct communication, a flat structure, (a lot of) informal contact, and a strong cooperation between employees. As a consequence of these different characteristics, it is interesting to study if relationships between several antecedents and organisational citizenship behaviour are different in these type of organisations. Given the special context of small organisations, the notable characteristics of leaders in these type of organisations, and the central question of this research, it sounds reasonable to focus in the next sections on leader behaviours as antecedents of OCBs, namely: transformational leadership behaviours (as have been shown to have significant, consistent, and positive relationships with OCB), and fairness perceptions of leader behaviour (as has been shown to be a pivotal force behind OCB).

2.3 Transformational leadership behaviours

A major distinction in leadership styles that is made in the literature, is between transformational and transactional leadership behaviours (Bass, Riggio, 2006). *Transactional leadership behaviours* are founded on an exchange process in which the

leader provides rewards in return for the subordinate's effort (Podsakoff et al, 1990). *Transformational leadership behaviours* are believed to augment the impact of transactional leadership behaviours on outcome variables, because 'followers feel trust and respect toward the leader and they are motivated to do more than they are expected to do' (Podsakoff et al, 1990; 108). Transformational leaders have certain types of behaviours that encourage the employee to change basic values, beliefs and attitudes so that they are willing to perform beyond the minimum levels specified by the organisation (Bass, Riggio, 2006).

Bass and Riggio (2006) explain in their book that transformational leadership is in some way an expansion of transactional leadership (p. 4). Transactional leadership emphasizes the transaction or exchange that takes place among leaders, colleagues, and followers. However, transformational leadership raises leadership to the next level by going beyond simple exchanges or agreements. So, in order to develop transformational leadership, transactional leadership has to be present.

Bass and others developed the Full Range of Leadership model to indicate the types of transactional and transformational leadership behaviours that possibly can occur. The Full Range of Leadership model is a model that contains four components of transformational leadership, but also several components of transactional leadership behaviour. The Full Range of Leadership model exists of (Bass, Riggio, 2006; 5-9, Antonakis et al, 2003):

Components of transactional leadership:
- Contingent Reward (CR): involves the leader assigning or obtaining follower agreement on what needs to be done with promised or actual rewards offered in exchange for satisfactorily carrying out the assignment.
- Management-by-Exception (MBE):
  - Active: the leader arranges to actively monitor deviances from standards, mistakes, and errors in the follower's assignments and to take corrective action as necessary.
  - Passive: the leader waits passively for deviances, mistakes, and errors to occur and then taking corrective action.
- Laissez-Faire Leadership (LF): the avoidance or absence of leadership, it presents a nontransaction in that: necessary decisions are not made, actions are delayed, responsibilities of leadership are ignored, and authority remains unused.

Components of transformational leadership:
- Idealized Influence (II): transformational leaders behave in ways that allow them to serve as role models for their followers. Two forms are distinguished:
  1. Attributed: refers to the socialized charisma of the leader, whether the leader is perceived as being confident and powerful, and whether the leader is viewed as focusing on higher-order ideals and ethics.
  2. Behaviour: refers to charismatic actions of the leader that are centered on values, believes, and a sense of mission.
- Inspirational Motivation (IM): transformational leaders behave in ways that motivate and inspire those around them by providing meaning and challenge to their followers' work.
- Intellectual Stimulation (IS): transformational leaders stimulate their followers' efforts to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways.
- Individualized Consideration (IC): transformational leaders pay special attention to each individual follower's needs for achievement and growth by acting as a coach or mentor.

2.3.1 Transformational leadership and the mediating role of trust

Podsakoff et al (1990) tried in their study to disclose a relationship between transformational leadership and organisational citizenship behaviour. The purpose of their study was to examine the effects of transformational leadership on organisational citizenship behaviours, and the potential mediating role of trust in the supervisor and the potential mediating role of satisfaction in that process.

An examination of the aggregate effects of the set of transformational leader behaviours on the set of organisational citizenship behaviours indicates that the effects of these leader behaviours on OCBs are indirect, rather than direct, in that they are mediated by

followers' trust in their leaders. More specifically, the findings generally show that: (a) transformational leader behaviours have no direct effects on OCBs (correlations ranging from -0.47 to -.297), (b) transformational leader behaviours influence employee trust (correlations ranging from .800 for the 'core' transformational leader behaviours, and .320 for individualized support), and employee satisfaction (correlations ranging from .700 for the 'core' transformational leadership behaviours, and .165 for individualized support), and (c) trust in the supervisor influences OCBs (correlations ranging from .127 to .459), but employee satisfaction in that process does not (Podsakoff et al, 1990; 130-131).

In short, the results of this study generally shows that transformational leader behaviours influence follower citizenship behaviours indirectly through trust in the supervisor.

This study is considered as reliable and therefore usable, because of the huge sample size (n=988) and because of the reliable measurements of the different constructs. For example, the confirmatory factor analysis of the leader behaviour measures indicated that all of the items used to assess the leader behaviour dimensions had significant and substantial loadings on their hypothesized factors (Podsakoff et al, 1990; 116). Also, the confirmatory factor analysis of the organisational citizenship behaviour scale showed a quite good fit (Tucker-Lewis goodness of fit Index = .94), with all the items used to assess the five OCB factors loading significantly on their intended factors (Podsakoff et al, 1990; 117). Besides, it is found that the confirmatory factor analysis of this scale indicated good correspondence with Organ's theoretical framework. Five factors, similar to the factors distinguished by Organ, were identified to measure OCB. Moreover, the internal consistency reliability of all five subscales exceeded .80. This means that this scale, developed by Podsakoff et al, is considered as useful because it indicates that employers, managers or supervisors can discriminate between Organ's five dimensions of OCBs when assessing their subordinates.

The above mentioned study concludes that transformational leadership behaviour has a significant influence on OCBs of subordinates. It seems reasonable to think that when transformational leaders get employees to perform above and beyond expectations, this will lead to organisational citizenship behaviour on the part of the subordinates. However, the trust relationship between transformational leadership and OCBs, seems to be a pivotal condition for OCB to occur. This means that without the trust relationship, there is no link between transformational leadership and organisational citizenship behaviour.

As a consequence of the significant and reliable outcomes of the study of Podsakoff et al, it is reasonable to think that OCB will not occur before there is also trust in the particular supervisor.

> *Hypothesis 1: The more transformational a supervisor behaves, the more employees will trust their supervisor, and the more likely it is that citizenship behaviours will occur.*

2.3.2 Transformational leadership and the mediating role of procedural justice

Another study that focuses on transformational leadership and OCB, is the study of Pillai et al (1999). One important aspect that is examined in the study of Pillai et al (1999), besides transformational leadership and OCB, is organisational justice. Organisational justice focuses on the ways in which employees determine if they have been treated fairly in their jobs. According to Colquitt et al (2001), who conducted meta-analyses on all articles in the organisational justice literature published since 1975, there can be three types of justice characterized, namely:

- Distributive justice: the fairness of outcome distributions or allocations;
- Procedural justice: the fairness perceptions used to determine outcome distributions;
  - Interactional justice (as a component of procedural justice): the quality of interpersonal treatment of people.

In the literature, a link can be found between type of leadership (transactional/transformational) and the justice perceptions of employees. It is explained that under transactional leaders, employees are more concerned about the fairness of outcomes (distributive justice) rather than the fairness of procedures (procedural justice) because their relationship with their leaders is based on the outcomes they receive in exchange for their effort (Pillai et al, 1999; 902). On the contrary, Pillai et al (1999) found that under transformational leaders, employees go beyond the economic contract. Transformational leaders can create this type of behaviour of employees by creating perceptions of procedural justice on the part of subordinates and by being trustworthy (p. 901).

In the study of Pillai et al (1999) it is found that transformational leadership has an indirect effect on OCBs through procedural justice and trust in the supervisor. The mediating role of trust is also discovered in the study of Podsakoff et al (1990), as can be read above. Besides the relationship between transformational leadership, trust in the supervisor and OCB, Pillai et al (1999) discovered a particular relationship between procedural justice, trust and OCB.
With two independent samples of 192 and 155 matched leaders and subordinates, the results of this study support the indirect effects of transformational leadership on OCBs through procedural justice and trust in the supervisor. More specifically, the results indicate that: (a) transformational leadership behaviours both influence procedural justice (correlation of .72) and trust in the supervisor (correlation of .75), (b) procedural justice influences trust in the supervisor (correlation of .34), (c) there is a lack of support for the relationship between procedural justice and OCBs, and (d) trust in the supervisor influences OCB (correlation of .23) (Pillai et al, 1999; 919).
In short, the results of this study support the indirect influence of transformational leadership on OCBs, through procedural justice and trust in the supervisor.

The strongest implication of this research is that if leaders want to increase citizenship behaviours among employees, they should work at improving perceptions of fairness and trust. The one way to do this, according to the results of Pillai et al (1999), is by being a transformational leader. A strength of this study is that it goes beyond studies like for example the study of Podsakoff et al (1990), in testing a more comprehensive model of leadership-OCB relationships. Also, a strength of the study is that the generalizability of the findings is examined in two separate samples. By using two independent samples, the confidence in the results is considerably increased. Also as a consequence of using validated scales and multiple measurement models, the results of this study are considered as reliable.

The study of Pillai et al (1999) concludes that transformational leadership has an indirect influence on OCBs through trust in the supervisor, just as the results of Podsakoff et al (1990) indicate. This is not surprising because affect-laden issues, such as trust, are often important outcomes of outstanding leadership, such as transformational leadership (Pillai et al, 1999). Besides the predicted relationship between transformational leadership, trust and OCB that is specified in hypothesis one, it is predicted in this study that transformational leadership influences procedural justice, which in turn builds trust in the supervisor and as a result has an influence on OCB. When followers perceive that they can influence the outcomes of decisions that are important to them and that they are participants in an equitable relationship with their leader (Pillai et al, 1999), their perceptions of procedural justice are likely to be enhanced. So, the use of procedurally fair supervisory practices affect outcomes, such as organisational citizenship behaviours of employees, indirectly through trust in the supervisor.

> *Hypothesis 2: The more transformational a supervisor behaves, the more employees will perceive procedural justice, the more employees will trust their supervisor, and the more likely it is that citizenship behaviours will occur.*

2.4 Fairness perceptions of leaders

Leader behaviour is important in defining the fairness perceptions of employees. According to Farh et al (1990), the relationship between an employee and his/her employer can be seen as a social exchange relationship. With the social contract, it is meant that people enter into a relationship with each other for a long term period. It is argued that 'much of the evolving contract as seen from the individual's point of view derives from the exchange between the individual and his or her immediate supervisor' (p. 706). This indicates that a person's sense of *fairness* in the social contract would depend very much on leader behaviour.

Although a direct relationship between procedural fairness and OCB does not exist, as written above, in the literature, it is found that procedural fairness (i.e. the interactional component) is a better predictor of OCBs than distributive fairness (e.g. Moorman, 1991). Moorman (1991) found that interactional justice is a dimension of procedural fairness that relates to organisational citizenship behaviour. Interactional justice is a form of procedural justice and is about whether a leader treats his/her subordinates in a fair manner. This means that managers should be aware of the benefits of behaving towards subordinates in a manner perceived as fair. A fair treatment considered by employees, engenders an obligation on the part of the employees to reciprocate the good deeds of the organisation (Aryee et al, 2002).

In the study of Moorman (1991), the relationship between organisational justice, job satisfaction, and organisational citizenship behaviour is tested. Through structural equation modelling, support was found for a causal relationship between perceptions of organisational justice and OCB. More specifically, this relationship may be best explained as a relationship between interactional justice perceptions and four of the five OCB dimensions. It was found that interactional justice is significant related to altruism (.245), courtesy (.530), sportsmanship (.477), and conscientiousness (.406).
These findings support Organ's view that the decisions to behave as an organisational citizen may be a function of the degree to which an employee believes that he or she has been treated fairly. This relationship between interactional justice and organisational citizenship behaviour is very interesting. According to this study, a strong implication of this finding is that supervisors can directly influence employees' citizenship behaviours. However, there is a limitation that has to be mentioned and that is considered as weakening the results. There is a limitation of generalization because the two companies studied are very unique, in the sense that they are involved with the chemical industry in a city in the Midwestern United States. In addition, both companies did not appear to have a strong problem with a lack of fairness (Moorman, 1991; 853). However, in this study 225 surveys were used in all the analyses and the response lies between 55% and 98%, which is considered as good. Therefore, it is still considered as possible that such a relationship, as studied by Moorman, can be found.
To be more convinced of the relevance of interactional justice as an antecedent of OCB in the form of management behaviour, the study of Aryee et al (2002) is also investigated.

Aryee et al (2002) focus in their study also on the relationship between interactional justice and organisational citizenship behaviour. In this study, among others, it is found that interactional justice has an indirect effect on organisational citizenship behaviour through the fully mediating variable of trust in the supervisor. A total of 179 supervisor-subordinate dyads were investigated in this study and the results indicate, consistent with their prediction, that trust in the supervisor fully mediates the relationship between interactional justice and the work-related behaviour of organisational citizenship behaviour. More specifically, it is found that interactional justice is related to trust in the supervisor (correlations of .69), and trust in the supervisor is related to OCBI, that is OCB benefiting the supervisor, (correlations of .30), and is related to OCBO, that is OCB benefiting the supervisor as well as the organisation, (correlations of .35).
The fact that this study also focused on distributive and procedural justice, is considered as a strength. There is a lot of research that does not examine all three dimensions of justice simultaneously. Besides, this study gives attention to earlier limitations of other

studies and tries to overcome these limitations by testing an integrative social exchange model of organisational justice, trust foci, and employee work attitudes and behaviours (Aryee et al, 2002; 268).

Based on this study, we feel more confident that there is a relationship between interactional justice and organisational citizenship behaviour. Actually, it was found that interactional justice, through trust in the supervisor, is the only variable that has a significant relationship with OCB, and this is true for both OCBO and OCBI. Especially in small organisations, where it can be expected that employees have a lot of direct and informal contact with their supervisors, it might be expected that the behaviour of the supervisors considering fair treatment, is especially important in the creation of OCBs.

> *Hypothesis 3: The more employees perceive that they receive a fair treatment of their supervisors, the more employees will trust their supervisor, and the more likely it is that citizenship behaviours will occur.*

2.5 Towards a model of leadership behaviour and OCB

In summary, previous theoretical and empirical research suggests that there is good reason to believe that transformational leader behaviours influence organisational citizenship behaviours. There are however, several potential ways in which this might happen. Transformational leadership behaviours can directly influence organisational citizenship behaviours, as shown in figure 2. Besides, also depicted in figure 2, transformational leader behaviours influence organisational citizenship behaviours only indirectly, through their effects on mediators like trust in the supervisor and perceptions of procedural justice. Moreover, it is also interesting to test whether perceptions of procedural justice have a direct influence on OCBs in small organisations. Therefore a line is drawn between perceptions of procedural justice and OCB.
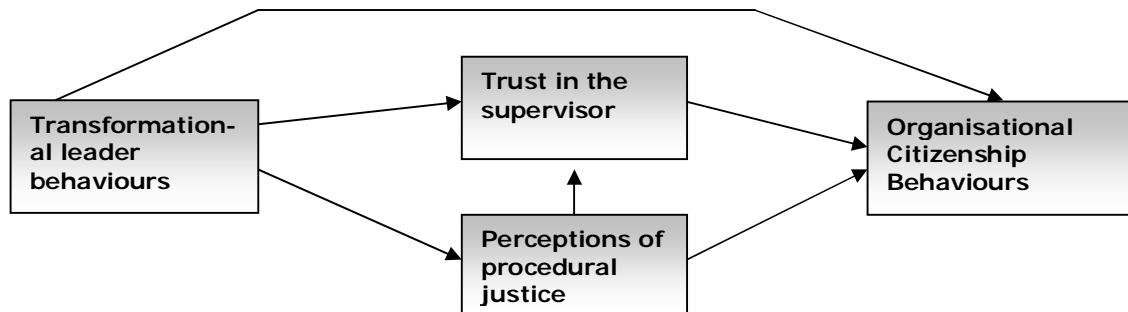
Figure 2: Predicted relationships between transformational leader behaviours, potential mediators, and organisational citizenship behaviours.

Because of the strong positive correlations between transformational leadership and OCB as mentioned before, in this study, it is predicted that transformational leadership behaviours have a positive influence on OCBs. However, as is evidenced in the study of Podsakoff et al (1990), the positive correlations indicate that the effects of the leader behaviours on OCBs are indirect, rather than direct, in that they are mediated by followers' trust in their supervisors. Besides, another mediating variable that is identified in the literature, is perceptions of procedural justice of the employees. However, perceptions of procedural justice do not have an influence on OCB, but mediates the relationship between transformational leadership and trust in the supervisor, as the positive correlations of the model of Pillai et al (1999) show.

Moreover, as an alternative to transformational leadership behaviours as an antecedent of OCB, the fair treatment by leaders, as perceived by employees, influence organisational citizenship behaviours too. There are also several potential ways in which this might happen. As in the case of transformational leadership, interactional justice can directly influence organisational citizenship behaviours (figure 3). Besides, interactional justice can have an indirect influence on organisational citizenship behaviour, namely through the effects on the mediator trust in the supervisor.
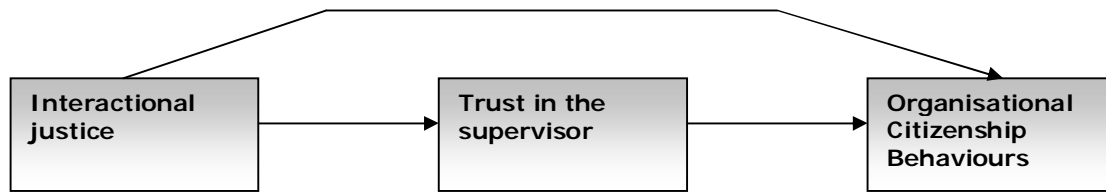
Figure 3: predicted relationships between interactional justice, potential mediator, and organisational citizenship behaviour.

The positive correlations of the model of Aryee et al (2002) show that the influence of interactional justice on OCB is fully mediated by trust in the supervisor. This is interesting because the relationship between transformational leadership and OCB is, among others, also fully mediated by trust in the supervisor.

In the literature, a link can be found between type of leadership behaviour and the justice perceptions of employees. Under transformational leaders, employees are more concerned about the fairness of procedures, that is, procedural justice. So, leader behaviour is important in defining the fairness perceptions of employees. This is depicted in figure 2, in that perceptions of procedural justice is a mediator in the relationship between leader behaviour and OCB. However, the relationship with figure 3 is that interactional justice, as a component of procedural justice, is also related to OCB. Thus, leader behaviour is an important antecedent of OCB, but the quality of interpersonal treatment of people, that is related to the leadership behaviour of the supervisor, is also an important antecedent of OCB. However, fact is that if the first model is true, the relationships of the second model may not influence the relationships of the first model. The reverse is the same, if the second model is true, the relationships of the first model may not influence the relationships of the second model.

The purpose of the present study is to examine the two alternative models, in small organisations, that are set alongside each other. That is, one model that examines the effects of transformational leader behaviours on OCB, and the potential mediating roles of trust in the supervisor and perceptions of procedural justice, and another model that examines the effects of interactional justice on OCB, and the potential mediating role of trust in the supervisor. The two alternative models will be tested with the help of the formulated hypotheses. An overview of the hypotheses, including a specification of the sub hypotheses, is found in appendix 1.

3. Method

3.1 Sample

For this study, data were collected from five small companies located in the east of the Netherlands. According to the definition of the European Union, a small firm employs between 10 and 50 employees. Because 10 employees is considered as a too small amount, this can be for example 'a shopkeeper around the corner', firms with between 20 and 50 employees have been investigated. Companies with at least 20 employees are expected to be more formalised than small firms with 10 employees. For this reason, the boundary has been set between 20 and 50 employees.

Size of the organisation can be seen as a control variable. The reason why it is interesting to take small organisations into consideration, is the fact that it is found that group size affect the group processes and outcomes (Bettenhausen, 1991). It is shown that as work groups get larger, members are more likely to be dissatisfied and their productivity is lower. So, it can be expected that small organisations with 20 to 50 employees, have employees that work more effective because their group size is smaller. Moreover, this is interesting, because, as explained previously, when taking the unique characteristics of small organisations into consideration, it is conceivable that productive employees are an important source of successful organising.

The five companies that participated in this study all have different characteristics and are all active in an other line of business. The specification of the characteristics of the five companies is depicted in table 1.

Company	Specification
A	Exists since 1995. It provides advise, design and production of architectural art objects, interiors and stands. Besides, it produces machine frames for the semiconductor industry. The company employs 25 persons. 23 of the 25 employees work full time, the company makes no use of temporary employees. The owner/manager of this company manages three supervisors. These three supervisors manage the rest of the employees in three different departments. The financial director is together with a part time personnel officer responsible for the personnel management.
B	Exists since 1997 as an independent company after it was separated from a bigger company. The core business is galvanic and chemical surface treatment. The company employs 23 people of which one works part time. Next to this, the company makes use of five temporary employees. The company has two directors, both with a responsibility of 50%. The two directors manage the office staff and the production manager. The production manager is responsible for 15 employees and the temporary employees on the shop floor. One director is totally responsible for the personnel management.
C	Exists since 1997 as a consequence of the merger of two companies. The company is a gardening specialist. It employs 29 persons. Two employees work part time. The company also makes use of two temporary employees. The director manages the office staff and a work foreman. There is a vacancy for a second work foreman and as a consequence, the director partially manages some employees that are under supervision of the work foremen. The director is responsible for the personnel management.
D	Exists since 1993. It provides telecom solutions for businesses. The company employs 27 persons of which one works part time. It makes no use of temporary employees. The owner manager manages three supervisors. These three supervisors manage the rest of the employees in three different departments. The office manager in this company is responsible for the personnel management.
E	Exists since 1967. The company is installer of gas, water, electricity, security, central heating, air conditioning, sewer systems and sanitary. It employs 32 persons of which three part time. It makes no use of temporary workers. The owner/manager and three planning engineers supervise the engineers. The engineers have contact with the four people mentioned above, they do not have one fixed supervisor. The owner/manager is totally responsible for the personnel management in the company.

Table 1: Specification of the characteristics of the five companies participating in this study.

Besides the different characteristics of every company, there are some similarities between the companies. For example, for all the companies, the sickness leave is very low. This varies between 0,5% and 3,3%. Also the voluntarily turnover is low. For some of the companies this is one in a year and for others it occurred only once since their

existence that a person left voluntarily. Forced turnover is even lower. Some companies never experienced it and some companies experienced it just once.

3.2 Measures
Interviews and a document analysis have been carried out in order to obtain general data of the companies. By means of an interview with the owner/manager of the small organisation, general information about the organisation has been obtained. Besides, the owner/managers of the organisations have been asked to provide a business plan and information about the organisation structure in order to learn more about the history, arrangements and purpose/goals of the organisation.

Other data were gathered by questionnaire from both employees and their daily supervisors in the five companies. Employee questionnaires were distributed to 20 employees in each organisation. The items they filled in enclosed measures of leadership behaviour, namely: transformational leader behaviours, transactional leader behaviours, interactional justice, procedural justice, and trust in the supervisor. The total items of the questionnaire of the employees was 53 items. Of every single employee, a questionnaire was distributed to their daily supervisor. The items they filled in enclosed measures of behaviours of employees, namely: organisational citizenship behaviour and in-role behaviour. The total items of the questionnaire of the supervisors was 31 items.

Most of the employees filled in their questionnaire in presence of the researcher. Most supervisors filled in their questionnaires about employee behaviour (often they filled in more than one questionnaire) on their own. Employees were informed that their supervisor also was completing a comparable survey. Confidentiality of responses was assured. For an extensive description/reflection of the research method, appendix 2 can be consulted.

Measures of the two questionnaires (employees and supervisors) include:

General questions (subordinates and supervisors)
All employees and supervisors first filled in some general questions, namely:
- Gender: male or female
- Age: younger than 20 years old, between 20 and 30 years old, between 30 and 40 years old, between 40 and 50 years old, or older than 50.
- Organisational tenure: no categories
- Highest finished education: lower education, preparing vocational education (VBO), preparing medium vocational education (VMBO), medium secondary education (MAVO), higher secondary education (HAVO), preparing university education (VWO), lower vocational education (LBO), medium vocational education (MBO, level 1,2,3 or 4), higher vocational education (HBO), university (WO)

Organisational citizenship behaviours (supervisors)
The 24-item Organisational Citizenship Behaviour Scale (OCBS) developed by Podsakoff et al (1990) has been used to measure organisational citizenship behaviour. However, only four of the five sub scales, as defined by Organ (1988), have been used in this study to measure OCB. Civic virtue is the only construct that has not been measured. In several studies, among which that of Podsakoff et al (1990), it is evidenced that civic virtue is the one construct of OCB that is less impressive. In the study of Podsakoff et al (1990) it is shown that the effect of trust is positive for all the constructs of OCB, except for civic virtue (p. 130-131). Besides, in the study of Moorman (1991) about justice and citizenship, it is found that interactional justice predicted all the OCB dimensions but civic virtue was not directly related (p. 850). For this reason, civic virtue has not been used to measure OCB.

The four OCB sub scales and sample items that were used, were: altruism, courtesy, conscientiousness, and sportsmanship. For ease of interpretation, the five sportsmanship items were reversed coded.

Podsakoff et al (1990) evidenced that the overall fit of the OCBS was quite good (TLI=.94), with all of the items used to assess the five OCB factors loading significantly

on their intended factors (p. 117). Besides, the internal consistency reliability of all five subscales exceeded .80.

In-role behaviour (supervisors)
Previous research has suggested that OCB measures may, in part, assess in-role performance (Williams, Anderson, 1991). Accordingly, a 7-item in-role performance appraisal scale (Williams, Anderson, 1991) was incorporated, so that variance accounted for by OCB versus in-role behaviours could be isolated later. The last two items of the scale were reversed coded.
It has been shown by Williams and Anderson that the in-role performance scale had a reliability of .91 in their study.

Transformational leader behaviours (employees)
Bass and Riggio (2006) argue that the effects of transformational leadership behaviours augment or supplement the effects of transactional leadership behaviours. As a consequence, it is important to measure the presence of transactional leadership besides the presence of transformational leadership in order to study if a leader shows transformational leadership behaviours.
The Multi-Factor Leadership Questionnaire (MLQ 5X) developed by Bass and Avolio (2000) was used to measure transformational leadership. The sub scales of transformational leadership measure: (1) Idealized Attributes, (2) Idealized Behaviours, (3) Inspirational Motivation, (4) Intellectual Stimulation, and (5) Individualized Consideration. In order to measure transactional leadership behaviours of the supervisor, some subscales of this construct have been used, namely Contingent Reward and Management-By-Exception (active). The passive form of Management-By-Exception has not been used because passive leaders do not respond to situations and problems systematically. Passive leaders avoid specifying agreements, clarifying expectations, and providing goals and standards to be achieved by followers. This style has a negative effect on desired outcomes – opposite to what is intended by the leader. In this regard, this style is similar to Laissez-Faire styles or 'no leadership', which is also excluded. This type of behaviour has negative impacts on followers and associates. Because both styles, passive and laissez-faire leadership, can be grouped together as 'passive-avoidant leadership', it is considered that these do not contribute to transformational leadership and therefore these two styles were omitted.
It has been shown by Bass and Avolio (2000) that the MLQ (5X) had a reliability of above .70 for all scales, except for active-management-by-exception (p. 61).

Interactional justice (employees)
A 9-item scale developed by Niehoff and Moorman (1993) that reflect the fair use of procedures by an employee's supervisor was used to measure interactional justice. This scale has also been used by Aryee et al (2002) to measure interactional justice. They found a good alpha reliability of the scale, namely .92.

Procedural justice (employees)
A 6-item scale developed by Niehoff and Moorman (1993) that reflect the presence of formal procedures for making decisions was used to measure procedural justice. This scale has also been used by Aryee et al (2002) to measure procedural justice. They found a good alpha reliability of the scale, namely .92.

Trust in the supervisor (employees)
A 6-item scale developed by Podsakoff et al (1990) that measures faith in and loyalty to the leader has been used in order to measure trust in the supervisor. The sixth item of this scale was reversed coded. The results of the study of Podsakoff et al (1990) indicate that all of the items load on the intended factor and fits the data very well in an absolute sense (TLI=.96) (p. 117).

Response options for the organisational citizenship behaviour scale and in-role behaviour scale ranged from (1) *strongly disagree* to (7) *strongly agree.* Procedural justice,

interactional justice and trust in the supervisor scales had response options ranging from (1) *strongly disagree* to (5) *strongly agree*. Finally, the scales for transactional leadership behaviours and transformational leadership behaviours had five response options ranging from (1) *not at all* to (5) *frequently, if not always.*

Because the study population exist of the owner/manager, supervisors, and employees in the Netherlands, the questionnaires have been carefully translated into Dutch. Besides, some questionnaires used words as 'general manager', 'leader', and 'supervisor'. These words have been changed to 'leader', in order to create a better fit with this study. However, the content of the word is considered the same.

As can be read above, the general questions the supervisors and subordinates answered included questions about gender, age, education, and length of organisational tenure. An ANOVA analysis was carried out in order to look for variances in the outcomes of the different variables as a result of these control variables. However, the results of the ANOVA analysis showed that there are no remarkable deviations of the scales between the different categories of gender, age, education, and length of organisational tenure.

The untranslated questionnaires and interview questions can be found in appendix 3. Translated interview questions can be found in appendix 4, the translated questionnaire of the supervisors can be found in appendix 5, and the translated questionnaire of the employees can be found in appendix 6.

4. Analysis and results

4.1 Data exploration

In total, of the 100 questionnaires distributed to the employees in the organisations, 98 questionnaires were filled in (in both company B and E one questionnaire has not been filled in by one employee). A total of 98 supervisor-subordinate dyads (in total 98 subordinates and 17 supervisors) remained and constituted the sample for this study. Of the subordinate sample, 92.9 per cent were men, 7.1 per cent were younger than 20 years old, 25.5 per cent were in the 20-30 years age bracket, 38.8 per cent were in the 30-40 years age bracket, 20.4 per cent were in the 40-50 years bracket, and 8.2 per cent were older than 50 years old. They reported an average organisational tenure of 6.82 years. Pertaining to the demographic composition of the supervisory respondents, 94.1 per cent were men, 11.76 per cent were in the 20-30 years age bracket, 47.06 per cent were in the 30-40 years age bracket, 35.29 per cent were in the 40-50 years age bracket, and 5.88 per cent were older than 50 years old. They reported an average organisational tenure of 6.26 years.

In appendix 7, a specification of the data for the five companies can be found. As can be seen in the appendix, the majority of the respondents are male. A possible explanation for this finding is, that the companies that participated in this study are technical oriented companies and they employ only a few females at the shop floor. Besides, in some of the companies it is found that employees have a higher organisational tenure than their daily supervisors. A possible explanation for this finding is that these small organisations grow very fast. As a consequence of the bigger size of the organisation, most owner/managers do not lead all the employees by themselves anymore, but they hired supervisors to manage the different activities and employees of the organisation. However, it has to be mentioned that four out of five companies employ these supervisors now for only about one to three years. So, it is a relatively short period that the employees of the companies are being managed by these new supervisors. A possible problem here is that employees are not yet used to the way of thinking of these supervisors and as a consequence, this also means that there could possibly arise a measurement problem.

4.2 Missing value analysis

Missing data seriously can affect the results of a study. With a missing value analysis the data can be examined in order to uncover missing data patterns. In this study, two of the 100 respondents, concerning the employee group, did not fill in their questionnaire. This was due to a sickness period of an employee and a voluntary turnover of an employee. As a consequence, 98 supervisor-subordinate dyads have been analyzed in this study. Besides, from the missing value analysis it was found that five respondents did not fill in one question, and two respondents did not fill in three questions. There are no particular questions that more than two respondents did not fill in. What is interesting is that only participants of the employee group did not fill in some questions. The supervisors filled in everything.

A possible problem of measurement has to be acknowledged here. Most of the participants filled in their questionnaire while the research assisted them when needed. When the researcher assists the employees while they fill in their questionnaire, it could happen that some of the questions could be partly prompted by the researcher and therefore possibly give a distorted view.

4.3 Factor analysis

Prior to evaluating the impact of leadership behaviours on organisational citizenship behaviour, the psychometric properties of the scales used in this study have been examined. As a first step, separate factor analyses for trust in the supervisor, perceptions of procedural justice, interactional justice, in-role behaviour, organisational citizenship behaviour, and leadership behaviour scales have been conducted. The goal of

this analysis was to evaluate the structure of the scales and to look at the content of questions that load on the same factor in order to try to identify common themes.

Table 2 reports the results of the factor analysis of the trust in the supervisor scale, table 3 reports the results of the factor analysis of the procedural justice scale, table 4 reports the results of the factor analysis of the interactional justice scale, and table 5 reports the results of the factor analysis of the in-role behaviour scale. As can be seen in the tables the overall pattern of results indicates that all of the items load on the intended factor and that these one-factor models fit the data very well.

No.	Item	Trust in the supervisor
1	I feel quite confident that my leader will always try to treat me fairly	.807
2	My manager would never try to gain an advantage by deceiving workers	.779
3	I have complete faith in the integrity of my manager/supervisor	.829
4	I feel a strong loyalty to my leader	.723
5	I would support my leader in almost any emergency	.622
6	I have a divided sense of loyalty toward my leader (r)	.377

Table 2: Results of the factor analysis of the trust in the supervisor scale.

No.	Item	Procedural justice
1	Job decisions are made by the general manager in an unbiased manner	.371
2	My general manager makes sure that all employees concerns are heard before job decisions are made	.753
3	To make job decisions, my general manager collects accurate and complete information	.832
4	My general manager clarifies decisions and provides additional information when requested by employees	.790
5	All job decisions are applied consistently across all affected employees	.634
6	Employees are allowed to challenge or appeal job decisions made by the general manager	.592

Table 3: Results of the factor analysis of the procedural justice scale.

No.	Item	Interactional justice
1	When decisions are made about my job, the general manager treats me with kindness and consideration	.662
2	When decisions are made about my job, the general manager treats me with respect and dignity	.659
3	When decisions are made about my job, the general manager is sensitive to my personal needs	.674
4	When decisions are made about my job, the general manager deals with me in a truthful manner	.663
5	When decisions are made about my job, the general manager shows concern for my rights as an employee	.632
6	Concerning decisions made about my job, the general manager discusses the implications of the decisions with me	.698
7	The general manager offers adequate justification for decisions made about my job	.667
8	When making decisions about my job, the general manager offers explanations that make sense to me	.659
9	My general manager explains very clearly any decisions made about my job	.584

Table 4: Results of the factor analysis of the interactional justice scale.

No.	Item	In-role behaviour
1	Adequately completes assigned duties	.796
2	Fulfills responsibilities in job description	.856
3	Performs tasks that are expected of him/her	.910
4	Meets formal performance requirements of the job	.888
5	Engages in activities that will directly affect his/her performance evaluation	.163
6	Neglects aspects of the job he/she is obligated to perform (r)	.698
7	Fails to perform essential duties (r)	.805

Table 5: Results of the factor analysis of the in-role behaviour scale.

Table 6 reports the results of the factor analysis of the organisational citizenship behaviour scale. As can be seen, all of the items used to assess the four OCB factors load

significantly on their intended factors. However, item 12 initially showed an overlap, this item had a high score on altruism as well as on courtesy. This is considered as logical because item 12 is a condition for being altruistic anyway. Therefore, item 12 is considered as a factor of courtesy.

No.	Item	Conscien tiousness	Sportsman ship	Courtesy	Altruism
1	Attendance at work is above the norm	.669			
2	Does not take extra breaks	.858			
3	Obeys company rules and regulations even when no one is watching	.811			
4	Is one of my most conscientious employees	.789			
5	Believes in giving an honest day's work for an honest day's pay	.746			
6	Consumes a lot of time complaining about trivial matters (r)		.864		
7	Always focuses on what's wrong, rahter than the positive side (r)		.895		
8	Tends to make 'mountains out of molehills' (r)		.908		
9	Always finds fault with what the organisation is doing (r)		.812		
10	Is the classic squeaky wheel that always needs greasing (r)		.802		
11	Takes steps to try to prevent problems with other workers			.648	
12	Is mindful of how his/her behaviour affects other people's jobs			.489	
13	Does not abuse the rights of others			.757	
14	Tries to avoid creating problems for co-workers			.769	
15	Considers the impact of his/her actions on co-workers			.561	
16	Helps others who have been absent				.736
17	Helps others who have heavy workloads				.686
18	Helps orient new people even though it is not required				.866
19	Willingly helps others who have work related problems				.917
20	Is always ready to lend a helping hand to those around him/her				.602

Table 6: Results of the factor analysis of the organisational citizenship behaviour scale.

For the leadership scale, it was difficult to carry out a factor analysis. The scale consists of cumulative elements and this is contrary to the ideas behind factor analysis. In order to run a factor analysis, a scale cannot have cumulative elements because then separate dimensions will not load on the intended factor as a consequence of the complex structure of the scale. This is also what the results of the factor analysis of the leadership scale showed, namely, very random dimensions not loading on the intended factors. This complex problem is also difficult to handle because the amount of information is relatively low, with 98 questionnaires about leadership behaviour. In order to solve this problem, several factor analyses have been carried out for every separate dimension of transformational leadership behaviour and transactional leadership behaviour. The results of these separate factor analyses can be found in table 7 to table 13. As can be seen in these tables, the results of the factor analyses of the separate dimensions indicate that all of the items load on the intended factor.

No.	Item	Contingent Reward
1	Provides me with assistance in exchange for my efforts	.483
8	Discusses in specific terms who is responsible for achieving performance targets	.760
12	Makes clear what one can expect to receive when performance goals are achieved	.777
27	Expresses satisfaction when I meet expectations	.758

Table 7: Results of the factor analysis of contingent reward as a dimension of transactional leadership behaviour.

No.	Item	Management By Exception Active
3	Focuses attention on irregularities, mistakes, exceptions, and deviations from standards	.734
16	Concentrates his/her full attention on dealing with mistakes, complaints and failures	.687
18	Keeps track of all mistakes	.742
21	Directs my attention toward failures to meet standards	.659

Table 8: Results of the factor analysis of management by exception active as a dimension of transactional leadership behaviour.

No.	Item	Idealized Influence Attributed
7	Instills pride in me for being associated with him/her	.766
13	Goes beyond self-interest for the good of the group	.626
15	Acts in ways that builds my respect	.867
19	Displays a sense of power and confidence	.747

Table 9: Results of the factor analysis of idealized influence attributed as a dimension of transformational leadership behaviour.

No.	Item	Idealized Influence Behaviour
4	Talks about his/her most important values and beliefs	.639
10	Specifies the importance of having a strong sense of purpose	.798
17	Considers the moral and ethical consequences of decisions	.579
26	Emphasizes the importance of having a collective sense of mission	.676

Table 10: Results of the factor analysis of idealized influence behaviour as a dimension of transformational leadership behaviour.

No.	Item	Inspirational Motivation
6	Talks optimistically about the future	.719
9	Talks enthusiastically about what needs to be accomplished	.806
20	Articulates a compelling vision of the future	.720
28	Expresses confidence that goals will be achieved	.810

Table 11: Results of the factor analysis of inspirational motivation as a dimension of transformational leadership behaviour.

No.	Item	Intellectual Stimulation
2	Re-examines critical assumptions to question whether they are appropriate	.691
5	Seeks differing perspectives when solving problems	.743
23	Gets me to look at problems from many different angles	.796
25	Suggests new ways of looking at how to complete assignments	.779

Table 12: Results of the factor analysis of intellectual stimulation as a dimension of transformational leadership behaviour.

No.	Item	Individual Consideration
11	Spends time teaching and coaching	.690
14	Treats me as an individual rather than just as a member of a group	.664
22	Considers me as having different needs, abilities, and aspirations from others	.806
24	Helps me to develop my strengths	.747

Table 13: Results of the factor analysis of individual consideration as a dimension of transformational leadership behaviour.

4.4 Internal consistency reliability of the scales

In the preceding chapter it could be read that the internal consistency reliability of the measures of the different scales was relatively high in other studies. However, it is also important to consider what the internal consistency reliability of the measures of the different scales in this study is. In order to measure if the items of the different scales are valid, for every scale the Cronbach's Alpha (α) has been measured. The Cronbach's Alpha is a measure that is developed by Cronbach (1951). The Cronbach Alpha has a range from zero, which indicates that there is no reliability between the items of the scale, to one, which indicates that there is complete reliability between the items of the particular scale. The Cronbach's Alpha (α) for the seven scales used in this study, are depicted in table 14. Next to this, the number of variables (N), the number of response

options (RO), the mean (standardized as a consequence of a different number of response options), and the standard deviations (SD; also standardized as a consequence of a different number of response options) for the different scales, can be found in the table.

The means and the standard deviations of the scales are standardized as to all scales having five response options, ranging from one to five. This produces an improvement in the readability and the comparability of the results of the data exploration of the scales.

Scale			Example item	N	RO	a	Mean	SD
Transactional leadership behaviour	Contingent Reward	CR	Provides me with assistance in exchange for my efforts	4	5	.65	3.67	.58
	Management-by-Exception (Active)	MBE	Keeps track of all mistakes	4	5	.66	3.47	.67
Transformational leadership behaviour	Idealized Influence (Attributed)	IIA	Instills pride in me for being associated with him/her	4	5	.74	3.64	.71
	Idealized Influence (Behaviour)	IIB	Talks about his/her most important values and beliefs	4	5	.61	3.66	.65
	Inspirational Motivation	IM	Talks optimistically about the future	4	5	.76	3.96	.63
	Intellectual Stimulation	IS	Seeks differing perspectives when solving problems	4	5	.74	3.62	.70
	Individual Consideration	IC	Spends time teaching and coaching	4	5	.70	3.74	.69
Interactional Justice		IJ	When decisions are made about my job, the general manager treats me with kindness and consideration	9	5	.83	3.93	.48
Trust in the supervisor		T	I feel a strong loyalty to my leader	6	5	.74	3.95	.56
Procedural Justice		PJ	Job decisions are made by the general manager in an unbiased manner	6	5	.74	3.56	.58
Organisational Citizenship Behaviour	Conscientiousness	Cs	Does not take extra breaks	5	7	.88	3.92	.73
	Sportsmanship	S	Consumes a lot of time complaining about trivial matters	5	7	.93	3.76	.96
	Courtesy	C	Does not abuse the rights of others	5	7	.82	3.59	.72
	Altruism	A	Helps others who have been absent	5	7	.88	3.68	.73
In-role Behaviour		IRB	Adequately completes assigned duties	7	7	.90	3.94	.76

Table 14: Internal consistency reliabilities, number of variables, means, and standard deviations of the scales.

As can be seen in table 14, the Cronbach's Alpha for the different scales range between .61 and .93. A value of Cronbach's Alpha of 0.60 is the minimum required for analysis (de Pelsmacker, van Kenhove; 2006). An internal reliability of minimum .60 is needed before a measurement scale can be used, that means that a Cronbach's Alpha higher than .60 is desirable for analysis. Overall, this means that the Cronbach's Alpha for Idealized Influence (behaviour) in this study is low, but just exceeds the minimum level of .60 and is therefore considered as still usable in this study.

Given the results of the factor analysis, it can be seen that all the items load significantly on their intended factors. However, it also can be seen that the factor of item 5 of the in-role behaviour scale is quite low in comparison with the other items. From the internal

consistency reliability analysis, it is found that if the fifth item of this scale is deleted, the alpha reliability raises from ,83 to ,90. As a consequence of this relatively high increase, item five of the in-role behaviour scale has been deleted.

In table 14, also a standardized mean and standard deviation of the scales are depicted. It is for example illustrated that the mean for Interactional Justice (IJ) is 3.93 on a scale from (1) I strongly disagree, to (5) I strongly agree. On average, this means that the average respondent agrees with the items of the scale.

The standard deviation is the outcome of a measurement of the dispersion of a set of variables. For example, study participants could respond to the items of the transactional and transformational leadership sub scales on a scale from one to five. The mean of Contingent Reward (CR) is 3.67 and the standard deviation is .58. This means that 68 per cent of the values is between 3.09 (M-1*SD=3.67-.58), and 4.25 (M+1*SD=3.67+.58), and 95 per cent of the values is between 2.50 (M-2*SD=3.67-1.17), and 4.84 (M+2*SD=3.67+1.17). When the standard deviation is lower, the values will be closer to the mean, which indicates that the mean better reflects the actual values of the items.

4.5 Statistics

Besides the analysis of the mean and the standard deviation of the scales for all the respondents in total, it is also important to analyse the mean and the standard deviation of the scales for the supervisors and employees in the five separate companies. In table 15, for every supervisor and for the subordinates of the five companies, the means (the upper number) and the standard deviations (the number in brackets) for the different scales are depicted. Besides, the number of observations are also depicted. For example, the behaviour of supervisor 1, in company A, was assessed by 13 subordinates. The behaviour of supervisor 5 in company B was assessed by five subordinates, etcetera. This can be seen in table 15 below.

	N observations	TFL	TCL	IJ	T	PJ	OCB	IRB
Company A								
Supervisor 1	13	3.29 (.50)	3.38 (.31)	3.66 (.44)	3.64 (.57)	3.46 (.49)		
Supervisor 2	4	3.85 (.32)	3.33 (.07)	4.28 (.48)	4.38 (.37)	3.79 (.16)		
Supervisor 3	2	4.35 (.07)	4.19 (.09)	4.22 (.00)	5.00 (.00)	4.42 (.35)		
Supervisor 4	1	3.10	4.00	3.67	4.67	3.67		
Total of the supervisors	20	3.56 (.54)	3.43 (.40)	3.84 (.49)	3.98 (.69)	3.63 (.50)		
Subordinates	20						3.81 (.55)	3.94 (.99)
Company B								
Supervisor 5	5	3.73 (.45)	3.63 (.20)	4.36 (.46)	4.30 (.68)	3.33 (.96)		
Supervisor 6	14	3.66 (.40)	3.71 (.30)	4.09 (.41)	4.06 (.40)	3.87 (.44)		
Total of the supervisors	19	3.68 (.40)	3.69 (.27)	4.16 (.43)	4.12 (.48)	3.73 (.63)		
Subordinates	19						4.01 (.64)	4.32 (.70)
Company C								
Supervisor 7	14	3.90 (.36)	3.52 (.60)	3.90 (.42)	3.89 (.45)	3.39 (.54)		
Supervisor 8	4	3.38 (.59)	3.06 (.58)	3.39 (.94)	3.42 (.91)	2.79 (.58)		
Supervisor 9	2	3.18 (.18)	3.00 (.18)	4.50 (.55)	3.92 (.12)	4.33 (.71)		
Total of the supervisors	20	3.82 (.46)	3.48 (.61)	3.86 (.61)	3.80 (.55)	3.37 (.67)		
Subordinates	20						3.50 (.70)	3.76 (.76)
Company D								
Supervisor 10	3	3.08 (.73)	3.31 (.97)	3.89 (.40)	4.50 (.50)	3.50 (.88)		
Supervisor 11	10	3.38 (.56)	3.30 (.43)	3.82 (.43)	3.98 (.51)	3.35 (.40)		
Supervisor 12	6	3.78 (.36)	3.29 (.57)	3.98 (.41)	4.06 (.58)	3.17 (.35)		
Supervisor 13	1	3.70	2.75	4.44	4.67	3.67		
Total of the supervisors	20	3.47 (.55)	3.27 (.50)	3.91 (.41)	4.12 (.54)	3.33 (.46)		
Subordinates	20						3.48 (.33)	3.54 (.60)
Company E								
Supervisor 14	5	4.45 (.27)	4.35 (.39)	3.98 (.31)	3.73 (.28)	3.87 (.46)		
Supervisor 15	5	4.45 (.20)	4.38 (.32)	3.84 (.32)	3.77 (.45)	3.80 (.51)		
Supervisor 16	5	3.85 (.93)	3.78 (1.10)	3.67 (.41)	3.43 (.28)	3.47 (.61)		
Supervisor 17	4	4.12 (.31)	3.56 (.65)	4.06 (.47)	4.00 (.59)	3.88 (.48)		
Total of the supervisors	19	4.24 (.53)	4.04 (.70)	3.88 (.37)	3.72 (.42)	3.75 (.50)		
Subordinates	19						3.91 (.36)	4.17 (.44)

Notes: *TFL=transformational leadership behaviour*
TCL=transactional leadership behaviour
IJ= interactional justice
T=trust in the supervisor
PJ=procedural justice
OCB=organisational citizenship behaviour
IRB=in-role behaviour

Table 15: Mean and standard deviation of the different scales in the five companies.

In table 15, it can be seen that the distribution of the means and the standard deviations of the different scales, in most of the companies, is not equal. In company A, the behaviour of supervisor 1 is assessed 13 times, and the behaviour of supervisor 4 is assessed only one time. The mean of the four supervisors in total, in company A, gives a distorted view because the behaviour of supervisor 1 counts for 13 times and the behaviour of supervisor 4 only for one time. The same is true in company B, C, and D. The behaviour of supervisor 6, 7, and 11 counts a lot more than the behaviour of the other supervisors. It can be seen that in company E, this is more equally divided.

Nevertheless, the same is true for the results of the respondents as a whole group. In total, the behaviour of 17 supervisors have been assessed by 98 subordinates. However, the behaviour of four supervisors counts for 51 times (supervisor 1, 6, 7, and 11) and the behaviour of the remaining 13 supervisors counts for only 98-51= 47 times. In short, this gives a distorted view. If, for example, one supervisor is very transformational, but only assessed by one subordinate, this will barely influence the amount of transformational behaviours of all supervisors in total.

As a consequence of missing a normal distribution and therefore a distorted view of the behaviour of supervisors in small organisations, the observations of every supervisor will be weighted in such a way that the behaviour of every supervisor will have an equal portion in the total outcomes. There are, in total, 98 observations over 17 supervisors. So, on average, one supervisor has 98/17=5.76 observations. In order to get reliable results, the following weights have been used for further analysis:

Supervisor	Weight	Supervisor	Weight
1	0.44	10	1.92
2	1.44	11	0.58
3	2.88	12	0.96
4	5.76	13	5.76
5	1.15	14	1.15
6	0.41	15	1.15
7	0.41	16	1.15
8	1.44	17	1.44
9	2.88		

Table 16: Weights per supervisor used for further analysis.

4.6 Regression analysis

Up to this point, the analysis shift to an evaluation of the main sets of the theoretical relationships as shown in figure 4. The first model, this is the model on the top, shows: (A) direct effects of the leader behaviours (both transformational and transactional), on organisational citizenship behaviours, (B) effects of the leader behaviours (both transformational and transactional) on trust in the supervisor and perceptions of procedural justice, (C) effects of perceptions of procedural justice on trust in the supervisor, and (D) effects of trust in the supervisor and perceptions of procedural justice on organisational citizenship behaviours. The second model, this is the model at the bottom, shows: (A) effects of interactional justice on organisational citizenship behaviours, (B) effects of interactional justice on trust in the supervisor, and (C) effects of trust in the supervisor on organisational citizenship behaviours.

All relationships were first tested on a 0,05 significance level, however, this did not reveal the expected relationships. In order to address this problem, the relationships were also tested on a 0,10 significance level. This has several consequences. When the relationships are tested on a 0,05 significance level it indicates that the value of the outcome is reliable for 100*(1-0,05)=95%. So, it can be said that it is for 95% sure that the outcome is reliable. However, when the relationships are tested on a 0,10 significance level, the outcome is reliable for only 100*(1-0.10)=90%. This is a big decrease in reliability and indicates that 90% of de outcome gives a correct result.
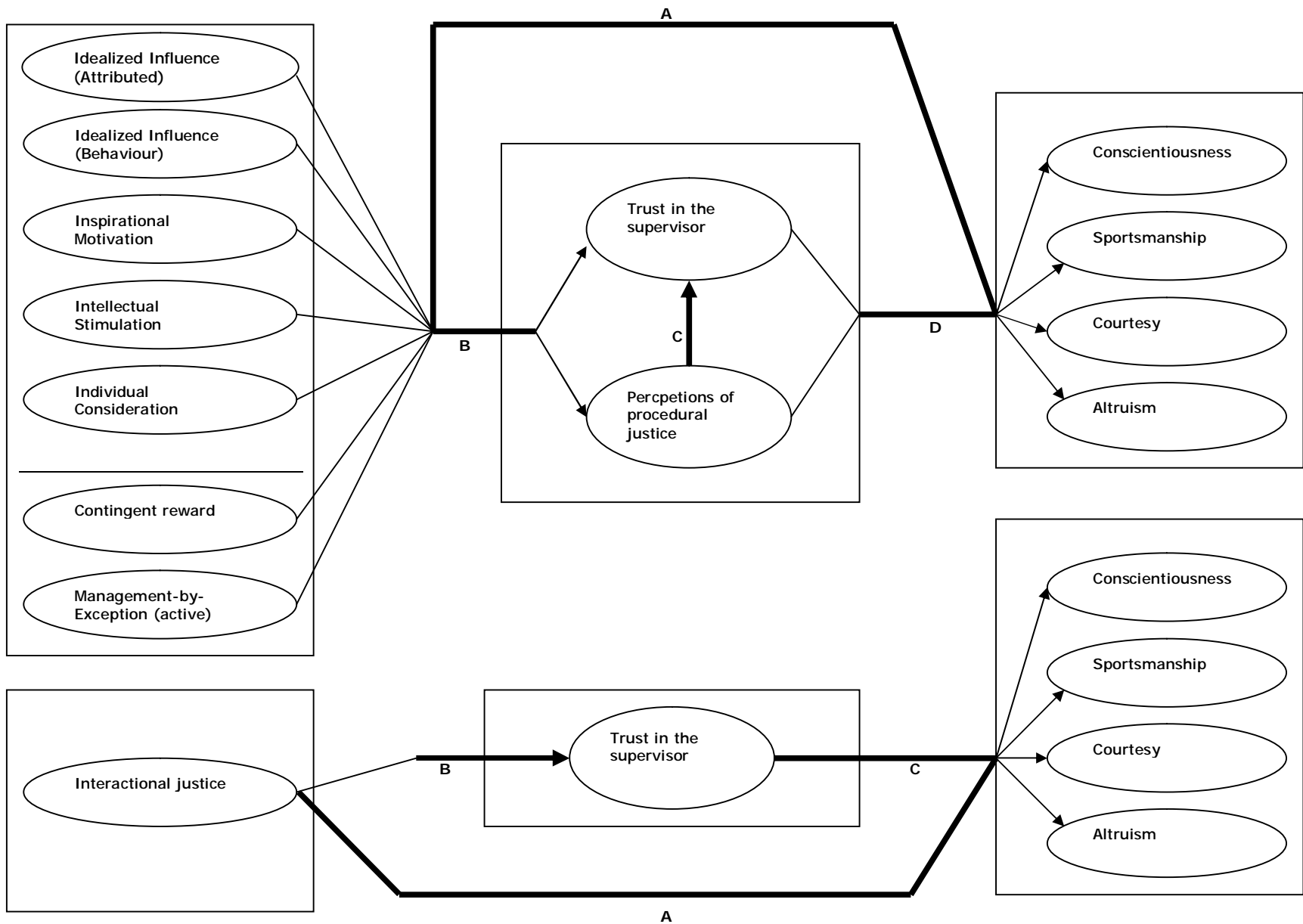
Figure 4: Model of the theoretical relationships tested in this study.

4.6.1 Analysis of the aggregate effects

First, a regression analysis has been carried out for the relationships between leadership behaviours, trust in the supervisor, and perceptions of procedural justice. Besides, an analysis has been carried out for the relationships between organisational citizenship behaviours and leadership behaviours, trust in the supervisors, and perceptions of procedural justice. The outcomes of the regression analysis are depicted in table 17.

Procedural justice shows a significant relationship with trust in the supervisor on a 0,01 significance level. This indicates a very significant effect, with a reliability of 99%, on trust in the supervisor. The total variance explained by procedural justice on trust in the supervisor is only 0,187, which indicates a relatively low variance of 18,7%.

Transformational leadership behaviour shows a significant relationship with procedural justice on a 0,05 significance level. Besides, transactional leadership behaviour shows also a very significant relationship with procedural justice on a 0,01 significance level. This indicates a strong effect on procedural justice, and the total variance explained by transformational and transactional leadership behaviour is 28,7%.

Transformational leadership behaviours also show a very strong relationship with organisational citizenship behaviours on a 0,01 significance level. Moreover, transactional leadership behaviour is negatively and significantly related to organisational citizenship behaviours on a 0,05 significance level. The total variance of OCB explained by these leadership behaviours is 10,5%.

Dependent	Independent	B	R^2	Adjusted R^2
Trust in the supervisor	Constant	2,607	,187	,161
	Transformational leadership	,037		
	Transactional leadership	-,085		
	Procedural justice	,452***		
Procedural justice	Constant	1,338	,287	,271
	Transformational leadership	,305**		
	Transactional leadership	,317***		
OCB	Constant	4,520	,105	,067
	Transformational leadership behaviours	,532***		
	Transactional leadership behaviours	-,326**		
	Trust in the supervisor	-,086		
	Procedural justice	,069		

Note: ** p < 0,05; *** p < 0,01
Table 17: Regression analysis for trust in the supervisor, procedural justice, and organisational citizenship behaviour.

A second regression analysis has been carried out for the relationship between interactional justice and trust in the supervisor, and for the relationships between interactional justice, trust in the supervisor and organisational citizenship behaviours. The outcomes of the regression analysis are depicted in table 18.

Interactional justice shows a strong significant relationship with trust in the supervisor on a 0,01 significance level. The total variance explained by interactional justice for trust in the supervisor is 34,5%.

Moreover, interactional justice also shows a significant relationship with organisational citizenship behaviour with a reliability of 95%. Interactional justice accounts for a variance in organisational citizenship behaviour of only 4,9%.

Dependent	Independent	B	R^2	Adjusted R^2
Trust in the supervisor	Constant	1,188	,345	,338
	Interactional justice	,726***		
OCB	Constant	4,457	,049	,029
	Interactional justice	,408**		
	Trust in the supervisor	-,204		

Note: ** p < 0,05; *** p < 0,01
Table 18: Regression analysis for trust in the supervisor and organisational citizenship behaviour.

From these regression analyses of the aggregate effects, it can be found that procedural justice explains the variance of trust in the supervisor for 18,7%. Interactional justice explains a variance of trust in the supervisor for 34,5%. Both transformational leadership and transactional leadership are significant related to procedural justice, and explain together a variance of 28,7%. Transformational leadership behaviour is significantly and positively related to organisational citizenship behaviour. Transactional leadership behaviour, on the other side, is significantly and negatively related to organisational citizenship behaviour. Together, they account for a variance of 10,5%. Also interactional justice is positively and significantly related to organisational citizenship behaviour, and accounts for a variance of 4,9%.

In figure 5 it is depicted what has remained of the predicted relationships. The dotted lines indicate the relationships that not turned out to be significant. This indicates that the mediator relationships are not rejected, but that it seems that the impact of the mediator variables is negligible.
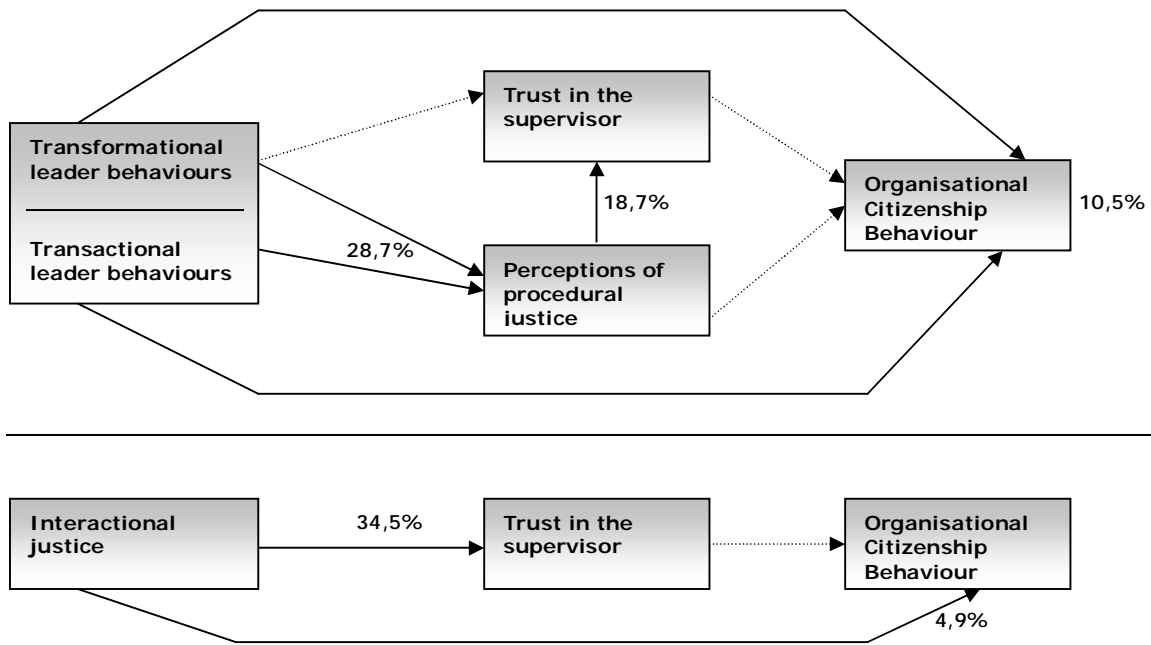

Figure 5: Model of the remained relationships after regression analysis.

4.6.2 Analysis of the individual relationships

A regression analysis has been carried out for the individual relationships between the sub dimensions of leadership behaviour (transformational and transactional), trust in the supervisor, procedural justice, and the sub dimensions of organisational citizenship behaviours. The outcomes of the regression analysis are depicted in table 19.

From this regression analysis of the individual relationships it can be seen that idealized influence (attributed) and idealized influence (behaviour) show a significant relationship on a respectively 0,05 and a 0,10 significance level, with trust in the supervisor. Remarkably, idealized influence (behaviour) shows a negative relationship with trust in the supervisor. This is contrary to what was predicted. Procedural justice, on the other hand, shows a highly significant and positive relationship with trust in the supervisor on a 0,01 significance level. The total variance explained by these independent variables on trust in the supervisor is 27,9%.

Inspirational motivation shows a significant and negative relationship with procedural justice on a 0,1 significance level. This is surprising because it was expected that transformational leadership would be positively related to procedural justice. Besides,

individual consideration is positively and significantly related to procedural justice on a 0,05 significance level. The total variance of procedural justice explained by these variables is 36,1%.

Both, idealized influence (attributed) and idealized influence (behaviour) show a significant and positive relationship with altruism, on a respectively 0,05 and a 0,10 significance level. Besides, management by exception (active) and trust in the supervisor are significantly and negatively related to altruism on a 0,05 and a 0,01 significance level. The negative relationship between trust in the supervisor and altruism is very remarkable because it was expected that trust in the supervisor would be positively related to organisational citizenship behaviours on the part of subordinates. Nevertheless, the total variance explained for altruism is 31,0%.

Inspirational motivation shows a negative relationship with conscientiousness on a 0,1 significance level. This is strange, because it was predicted that transformational leadership behaviours would be positively related to conscientious behaviour on the part of subordinates. Nevertheless, individual consideration is positively and highly significant related to conscientiousness. Next to this, contingent reward shows the expected negative relationship with conscientiousness on a 0,1 significance level. The total variance explained by these variables for conscientiousness is 21,3%.

Inspirational motivation shows a positive significant relationship with sportsmanship on a reliability level of only 90%. The total variance explained is 8,9%.

Idealized influence (attributed) and idealized influence (behaviour) are both positively related to courtesy. Idealized influence (attributed) very strong, on a 0,01 significance level, and idealized influence (behaviour) on a 0,1 significance level. Besides, management by exception is negatively related to courtesy on a 0,01 significance level, and very surprisingly, trust in the supervisor is also negatively related to courtesy, but then on a 0,10 significance level. However, this is contrary to what was expected. The total variance explained by these independent variables on courtesy is 24,1%.

Dependent	Independent	B	R²	Adjusted R²
Trust in the supervisor	Constant	2,545	,279	,215
	Idealized influence (attributed)	,296**		
	Idealized influence (behaviour)	-,300*		
	Inspirational motivation	-,030		
	Intellectual stimulation	-,148		
	Individual consideration	,118		
	Contingent reward	,088		
	Management by exception (active)	-,052		
	Procedural justice	,444***		
Procedural justice	Constant	1,371	,361	,311
	Idealized influence (attributed)	,056		
	Idealized influence (behaviour)	,184		
	Inspirational motivation	-,185*		
	Intellectual stimulation	,060		
	Individual consideration	,268**		
	Contingent reward	,188		
	Management by exception (active)	,047		
Altruism	Constant	4,680	,310	,239
	Idealized influence (attributed)	,518**		
	Idealized influence (behaviour)	,479*		
	Inspirational motivation	-,284		
	Intellectual stimulation	,318		
	Individual consideration	,059		
	Contingent reward	-,092		
	Management by exception (active)	-,472**		
	Trust in the supervisor	-,517***		
	Procedural justice	,152		
Conscientious-ness	Constant	5,101	,213	,132
	Idealized influence (attributed)	,081		
	Idealized influence (behaviour)	,382		
	Inspirational motivation	-,322*		
	Intellectual stimulation	-,033		
	Individual consideration	,665***		
	Contingent reward	-,513*		
	Management by exception (active)	-,064		
	Trust in the supervisor	,204		
	Procedural justice	-,289		
Sportsmanship	Constant	4,190	,089	-,005
	Idealized influence (attributed)	-,156		
	Idealized influence (behaviour)	-,330		
	Inspirational motivation	,445*		
	Intellectual stimulation	-,381		
	Individual consideration	,437		
	Contingent reward	-,079		
	Management by exception (active)	,119		
	Trust in the supervisor	,140		
	Procedural justice	,036		
Courtesy	Constant	4,784	,241	,163
	Idealized influence (attributed)	,663***		
	Idealized influence (behaviour)	,525*		
	Inspirational motivation	-,271		
	Intellectual stimulation	,086		
	Individual consideration	-,068		
	Contingent reward	,094		
	Management by exception (active)	-,564***		
	Trust in the supervisor	-,310*		
	Procedural justice	-,064		

Note: * p < 0,1; ** p < 0,05; *** p < 0,01

Table 19: Regression analysis for the sub dimensions of leadership behaviour, trust in the supervisor, procedural justice and the sub dimensions of organisational citizenship behaviour.

Another regression analysis has been carried out for the individual relationships between interactional justice, trust in the supervisor, and for the sub dimensions of organisational citizenship behaviours. The results of this regression analysis are depicted in table 20.

As can be seen in table 20, trust in the supervisor is negatively related to altruism on a 0,05 significance level. This negative relationship was also found in the regression analysis of the individual relationships of the first model. Besides, interactional justice is significantly and positively related to altruism on a 0,05 significance level. The total variance explained by these two independent variables is only 7,3%.

No independent variable seems significant related to either conscientiousness, sportsmanship, or courtesy.

Dependent	Independent	B	R²	Adjusted R²
Altruism	Constant	5,110	,073	,054
	Trust in the supervisor	-,526**		
	Interactional justice	,534**		
Conscientious-ness	Constant	4,116	,040	,020
	Trust in the supervisor	,040		
	Interactional justice	,342		
Sportsmanship	Constant	3,555	,029	,009
	Trust in the supervisor	-,030		
	Interactional justice	,452		
Courtesy	Constant	5,046	,024	,003
	Trust in the supervisor	-,301		
	Interactional justice	,304		

Note: ** p < 0,05

Table 20: Regression analysis for interactional justice, trust in the supervisor and the sub dimensions of organisational citizenship behaviour.

From the regression analysis of the aggregate effects, it was found that transformational leadership behaviour is not significantly related to trust in the supervisor. However, from the individual regression analysis it appeared that idealized influence (attributed) is positively related to trust in the supervisor, but that idealized influence (behaviour) is negatively. It seems that desired behaviour of supervisors is of a different influence on trust in the supervisor than observed behaviour of supervisors. Besides, transformational leadership and transactional leadership behaviours are both significantly related to procedural justice. Surprisingly, the results show that inspirational motivation is negatively related to procedural justice.

Procedural justice, in turn, is positively related to trust in the supervisor, but trust in the supervisor is not related to organisational citizenship behaviours. Trust in the supervisor is even negatively related to altruism and to courtesy.

Transformational leadership behaviour and interactional justice are both positively related to organisational citizenship behaviours. However, it appears that inspirational motivation is negatively related to conscientiousness. Besides, transactional leadership behaviours are, as expected, negatively related to organisational citizenship behaviours.

4.6.3 Multicollinearity

Multicollinearity refers to a strong mutual coherence between the independent variables. This can lead to a problem because the independent variables, that have high mutual correlations, account for the same variance of the dependent variable. In order to overcome these possible problems, a control has been carried out to check multicollinearity. The outcomes indicate that there are no problems with this symptom. The lowest tolerance is ,285 (when the tolerance is lower than ,10, multicollinearity is present), and the highest VIF is 3,505 (when the VIF is higher than 10, multicollinearity is present).

4.6.4 Controlling for in-role behaviour

As mentioned in paragraph 3.2, an in-role performance appraisal scale was incorporated so that variance accounted for by OCB versus in-role behaviours could be isolated later. In order to look for this variance, a correlation analysis has been carried out. A

correlation analysis gives only an impression of the coherence between two variables, whereby it is also possible to correct for the influence of other variables, whereas a regression analysis measures a causal relation between independent and dependent variables.

The correlation analysis for the first model between the relationships of transformational leadership, transactional leadership, trust in the supervisor, procedural justice and OCB, shows the results as depicted in table 21.

		OCB	Transformational leadership	Transactional leadership	Trust in the supervisor	Procedural justice
OCB	Pearson correlation	1,000	,259**	,010	-,009	,091
	Sig. (2-tailed)		,012	,922	,930	,372
	N	98,000	93	92	98	98

Note: ** p < 0,05
Table 21: Correlation analysis between OCB, transformational leadership, transactional leadership, trust in the supervisor, and procedural justice.

A second correlation analysis has been carried out for the second model to analyse the relationships between interactional justice, trust in the supervisor and OCB. The results are depicted in table 22.

		OCB	Interactional justice	Trust in the supervisor
OCB	Pearson correlation	1,000	,174*	-,009
	Sig. (2-tailed)		,087	,930
	N	98,000	98	98

Note: * p < 0,1
Table 22: Correlation analysis between OCB, interactional justice and trust in the supervisor.

In order to correct for the influence of in-role behaviour, for both models another correlation analysis has been carried out. The results are depicted in table 23 and table 24.

Control variable			OCB	Transformational leadership	Transactional leadership	Trust in the supervisor	Procedural justice
In-role behaviour	OCB	Correlation	1,000	-,022	,083	,099	,012
		Sig. (2-tailed)		,840	,440	,358	,909
		df	0	87	87	87	87

Table 23: Correlation analysis between OCB, transformational leadership, transactional leadership, trust in the supervisor, and procedural justice controlling for the influence of in-role behaviour.

Control variable			OCB	Interactional justice	Trust in the supervisor
In-role behaviour	OCB	Correlation	1,000	-,055	,125
		Sig. (2-tailed)		,590	,222
		df	0	95	95

Table 24: Correlation analysis between OCB, interactional justice, and trust in the supervisor controlling for the influence of in-role behaviour.

There are several findings from the correlation analyses. With respect to the first model, it can be found from table 21 that transformational leadership has a significant coherence with organisational citizenship behaviour, on a 0,05 significance level. After controlling for in-role behaviour, it can be found, in table 23, that this significant coherence has

disappeared. After controlling for in-role behaviour, no independent variable shows a significant coherence with organisational citizenship behaviour.

The outcomes of the correlation analysis of the second model shows, in table 22, that interactional justice has a significant coherence with organisational citizenship behaviour on a 0,10 significance level. However, after controlling for in-role behaviour, this significant coherence did not last.

In short, from the correlation analysis it was found that after controlling for IRB, no independent variable shows a significant coherence with IRB anymore. As a consequence, it is interesting to analyze the correlation between in-role behaviour and organisational citizenship behaviour. A correlation analysis show that IRB and OCB are highly correlated (Pearson correlation=,757; p < 0,01). So, there are, with these results, signs that organisational citizenship behaviour, in small organisations, is judged as in-role behaviour; meaning that organisational citizenship behaviour is caused by behaviour that is judged as in-role by supervisors.

In order to study if there possibly is a causal relationship between the independent variables and IRB, another regression analysis has been carried out. The results are depicted in table 25 and 26.

Dependent	Independent	B	R²	Adjusted R²
IRB	Constant	4,741	,370	,343
	Transformational leadership	1,656***		
	Transactional leadership	-1.198***		
	Trust in the supervisor	-,413**		
	Procedural justice	,136		

Note: ** p < 0,05; *** p < 0,01
Table 25: Regression analysis for IRB, transformational leadership, transactional leadership, trust in the supervisor, and procedural justice.

Dependent	Independent	B	R²	Adjusted R²
IRB	Constant	3,740	,196	,179
	Interactional justice	1,320***		
	Trust	-,868***		

Note: *** p < 0,05
Table 26: Regression analysis for IRB, interactional justice and trust in the supervisor.

As can be seen from this extra regression analysis, it turns out that there are significant causal relationships between transformational leadership (positive), transactional leadership (negative), trust in the supervisor (negative), and in-role behaviour. The total variance explained by these independent variables for in-role behaviour is 37,0 %. Besides, there are significant causal relationships between interactional justice (positive), trust in the supervisor (negative), and in-role behaviour. The total variance explained by these independent variables is 19,6%.

In short, these results indicate that a good performance of subordinates is judged as in-role behaviour by supervisors.

4.7 Mediator analysis

A mediator variable is a variable that mediates between independent and dependent variables. A mediator variable plays two roles:
- The role of dependent variable in relation to the independent variable(s);
- The role of independent variable in relation to the dependent variable.

The possible mediating variables in this study are trust in the supervisor and perceptions of procedural justice. If these two variables mediate between leadership behaviours, interactional justice and organisational citizenship behaviours, then these two variables can possibly also explain the coherence between leadership behaviours, interactional justice and organisational citizenship behaviours. In order for this to be the case, we should find that (Voeten, van den Bercken; 2004):
   1. There is a coherence between: (a) transformational leadership behaviours and organisational citizenship behaviours, (b) interactional justice and

organisational citizenship behaviours, (c) transformational leadership behaviours and trust in the supervisor, and (d) perceptions of procedural justice and organisational citizenship behaviours.

As has been shown above, transformational leadership behaviour is positively and highly significant related to organisational citizenship behaviour, and the same is true for interactional justice. However, transformational leadership behaviour is not significantly related to trust in the supervisor, so, as a consequence, procedural justice is not a mediating variable in this relationship. Besides, procedural justice is not significantly related to organisational citizenship behaviours, so trust in the supervisor can not be a mediating variable in this relationship.

2. The mediating variables can only explain the variance between the independent and dependent variables if the mediating variables are connected to the independent variables transformational leadership behaviour and interactional justice.

As the results of the regression analyses show, transformational leadership behaviours are not significant related to trust in the supervisor. As a consequence, trust in the supervisor does not mediate the relationship between transformational leadership behaviour and organisational citizenship behaviour. However, interactional justice is positively and significantly related to trust in the supervisor.

3. The mediating variables also need to show a significant relationship with the dependent variable, organisational citizenship behaviour.

As has been shown above, trust in the supervisor is not significantly related to organisational citizenship behaviours, and therefore, trust in the supervisor is also not a mediating variable.

In short, trust in the supervisor and perceptions of procedural justice do not seem to mediate the relationships between the independent variables and the dependent variable. Concluding, both models do not show any significant mediator relationships.

4.8 Test of hypotheses

<u>Hypothesis one:</u> A positive and significant relationship was found between transformational leadership behaviours and organisational citizenship behaviours (B=,532; p < 0,01). Moreover, a negative and significant relationship was found between transactional leadership behaviours and organisational citizenship behaviours (B=-,326; p < 0,05). Besides, several significant individual relationships have been found between sub dimensions of leadership behaviour and sub dimensions of organisational citizenship behaviours, namely:

- Altruism: idealized influence (attributed) positively (B=,518; p < 0,05), idealized influence (behaviour) also positively (B=,479; p < 0,1), and management by exception (active) negatively (B=-,472; p < 0,05). These relationships are similar to what was expected, transformational leadership behaviours influence organisational citizenship behaviours positively, and transactional leadership behaviours influence organisational citizenship behaviours negatively.
- Conscientiousness: inspirational motivation is surprisingly negatively related to conscientiousness (B=-,322; p < 0,1). This indicates, contrary to what was expected, that when a leader inspires those around him/her, subordinates shall lower extra role behaviours. Besides, individual consideration is, as expected, positively related to conscientiousness (B=,665; p < 0,01), and contingent reward is, as expected, negatively related to conscientiousness (B=-,513; p < 0,1).
- Sportsmanship: inspirational motivation positively, as expected (B=,445; p < 0,1).
- Courtesy: idealized influence (attributed) positively (B=,663; p < 0,01), idealized influence (behaviour) also positively (B=,525; p < 0,1), and

management by exception (active) negatively (B=-,564; p < 0,01). These relationships were expected, namely, transformational leadership behaviours influencing organisational citizenship behaviours positively, and transactional leadership behaviours influencing organisational citizenship behaviours negatively.

Contrary to hypotheses 1a, no significant relationship has been found between transformational leadership behaviours and trust in the supervisor. An individual significant and positive relationship has been found between idealized influence (attributed) and trust in the supervisor (B=,296; p < 0,01). However, also a negative individual relationship has been found, namely between idealized influence (behaviour) and trust in the supervisor (B=-,300; p < 0,1). As a consequence of missing a relationship between transformational leadership behaviour and trust in the supervisor, hypothesis 1a is not confirmed.

Contrary to hypothesis 1b, trust in the supervisor is not significant related to organisational citizenship behaviours. More remarkably, trust in the supervisor is negatively and significantly related to altruism (B=-,517; p < 0,01), and negatively and significantly related to courtesy (B=-,310; p < 0,1). This surprisingly means that when a subordinate trusts his/her supervisor, the subordinate will not help colleagues with organisationally relevant tasks, and will not prevent work-related problems with others from occurring. As a consequence of a missing relationship between trust in the supervisor and organisational citizenship behaviours, hypothesis 1b is not confirmed.

Concluding, hypothesis one is not supported.

Hypothesis two: A positive and significant relationship was found between transformational leadership behaviours and perceptions of procedural justice (B=,305; p < 0,05). This relationship is similar to what was expected. Besides, also a positive and very strong significant relationship has been found between transactional leadership behaviours and perceptions of procedural justice (B=,317; p < 0,01), indicating that when a leader specifies the rewards an individual get for his/her performance, this subordinate will perceive this as a fair manner to determine outcome distributions. As consequence of a significant relationship between transformational leadership behaviour and perceptions of procedural justice, hypothesis 2a is confirmed.

In accordance with hypothesis 2b, there was a strong significant relationship found between procedural justice and trust in the supervisor (B=,452; p < 0,01), which means that when a subordinate perceive the outcome distributions as fair, he/she will likely also trust their supervisor. As a consequence, hypothesis 2b is confirmed.

Like in hypothesis 1b, there was no significant relationship found between trust in the supervisor and organisational citizenship behaviour, to the contrary, trust in the supervisor is negatively and significantly related to altruism and to courtesy. Therefore, hypothesis 2c is not confirmed.

Concluding, hypothesis two is only partly supported.

Hypothesis three: A significant and positive relationship was found between interactional justice and organisational citizenship behaviour (B=,408; p < 0,05). From the analysis of the individual relationships, it was found that interactional justice is positively and significantly related to altruism (B=,534; p < 0,05).

In accordance with hypothesis 3a, a strong significant relationship was found between interactional justice and trust in the supervisor (B=,726; p < 0,01). So, when subordinates perceive that their supervisor treats them in a fair manner, they will also trust their supervisor. Therefore, hypothesis 3a is confirmed.

Hypothesis 3b is the same as hypothesis 1b and 2c. There has no significant relationship been found between trust in the supervisor and organisational citizenship behaviours. To the contrary, the results of the analysis of the second model showed that trust in the supervisor is negatively related to altruism (B=-,526; p < 0,05). Therefore, hypothesis 3b is not confirmed.

Concluding, hypothesis three is only partly supported.

5. Discussion and conclusion

The goal of this study was to disclose a relationship between leadership behaviour in small organisations, and employee behaviour in the form of organisational citizenship behaviour. To achieve this objective, (a) a literature study was carried out in order to learn more about small organisations, organisational citizenship behaviours, and the impact of leadership behaviours on organisational citizenship behaviours and potential mediating variables, and (b) an empirical study was carried out in order to reveal the relationships between leader behaviours and organisational citizenship behaviours in small organisations and to study how that works in practice.

5.1 Discussion

In chapter four, the results of the analysis of the two hypothesized models have been described. Evidence has been found for some of the relationships, but not for others. Below it will be discussed what these relationships mean and how these can be explained.

5.1.1 Hypothesized relationships of the first model

The results of this research do not support the first part of hypothesis one. No significant relationship was found between transformational leadership behaviours and trust in the supervisor, nor was a relationship found between trust in the supervisor and organisational citizenship behaviours. However, a direct positive and significant link has been found between transformational leadership behaviours and organisational citizenship behaviours. Besides, a direct negative and significant link has been found between transactional leadership behaviours and organisational citizenship behaviours.

Bass and Avolio (2000) argue that the effects of transformational leadership behaviours augment the effects of transactional leadership behaviours. In this study, the effects of transformational leadership behaviours have been examined in the empirical context of the effects of some transactional leadership behaviours, namely contingent reward and management by exception (active). A transactional leader exchanges rewards and a promise of reward for appropriate levels of effort. A transformational leader differs from a transactional one by not merely recognizing associate's needs, but by attempting to develop those needs to higher levels. Unlike in the study of Podsakoff et al (1990) and Pillai et al (1999), in this study, there has no evidence been found for a relationship between transformational leadership and trust in the supervisor. The results of this research show that the impact of the mediator variables, among which trust in the supervisor, is negligible. Nevertheless, the missing relationship between transformational leadership behaviour and trust in the supervisor raises the question if there does not have to be a foundation of trust before a supervisor can be transformational at all. A possible explanation is that there is some kind of 'disguised' trust, because it seems very conceivable that transformational leaders will be trusted. As Bass and Avolio (2000) argue, 'transformational leadership builds *trust*, respect, and a wish to work collectively toward the same desired future goals'.

From the analysis of the individual effects, it was found that idealized influence attributed, as a sub dimension of transformational leadership, has a positive significant relationship with trust in the supervisor. This is in line to what was expected. Bass and Avolio (2000) argue that subordinates view their supervisors in an idealized way, they want to identify with their leaders and their mission. As a consequence, subordinates develop strong feelings about such leaders, in whom they, therefore, invest much trust and confidence. However, it was also found in this study that idealized influence behaviour is *negatively* and significantly related to trust in the supervisor. This is interesting, because no such individual relationship can be found in earlier research. However, it indicates that charismatic leaders will not be trusted. A possible explanation for this can be found in the work of Bass and Avolio (2000). They argue that the

supervisor who is personally charismatic, with his/her own 'agenda' is often set up as an idol, not idealized, and he or she falls way short of being transformational (p. 28). It can be said that leaders who are personally charismatic resist empowering associates, finding them a threat to their own leadership. As a consequence, subordinates can have the feeling that they do not get what they need to develop themselves and therefore do not trust their supervisor anymore because the supervisor whom is personally charismatic does not behave transformational at all.

So, it turns out that subordinates of the five small organisations do not trust their supervisors directly as a consequence of transformational leadership behaviours. Nevertheless, there are clues that trust is a condition for supervisors being considered as transformational at all, so there must be some kind of disguised trust. However, it does seem that the trust of subordinates is negatively influenced by leaders who are personally charismatic and appear to have an own agenda. This type of leader behaviour decreases the trust feelings of subordinates.

The second part of hypothesis one is also not supported. No significant relationship has been found between trust in the supervisor and organisational citizenship behaviours. In the study of Podsakoff et al (1990), it was found that trust in the supervisor mediates the relationship between transformational leadership and organisational citizenship behaviours. As a consequence of the relatively small size of respondents in this study, trust is not a mediator variable. Nevertheless, the analysis of the individual relationships showed that trust is, remarkably, *negatively* and significantly related to altruism and courtesy. So, when a subordinate trusts his/her supervisor, this person will not help colleagues nor prevent problems from occurring with colleagues. This is strange, because Podsakoff et al (1990) found positive relationships between trust in the supervisor and these types of behaviour. A possible explanation is that a subordinate gets along very well with his/her supervisor because there is a lot of trust. This person is very close to the highest power. So, the question is, why would this subordinate still help colleagues with problems, or prevent problems with others from occurring, if he/she already has such a good relationship with his/her supervisor. Besides, it is found from the data exploration that contingent reward is a type of behaviour that is comparatively often shown by supervisors (M=3.67). So, if the supervisor also focuses on promised rewards and the achievement of targets, the subordinate won't be very eager to help colleagues, because he/she will not get a reward for that behaviour.

In short, subordinates who have a good trust relationship with their supervisor, won't, unless the supervisor gives a good example, be altruistic or courteous because they already get along very well with their supervisor. Besides, as a consequence of a large emphasis on meeting expected levels of performance and getting a reward, subordinates are also less eager to voluntarily help others with tasks or difficulties because they won't be rewarded for that extra-role behaviour.

Besides the predicted relationships of the first hypothesis, the results also showed that transformational leadership behaviours and transactional leadership behaviours have a direct significant relationship with organisational citizenship behaviours. This is surprising because in other studies, no such direct relationships have been found. A possible explanation is that this can be due to the transparent character of the small organisation and a lot of direct contact between supervisors and subordinates. As a consequence, subordinates know very well when their supervisor behaves transformational or transactional, and because this is so obvious in small organisations, this may have a direct influence on the behaviour of subordinates, on if they show organisational citizenship behaviours or not.

More specifically, it was found from the analysis of the individual relationships that management by exception (active) is negatively related to altruism and courtesy. This is as expected. When the supervisor actively monitors deviances from standards, and especially when this is likely to be very transparent in small organisations, the subordinate will not want to have any troubles and just do what he/she has been asked to do. As a consequence, subordinates won't easily show extra-role behaviours because

of anxiety of making a mistake themselves. Next to this, contingent reward turns out to be negatively related to conscientiousness. This is conceivable because a supervisor specifies what needs to be done in order to receive a promised reward, and as a result, the subordinate will not show discretionary role behaviours because for that, he/she will not get a reward.

Besides, idealized influence attributed, as a sub dimension of transformational leadership, is positively related to altruism and courtesy. Leaders that are characterized by idealized influence attributed are idealized and are seen as powerful and confident. Subordinates admire their leader so much, that they want to emulate this person (Bass, Avolio, 2000). Consequently, it can be considered that subordinates show the same socially oriented behaviours as their transformational leaders, for example, in the form of not abusing the rights of colleagues, prevent work related problems with colleagues, and considering the impact of their actions on co-workers. Moreover, idealized influence behaviour is also positively related to altruism and to courtesy. It turned out that although charismatic supervisors are not trusted by subordinates, because of personal charisma and a personal 'agenda', these subordinates do show altruistic and courteous behaviours under this type of supervisor behaviour. A possible explanation is that although these supervisors are personally charismatic, they still have the ability to inspire those around them and let subordinates focus on values, believes, and the mission of the organisation. Supervisors still carry out these activities because they are afraid to lose their position as a leader. As a consequence, subordinates become motivated and inspired to work with their colleagues towards the effective accomplishment of the mission of the organisation, and help each other in that process.

Another sub dimension of transformational leadership behaviour, inspirational motivation, turns out to be positively related to sportsmanship. Inspirational leaders articulate, in simple ways, shared goals and mutual understanding of what is right and important. They provide visions of what is possible and how to attain this. They enhance meaning and promote positive expectations about what needs to be done (Bass, Avolio, 2000; 28). As a consequence, subordinates know what they can expect, there is transparency of what goes on in the organisation, and subordinates feel that supervisors motivate them and give them all their attention so that their performance is as good as possible. In turn, subordinates will not complain about trivial matters and tolerate the annoyances that are an inevitable part of any employment setting because of the inspirational and motivational behaviour of their supervisor. However, the results of the analyses also show that inspirational motivation is *negatively* and significantly related to conscientiousness. This is considered as strange because this relationship has not been found in other studies. As has been discussed before, supervisors that show inspirational motivation enhance meaning and promote positive expectations about what needs to be done (Bass, Avolio, 2000). However, the question can be, whom are they inspiring – themselves, or the organisation? (p. 28). A possible explanation for this negative relationship is thus that the self-interest of the supervisors in small organisations dominate and therefore subordinates do not feel like showing conscientious behaviour. Although the self-interest of supervisors in small organisations is negatively related to conscientiousness, inspirational motivation does lead to sportsmanship on the part of subordinates. So, it seems that supervisors in small organisations are more concerned about their own, but at the same time, motivate subordinates in such a way that they do not complain about this and tolerate it.

Last but not least, a normal, positive, and significant relationship has been found between individual consideration and conscientiousness. This relationship is considered as normal because individual consideration is not only about recognizing and satisfying subordinates' current needs, but also about: 'expanding and elevating those needs in an attempt to maximize and develop their full potential' (Bass, Avolio, 2000). Consequently, it seems conceivable that subordinates may, in turn, engage in task related behaviours at a level that is far beyond minimally required.

Concluding, transactional leadership behaviours do not lead to extra-role behaviours on the part of subordinates. More remarkably, it seems that supervisors in small organisations are more interested in themselves and as a consequence, subordinates do

not feel like carrying out extra tasks, but, at the same time, supervisors also get their subordinates that far that they do not complain about it. Besides, although supervisors also seem to be personally charismatic, they also have the skills to inspire subordinates in such a way that they do engage in extra task-related behaviour for the effective functioning of the organisation, because they are afraid to lose their position as a leader.

Furthermore, the results of this research partly supports hypothesis two. A positive and significant relationship has been found between transformational leadership behaviours and perceptions of procedural justice. Besides, it turned out that transactional leadership behaviour is also positively and significantly related to perceptions of procedural justice. Perceptions of procedural justice are positively and highly significant related to trust in the supervisor. Like in the last part of hypothesis one, there is no significant relationship between trust in the supervisor and organisational citizenship behaviour.

The results of the analysis show that transformational leadership behaviour is positively and significantly related to perceptions of procedural justice. This is just as expected. According to Pillai et al (1999), when followers perceive that they can influence the outcomes of decisions that are important to them and that they are participants in an equitable relationship with their leader, their perceptions of procedural justice are likely to be enhanced (p. 901). However, it also turns out that transactional leadership behaviour is positively and significantly related to perceptions of procedural justice. This can be considered as conceivable, because as a consequence of the relatively often shown contingent reward behaviour of supervisors, apparently, the system of distributing rewards is quite transparent in small organisations and therefore, subordinates know exactly what to do in order to receive a reward. So, it seems that perceptions of procedural justice, in small organisations, are also enhanced by transactional leadership behaviours.
More specifically, the results of the analysis of the individual relationships show that inspirational motivation, as a sub dimension of transformational leadership, is negatively and significantly related to perceptions of procedural justice. A possible explanation for this finding is that supervisors deviate from the rules in order to motivate their subordinates. Consequently, it is likely that perceptions of procedural justice on the part of subordinates won't be enhanced as a result of this behaviour. Moreover, it also turned out that supervisors that show inspirational motivation behaviour, are too much self-interested. As a consequence, it is conceivable that subordinates do not have the feeling that outcome distributions are fair.
Besides, individual consideration seems to be positively related to perceptions of procedural justice. Individual consideration is about understanding and sharing in others' concerns and developmental needs and treating each individual uniquely (Bass, Avolio, 2000). As a consequence, subordinates feel that their supervisors listen to their individual needs and bear in mind these needs. Consequently, subordinates perceive outcome distributions as fair because they feel that supervisors pay considerable attention to their needs when making decisions.
In short, both transformational leadership behaviours and transactional leadership behaviours are positively related to perceptions of procedural justice. The fact that transactional leadership behaviour is also positively related to perceptions of procedural justice is considered as conceivable because it seems that, in small organisations, as a consequence of the relatively often shown contingent reward behaviours on the part of supervisors, the system of distributing outcomes is quite transparent.

The second part of hypothesis two is supported. Just as in the study of Pillai et al (1999), the results of this research show that perceptions of procedural justice are positively and highly significant related to trust in the supervisor. This is conform to what was expected, because when a subordinate perceive that the outcome distributions are fair they will also trust their supervisor.
Nevertheless, just as explained before, trust in the supervisor is, in turn, not related to organisational citizenship behaviours. This is contrary to what was expected. In the study

of Pillai et al (1999), it was found that transformational leaders may operate by enhancing the fairness of rules and procedures, inspiring trust on the part of subordinates; this, in turn, may be reciprocally reinforced by citizenship behaviours from the subordinate (p. 924). A possible explanation for the missing relationship between trust in the supervisor and organisational citizenship behaviours in this study is the relatively small amount of respondents. As a consequence, the predicted relationship does not turn out to be significant.

Similar to the study of Pillai et al (1999), no direct relationship has been found between perceptions of procedural justice and organisational citizenship behaviour. In previous research, Moorman (1991) found a significant relationship between the interactional component of procedural justice and organisational citizenship behaviour, and therefore it is not surprising that in previous research it is suggested that procedural justice is related to more general evaluations of organisations (e.g. trust in the supervisor) (p. 925). As a consequence, it is convincing that perceptions of procedural justice are not related to organisational citizenship behaviours, but are highly and significantly related to trust in the supervisor.

5.1.2 Hypothesized relationships of the second model

The results of this research partly support the third hypothesis. A significant relationship has been found between interactional justice and trust in the supervisor. However, trust in the supervisor is not significant related to organisational citizenship behaviour (as explained before, this result is contrary to what was expected and therefore, hypothesis 1b, 2c, and 3b were not supported). Next to this, it turns out that interactional justice is significantly and positively related to organisational citizenship behaviours.

Aryee et al (2002) argue that interactional justice is related to trust in the supervisor. The results of this study show that interactional justice is indeed positively and highly significant related to trust in the supervisor. This is not surprising because: 'a focal exchange partner's (organisation or supervisor) fair treatment of the other initiates a social exchange relationship with that partner (employee). Over time, these inducements constitute a global schema of history of support reinforcing the trustworthiness of the exchange partner' (p. 271). In other words, a fair interpersonal treatment of the supervisor creates a sense of trust on the part of subordinates.

More specifically, Aryee et al (2002) found that trust in the supervisor fully mediates the relationship between interactional justice and organisational citizenship behaviour. As a consequence of a missing relationship between trust in the supervisor and organisational citizenship behaviour, a mediating relationship in this study is out of the question. However, a direct relationship has been found between interactional justice and organisational citizenship behaviour. This was also found in the study of Moorman (1991), but not in the study of Aryee et al (2002). Nevertheless, Moorman (1991) argues that subordinates, who believe that their supervisor personally treats them fair, are more likely to exhibit citizenship behaviours (p. 852). This is consistent with equity theory in that subordinates who perceive unfairness may reduce the frequency or magnitude of their citizenship, whereas employees who believe that they are fairly treated will see continued citizenship as a reasonable contribution to the system (Moorman, 1991; p. 851). This finding is also consistent with Organ's view that fairness may influence citizenship by allowing for a redefinition of the exchange between the organisation and the employee from one of economic exchange to social exchange. More specifically, the results of the analysis of the individual relationships show that interactional justice is positively and significantly related to altruism. It seems that when subordinates feel that they have been treated with politeness, dignity, and respect they, consistent with equity theory, will reciprocate this behaviour by respecting colleagues and treating them politely.

5.1.3 In-role behaviour versus organisational citizenship behaviour

The results of this study show that transformational leadership behaviour and interactional justice are both positively and significantly related to organisational

citizenship behaviour. Moreover, the results also show that transactional leadership behaviour is negatively related to organisational citizenship behaviour. However, after controlling for in-role behaviour, some remarkable results were found. It was found that both transformational leadership behaviour and interactional justice were no longer significant related to organisational citizenship behaviour. Surprisingly, the results of an extra regression analysis showed that both transformational leadership behaviour and interactional justice are highly positive and significantly related to in-role behaviour, and that transactional leadership behaviour and trust in the supervisor are both negatively and significantly related to in-role behaviour. This indicates that supervisors assess the discretionary behaviours of subordinates as being part of their function and as in-role behaviours and not as extra-role behaviours. This can be further explained by taking the unique characteristics of small organisations into consideration.

Due to the limited number of employees, functions, in small organisations, are less specialized compared to functions in large organisations, employees have to be (able) to perform various tasks and they have to carry out a lot of tasks that are not formally written down (Koch, Kok, 1999). The fact that tasks are broader and not formally written down would lead to the thought of more encompassing in-role behaviour. However, it has been argued before that due to the limited number of employees, overlapping tasks, and accurate anticipation to activities in order to reach objectives, organisational citizenship behaviours are crucial for the survival of the small organisation. Nevertheless, the results of the data exploration, but also the fact that the five investigated small organisations are still successful, leads to the conclusion that in one way or another, subordinates act in the right way and contribute to the effective functioning of the organisation by showing discretionary role behaviours. This indicates that the good performance of subordinates is an obvious fact in these small organisations, but that supervisors simply judge the discretionary behaviours of subordinates as in-role behaviours. So, it seems that, although not specifically arranged, in small organisations, it is expected of every subordinate that they contribute to the effective functioning of the organisation and collaborate wherever possible.

5.2 Conclusion and advices

5.2.1 Conclusion

The central research question of this study was: *'What types of leader behaviours will lead to effective employee outcomes in the form of organisational citizenship behaviours in small organisations?'*.

Before controlling for in-role behaviour, the results of the analysis of the first hypothesized model show that transformational leadership behaviour is positively and directly related to organisational citizenship behaviour. Besides, the results show that transactional leadership behaviour is negatively and directly related to organisational citizenship behaviour. Moreover, transformational and transactional leadership behaviours are both positively and significantly related to perceptions of procedural justice, but, perceptions of procedural justice, in turn, do not lead to organisational citizenship behaviours. Perceptions of procedural justice do lead to trust in the supervisor, but also trust in the supervisor is not related to organisational citizenship behaviours.

The results of the analysis of the second hypothesized model show, before controlling for in-role behaviour, that interactional justice is positively and directly related to organisational citizenship behaviour, just as transformational leadership. This seems conceivable because the quality of interpersonal treatment of people is related to leadership behaviour. However, interactional justice is positively and significantly related to trust in the supervisor, while transformational leadership is not. This can be due to the fact that some leadership behaviours, like for example idealized influence behaviour, do not enhance the trust feelings on the part of subordinates and therefore transformational leadership behaviour does not explicitly leads to trust in the supervisor. Besides, just as in the first hypothesized model, trust in the supervisor is not related to organisational citizenship behaviours.

In both models, one or two independent variables, namely, transformational leadership behaviour, transactional leadership behaviour, and interactional justice, seem to be significantly related to organisational citizenship behaviour. However, after controlling for in-role behaviour, it turned out that extra-role behaviour of subordinates is being judged as in-role behaviour by supervisors in the small organisation. The results show that transformational leadership behaviour and interactional justice are both positively and significantly related to in-role behaviour. This indicates that discretionary behaviours of subordinates are actually present, but fall, as a consequence of the judgement of supervisors, under the concept of in-role behaviour. Consequently, both hypothesized models are, for small organisations, not perfectly suitable to explain the relationships between leadership behaviours and organisational citizenship behaviours.

The findings of this study have several consequences for the two hypothesized models in this study, but also for the organisational citizenship behaviour literature in general.
It is observed, in small organisations, that organisational citizenship behaviours are being judged by supervisors as in-role behaviours. It seems that this is different than in large organisations. The reason why this is different can be derived from the unique characteristics of small organisations. Due to short hierarchical lines, the visible impact of the performance of employees, less specialized functions, the accompanying missing of formal job descriptions, and the expectation of supervisors that every subordinate has to contribute to higher-order goals, leads to supervisors judging extra-role behaviours as in-role. This indicates that the relationships of both hypothesized models, based on common organisational citizenship literature, are not valid in small organisations. This has a major consequence for the organisational citizenship behaviour literature. The organisational citizenship behaviour literature is based upon findings in large organisations. However, the results of this study show that the findings of these studies cannot be applied to small organisations without some adjustments. As has been shown, organisational citizenship behaviour is not just a fact in small organisations. Rather, extra-role behaviours are a phenomenon that are seen as in-role behaviours. So, the common literature about organisational citizenship behaviour is only applicable in the area where the evidence has been found for the theory, that is; in large organisations. This means that these theories about organisational citizenship behaviour are not suitable for small organisations because the different characteristics of small organisations, compared to large organisations, lead to circumstances that influence the phenomenon of organisational citizenship behaviours in a whole different way.

Concluding, the results of this research are based upon findings in a very specific population, namely small organisations. These results indicate that in small organisations, the relationships between the independent variables and organisational citizenship behaviour cannot be confirmed as a result of the variance of this behaviour that is explained by in-role behaviour. So, as a consequence of the unique characteristics of small organisations, the findings of this research show that no leader behaviour leads to organisational citizenship behaviour, but that transformational leadership and interactional justice do lead to effective employee outcomes. However, these are, in small organisations, being judged as in-role behaviours and can therefore not be called organisational citizenship behaviours.

5.2.2 Advices
Based on the results of this study, there are several advices for small organisations in order to keep an effective functioning of the organisation and to get the ultimate performance of employees as a result of leadership behaviour.

First of all, it seems that extra-role behaviours of subordinates are judged as in-role behaviours by supervisors in small organisations. The following advice is important in order to get effective employee outcomes.

- Supervisors can get better performing employees when they are made aware that they judge discretionary behaviours of subordinates as self-evident, and as a behaviour that is part of their jobs. If supervisors behave as transformational leaders and raise the quality of interpersonal treatment of people, that is: interactional justice, they will get a better performance of subordinates. Supervisors can do this by motivating subordinates to transcend their immediate self-interest for the sake of the mission and vision of the organisation, and by increasing the degree to which people are treated with politeness, dignity, and respect.

Besides the advise that supervisors need to show transformational leadership behaviours in order to get an outstanding performance of subordinates, there are some other advices in the same context that are considered as important.

- Supervisors in small organisations need to show more transformational leadership behaviours and less transactional leadership behaviours. The results of this research show that supervisors in small organisations behave as transformational leaders but do also show relatively often transactional leadership behaviours. Although transformational leaders can be transactional when appropriate, transactional leadership is often a prescription for lower levels of performance. More transformational leadership behaviours will account for unique variance in ratings of performance above and beyond that accounted for by transactional leadership. This has several consequences:
  - o Transformational leadership behaviour leads to perceptions of procedural justice, and this, in turn, leads to trust in the supervisor. Trust feelings are important because trust is an important aspect of interpersonal relationships. As a consequence, subordinates can rely on their supervisors that they get appropriate information and that supervisors will help them. In this sense, trust in the supervisor is a predictor of better employee performance and can be enhanced by more transformational leadership behaviours.
  - o It is better when supervisors are aware of the fact that an intense trust relationship, on the other hand, also can have negative consequences. When the supervisor has a very good relationship with a subordinate, and this subordinate gets the feeling that he/she is very close to his/her leader, this subordinate will, unless the supervisor gives a good example, not be motivated anymore to show extra role behaviours.
  - o Less transactional leadership behaviours will lead to more in-role behaviours, and so with that, also to more discretionary behaviours of subordinates. It has been shown that transactional leadership behaviours are negatively related to altruism and conscientiousness. As a consequence, under less transactional leaders, subordinates will show more discretionary behaviours.
  - o Less transactional leadership behaviours will also lead to decreasing perceptions of procedural justice on the part of subordinates. However, when leaders behave more transformational, subordinates still have positive perceptions of procedural justice. Supervisors can enhance this by letting subordinates perceive that they can influence the outcomes of decisions that are important to them. Perceptions of procedural justice are considered as important because these perceptions have a direct influence on trust. When supervisors bear in mind the negative consequences of a very intense trust relationship, trust feelings can be a predictor of better employee performance.

Further, supervisors in the small organisation have to change their behaviour on some points, in order to get a better performance of employees:
- Supervisors should be less personally charismatic and put less emphasis on their 'own agenda', so, leading idealized influence behaviour to be positively related to trust in the supervisor. Besides, by putting less emphasis on their 'own agenda', supervisors will be considered as way more transformational. Transformational leadership behaviour is a prescription of better levels of performance.

- Supervisors should be less self-interested in order to motivate and inspire subordinates. In turn, supervisors will be seen as having more transformational behaviours, leading to a better performance of subordinates. Besides, self-interest of supervisors leads to decreased perceptions of procedural justice. As has been argued before, perceptions of procedural justice are important in creating good employee performance.

The advices given above are based on the results of this study, discussed earlier. These advices are especially important for small organisations. The results show that, according to the unique characteristics of small organisations, the relationships between antecedents, mediators, and organisational citizenship behaviours are different in these types of organisations, compared to large organisations. When a small organisation takes above mentioned advices into consideration, this organisation will have a good chance to get better functioning employees, and ultimately, a better functioning of the organisation.

5.2.3 Limitations

This research has several limitations that have to be mentioned. First is the relatively small amount of respondents. Although almost all employees of the five small organisations participated in this study, the total amount of respondents is not very high. This can be the reason that some relationships did not reveal the expected significant causality. The five organisations that participated in this study, have between 23 and 32 employees. Some of them were working part time and these employees were excluded because it was thought that full time employees could give a better opinion of the behaviour of their daily supervisor. As a consequence, for most of the organisations, 20 subordinate participants was the highest participating amount possible. In order to get better results, the amount of respondents needs to be higher. One way to reach this is to include small organisations with between 35 and 50 employees in the sample. Another way to get a higher amount of respondents is to investigate more than five small organisations.

Another limitation of this study is the Dutch translation of the items of the questionnaires. As a consequence of this translation, it appeared that some questions were not completely understandable for some of the (lower educated) subordinates. Therefore, some subordinates did not complete all the questions, or it could be that they gave an answer but that this answer was not completely reliable. Besides, it could be that as a consequence of the assistance of the researcher, the researcher prompted some questions. In order to tackle this limitation, the items can be discussed with subordinates of several levels of education before the questionnaires will be used. As a consequence, there is a higher chance that also lower educated subordinates will understand all the questions.

A third limitation that has to be mentioned is the quite low organisational tenure of supervisors that participated in this study. A possible problem is that employees were not yet used to the way of thinking of these supervisors and therefore had some troubles with answering the questions. In order to overcome this problem, only supervisors with an organisational tenure of at least two years have to participate. After two years, it is considered that subordinates are used to and know the way of thinking of their supervisors and therefore, more reliable answers can be expected.

A last limitation that has to be mentioned is the limited analysis of the data. The distribution of the observations of the different supervisors appeared to be unequal. This problem was solved by weighting the observations of every supervisor so that the behaviour of every supervisor had an equal portion in the total outcomes. However, this can considered as a second best solution. The best solution for this problem was a multilevel analysis, but, unfortunately, there was not enough time to carry out such an analysis.

5.2.4 Relevance and future research

This study is considered as having scientific relevance because organisational citizenship behaviours have not been examined in small organisations before. The results of this research lead to more insights about organisational citizenship behaviours, antecedents of these type of discretionary behaviours, and the way this works in small organisations. Besides, for small organisations and their supervisors and subordinates, this study is relevant because it is of importance to know in what way organisational effectiveness can be increased by the performance of employees and behaviour of supervisors. The strongest implication that may be drawn from this study is that supervisors view discretionary behaviours of subordinates as self-evident and accordingly as in-role behaviour. Through transformational leadership behaviours and interactional justice, supervisors elicit in-role behaviour, and this behaviour will, in the small organisation, contribute to the effective functioning of the organisation.

Future research should examine the way in which organisational citizenship behaviours of subordinates are measured in small organisations. As it turns out, supervisors judge extra-role behaviours of subordinates as in-role behaviours. Supervisors have a positive view of the behaviours of subordinates and also view this good behaviour as self-evident. This makes the measurement of organisational citizenship behaviours in small organisations problematic. Future research should keep in mind the obviousness of discretionary behaviours in small organisations, by measuring in-role behaviour more extensively. By doing this, a better distinction can be made between various in-role behaviours of subordinates and therefore, better assess the behaviours of subordinates that explicitly can be considered as extra-role. Besides, subordinates can be asked what they consider as extra-role behaviours and in-role behaviours; so ask how broadly they define their job responsibilities. When this distinction is made by subordinates, it possibly becomes more obvious what explicitly constitutes extra-role behaviours in small organisations.

Next tot this, more investigation is needed on the additional benefits of transformational leadership in small organisations. Transformational leadership may have an influence on, for example, employee satisfaction, turnover, commitment and absenteeism. As a consequence, this leadership behaviour, and the same is true for interactional justice, may have a more extensive contribution to the effective functioning of the organisation, and therefore needs investigation.

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Appendix 1: Specification of the hypotheses

Hypothesis 1: The more transformational a supervisor behaves, the more employees will trust their supervisor, and the more likely it is that citizenship behaviours will occur.

H1 (a):   Transformational supervisor behaviours will be positively related to trust in the supervisor.

H1 (b):   *Trust in the supervisor will be positively related to organisational citizenship behaviours.*

Hypothesis 2: The more transformational a supervisor behaves, the more employees will perceive procedural justice, the more employees will trust their supervisor, and the more citizenship behaviours will occur.

H2 (a)   Transformational supervisor behaviours will be positively related to perceptions of procedural justice.

H2 (b)   Perceptions of procedural justice will be positively related to trust in the supervisor.

H2 (c)   *Trust in the supervisor will be positively related to organisational citizenship behaviours.*

Hypothesis 3: The more employees perceive that they receive a fair treatment of their supervisors, the more employees will trust their supervisor, and the more likely it is that citizenship behaviours will occur.

H3 (a)   A fair treatment of their supervisors, as perceived by employees, will be positively related to trust in the supervisor.

H3 (b)   *Trust in the supervisor will be positively related to organisational citizenship behaviours.*

Appendix 2: Description/reflection of the research method

The data for this study was gathered in five participating companies in the east of the Netherlands. In order to get five participating companies, the network of several owner/managers, relatives, and the university was used in order to get names of several owner/managers and company names. Companies were approached by email in which the researcher, the purpose and goals of the research, and the possible advantages for the participating companies, were introduced. Further contact with the companies, for making appointments etcetera, was by telephone.

Data was gathered by means of interviews with the owner/managers of the companies and questionnaires distributed to supervisors and employees of the companies.

Interviews
In order to learn more about the history, the structure, arrangements and purpose/goals of the organisation, an interview has been carried out with every owner/manager of the five organisations. The interviews took about 45 minutes and all the owner/managers were very willing to provide extra information. They were asked if they, when needed, wanted to give extra information by email. All of them agreed. A remarkable point was that most owner/managers did not have much time. Nevertheless, they did introduce the supervisors of the company and some subordinates, and some of them gave a little guided tour of the company.

Questionnaires employees
In every organisation, 20 employees had to fill in a questionnaire about the behaviour of their daily supervisor. The items they filled in enclosed measures of leadership behaviours, namely: transformational leadership behaviours, transactional leadership behaviours, interactional justice, procedural justice, and trust in the supervisor. The total items of the questionnaires of the employees was 53 items. On average, employees needed 15 minutes to complete their questionnaire. All employees were informed that their supervisor also was completing a comparable survey. Confidentiality of responses was assured.

Questionnaires for the employees were distributed to the five companies in different ways. In two companies, employees were brought together in groups of five and filled in the questions of the questionnaire in presence of the researcher. In another company, all 20 employees filled in the questionnaires at the same time, in presence of the researcher. In two other companies, one person (a receptionist) distributed the questionnaires to the employees. After all, this was not very successful. After the return of the questionnaires, it turned out that not all employees wanted to participate because they did not know what is was for, even though information about the purpose of the study was provided. Eventually, all employees that at a first sight did not want to participate were informed about the purpose of this study by the researcher personally, and they finally filled in their questionnaire. So, in future research, subordinates will be contacted personally and the purpose of the study will be accurately explained to them. When employees know why they have to fill in the questionnaire and know what the purpose is of the research, in turns out that they are more eager to participate.

Questionnaires supervisors
In every organisation, supervisors filled in questionnaires about the behaviour of employees, namely: organisational citizenship behaviour and in-role behaviour. The total items of the questionnaire of the supervisors was 31 items. On average, supervisors needed 10 minutes to complete the questionnaire. All supervisors were informed that employees also completed a comparable survey. Confidentiality of responses was assured.

Supervisors had to fill in questionnaires about the employees that also completed a questionnaire about leadership behaviour. As a consequence, it is known what a particular employee thinks about his/her supervisor and what a supervisor thinks about the particular employee. So, of every employee, the supervisor also had to fill in a questionnaire. This means that, depending on the amount employees per supervisor, in some companies two supervisors participated and in some companies four supervisors participated.

In most companies there were two or three supervisors that filled in the questionnaires. That means that some supervisors had to fill in more than one questionnaire, for example, it happened that one supervisor had to fill in 15 questionnaires. Overall, this took a lot of time and therefore they got more time to fill everything in. After they filled in the questions - most of the supervisors completed the questionnaires on their own - they were picked up by the researcher. After all, this was a good method. Most supervisors were very busy and could not complete all the questionnaires in one day. However, it did happen that they filled in everything in one day. Supervisors mentioned that it was 'boring', but that they liked the way in which they had to think about their employees.

In the companies where all employees were present, it mostly took one day to interview the owner/manager and to let all the employees fill in the questionnaire. However, most of the time, not all employees were present. This was due to work shifts, sickness, or vacations. As a consequence, more company visits were needed in order to gather the required information.

In short, a good manner, for a researcher, of getting employees to participate in a study is to be present when these persons fill in the questionnaire. For supervisors it is a better way to give them more time to complete the questionnaires. It can be quite boring to fill in the same questionnaire for 5 or more subordinates in a short time period.

Appendix 3: Untranslated questionnaires and interview questions

General information about the organisation

Untranslated interview questions in order to obtain general information about the organisation.

1. What is the number of employees in your company?
    a. How many FTEs are this?
    b. How many permanent staff and how many temporary staff do you employ?
2. How long does your company exist?
3. What is the legal form of your company?
4. How can your company be characterized? (independent, privately, or family owned)
5. Which products/services does your company deliver?
6. Which markets are served?
7. Is the market position of your company better or worse than that of your direct competitors?
8. Which departments can be found in your company?
    a. Who are the leaders in your company?
    b. Who is responsible for the personnel/staff business?
    c. Do you have an organisation chart for me?
9. What are the core jobs in the primary process?
10. What is the level of education of:
    i. Employees on the shop floor?
    ii. Supervisors?
    iii. Office staff?
11. What types of work related meetings are carried out in your company?
    a. For which employees is presence mandatory during these meetings?
12. To what extent do employees work in teams or in a group?
13. What is the sickness leave? Voluntary turnover? Forced turnover?

Questionnaire items supervisors

Organisational citizenship behaviour (OCB)
Questionnaire OCB (Podsakoff et al, 1990)

Conscientiousness:
1. Attendance at work is above the norm
2. Does not take extra breaks
3. Obeys company rules and regulations even when no one is watching
4. Is one of my most conscientious employees
5. Believes in giving an honest day's work for an honest day's pay

Sportsmanship:
1. Consumes a lot of time complaining about trivial matters (R)
2. Always focuses on what's wrong, rather than the positive side (R)
3. Tends to make 'mountains out of molehills' (R)
4. Always finds fault with what the organisation is doing (R)
5. Is the classic squeaky wheel that always needs greasing (R)

Courtesy:
1. Takes steps to try to prevent problems with other workers
2. Is mindful of how his/her behaviour affects other people's jobs
3. Does not abuse the rights of others
4. Tries to avoid creating problems for co-workers
5. Considers the impact of his/her actions on co-workers

Altruism
1. Helps others who have been absent
2. Helps others who have heavy workloads
3. Helps orient new people even though it is not required
4. Willingly helps others who have work related problems
5. Is always ready to lend a helping hand to those around him/her

For ease of interpretation, the five sportsmanship items will be reverse scored.

In-Role Behaviour (IRB)

Questionnaire in-role behaviour (Williams, Anderson, 1991)

1. Adequately completes assigned duties
2. Fulfills responsibilities specified in job description
3. Performs tasks that are expected of him/her
4. Meets formal performance requirements of the job
5. Engages in activities that will directly affect his/her performance evaluation
6. Neglects aspects of the job he/she is obligated to perform (r)
7. Fails to perform essential duties (r)

Items 6 and 7 are reversed coded.

Questionnaire items subordinates

Leadership behaviours

Multi-Factor Leadership Questionnaire (Bass, Avolio, 2000)

The person I am rating...

1. Provides me with assistance in exchange for my efforts...
2. Re-examines critical assumptions to question whether they are appropriate...
3. Focuses attention on irregularities, mistakes, exceptions, and deviations from standards...
4. Talks about his/her most important values and beliefs...
5. Seeks differing perspectives when solving problems...
6. Talks optimistically about the future...
7. Instills pride in me for being associated with him/her...
8. Discusses in specific terms who is responsible for achieving performance targets...
9. Talks enthusiastically about what needs to be accomplished...
10. Specifies the importance of having a strong sense of purpose...
11. Spends time teaching and coaching...
12. Makes clear what one can expect to receive when performance goals are achieved...
13. Goes beyond self-interest for the good of the group...
14. Treats me as an individual rather than just as a member of a group...
15. Acts in ways that builds my respect...
16. Concentrates his/her full attention on dealing with mistakes, complaints, and failures...
17. Considers the moral and ethical consequences of decisions...
18. Keeps track of all mistakes...
19. Displays a sense of power and confidence...
20. Articulates a compelling vision of the future...
21. Directs my attention toward failures to meet standards...
22. Considers me as having different needs, abilities, and aspirations from others...
23. Gets me to look at problems from many different angles...
24. Helps me to develop my strengths...
25. Suggests new ways of looking at how to complete assignments...
26. Emphasizes the importance of having a collective sense of mission...
27. Expresses satisfaction when I meet expectations...
28. Expresses confidence that goals will be achieved...

Justice perception (interactional justice)

Questionnaire interactional justice (Niehoff, Moorman, 1993)

1. When decisions are made about my job, the general manager treats me with kindness and consideration.
2. When decisions are made about my job, the general manager treats me with respect and dignity.
3. When decisions are made about my job, the general manager is sensitive to my personal needs.
4. When decisions are made about my job, the general manager deals with me in a truthful manner.
5. When decisions are made about my job, the general manager shows concern for my rights as an employee.
6. Concerning decisions made about my job, the general manager discusses the implications of the decisions with me.
7. The general manager offers adequate justification for decisions made about my job.
8. When making decisions about my job, the general manager offers explanations that make sense to me.
9. My general manager explains very clearly any decision made about my job.

Questionnaire trust in the supervisor (Podsakoff et al, 1990)

1. I feel quite confident that my leader will always try to treat me fairly.
2. My manager would never try to gain an advantage by deceiving workers.
3. I have complete faith in the integrity of my manager/supervisor.
4. I feel a strong loyalty to my leader.
5. I would support my leader in almost any emergency.
6. I have a divided sense of loyalty toward my leader (R).

The sixth item is reverse coded.

Questionnaire procedural justice (Niehoff, Moorman, 1993)

1. Job decisions are made by the general manager in an unbiased manner.
2. My general manager makes sure that all employees concerns are heard before job decisions are made.
3. To make job decisions, my general manager collects accurate and complete information.
4. My general manager clarifies decisions and provides additional information when requested by employees.
5. All job decisions are applied consistently across all affected employees.
6. Employees are allowed to challenge or appeal job decisions made by the general manager.

Appendix 4: Translated interview questions

The interview questions used for the interviews with the owner/managers have been carefully translated into Dutch.

1. Hoeveel mensen zijn er in dienst?
   a. Hoeveel volledige banen zijn dit ongeveer?
   b. Hoeveel vast en hoeveel tijdelijk personeel heeft u in dienst?
2. Hoe lang bestaat uw bedrijf al?
3. Is uw bedrijf een eenmanszaak, BV, NV, VOF of heeft het een andere vorm?
4. Is uw bedrijf een zelfstandig bedrijf?
5. Welke producten en diensten levert uw bedrijf?
6. Welke markten bedient uw bedrijf?
7. Is de marktpositie van uw bedrijf beter of slechter dan die van directe concurrenten?
8. Welke verschillende afdelingen zijn er aanwezig binnen uw bedrijf?
9. Wat zijn de belangrijkste taken in het primaire proces?
10. Wat is het opleidingsniveau van:
    i. Medewerkers op de werkvloer?
    ii. Medewerkers die leiding geven?
    iii. Medewerkers die een staf- of administratieve functie vervullen?
11. Welke soorten van werkoverleg zijn er binnen uw bedrijf?
    a. Welke medewerkers worden geacht daarbij aanwezig te zijn?
12. In hoeverre wordt er gewerkt in teams of in groepsverband?
13. Hoe hoog is het ziekteverzuim? Het vrijwillige verloop? Het gedwongen verloop?

Appendix 5: Questionnaire supervisors

Om mijn opleiding aan de Universiteit van Twente af te ronden, ben ik voor mijn afstudeeronderzoek bezig met een onderzoek naar gedrag van leidinggevenden in kleine organisaties en het gedrag van werknemers. Kleine organisaties zijn organisaties met tussen de 20 en 50 medewerkers in dienst. Om informatie te kunnen verzamelen gebruik ik vragenlijsten die ik in meerdere organisaties zal afnemen.
Aan u zou ik willen verzoeken om deze vragenlijst in te vullen. Deze vragenlijst bestaat uit 30 meerkeuzevragen en 1 open vraag omtrent uw gedachten over het gedrag van werknemers.
Het is van belang dat u alle vragen beantwoord en niet meer dan 1 antwoord geeft per vraag. Er zijn geen goede of foute antwoorden. Geef alstublieft eerlijke antwoorden, u blijft volledig anoniem en met de informatie zal vertrouwelijk worden omgegaan.
Omdat het belangrijk is om van meerdere werknemers het gedrag te meten, wil ik u verzoeken om voor meerdere werknemers de specifieke vragen in te vullen.

Bedankt voor uw medewerking

Algemene vragen

1. Ik ben een:

Man	O
Vrouw	O

2. Hoe oud bent u?

Jonger dan 20	O
Tussen 20 en 30	O
Tussen 30 en 40	O
Tussen 40 en 50	O
Ouder dan 50	O

3. Hoe lang bent u werkzaam bij deze organisatie?

…………. jaar/jaren

4. Wat is uw hoogst afgeronde opleiding?

Lager onderwijs	O	LBO	O
VBO	O	MBO niveau 1	O
VMBO	O	MBO niveau 2	O
MAVO	O	MBO niveau 3	O
HAVO	O	MBO niveau 4	O
VWO	O	HBO	O
		WO	O

Kunt u steeds aangeven in hoeverre u het met de volgende stellingen eens bent?

U kunt steeds kiezen uit:
1. Zeer mee oneens
2. Grotendeels mee oneens
3. Tamelijk mee oneens
4. Niet mee oneens, niet mee eens
5. Tamelijk mee eens
6. Grotendeels mee eens
7. Zeer mee eens

1. Aanwezigheid op het werk is bovengemiddeld

1. o   2. o   3. o   4. o   5. o   6. o   7. o

2. Neemt geen extra pauzes

1. o   2. o   3. o   4. o   5. o   6. o   7. o

3. Komt bedrijfsregels en voorschriften na, ook als niemand het ziet

1. o   2. o   3. o   4. o   5. o   6. o   7. o

4. Is één van mijn meest plichtsgetrouwe werknemers

1. o   2. o   3. o   4. o   5. o   6. o   7. o

5. Wil werken voor zijn/haar geld

1. o   2. o   3. o   4. o   5. o   6. o   7. o

6. Besteedt veel tijd aan het klagen over onbelangrijke zaken

1. o   2. o   3. o   4. o   5. o   6. o   7. o

7. Focust altijd op wat verkeerd is, in plaats van op wat goed is

1. o   2. o   3. o   4. o   5. o   6. o   7. o

8. Maakt van elke mug een olifant

1. o   2. o   3. o   4. o   5. o   6. o   7. o

9. Heeft altijd wel iets aan te merken op wat de organisatie doet

1. o   2. o   3. o   4. o   5. o   6. o   7. o

10. Is snel op zijn/haar teentjes getrapt en claimt daardoor veel aandacht

1. o   2. o   3. o   4. o   5. o   6. o   7. o

11. Probeert actief om problemen met collega's te voorkomen

1. o   2. o   3. o   4. o   5. o   6. o   7. o

12. Is zich bewust hoe zijn/haar gedrag van invloed is op collega's

1. o   2. o   3. o   4. o   5. o   6. o   7. o

13. Respecteert de rechten van anderen

1. o   2. o   3. o   4. o   5. o   6. o   7. o

14. Probeert te voorkomen dat problemen voor collega's ontstaan

1. o   2. o   3. o   4. o   5. o   6. o   7. o

15. Bedenkt wat de gevolgen van zijn/haar daden zijn voor collega's

1. o   2. o   3. o   4. o   5. o   6. o   7. o

16. Helpt collega's die afwezig zijn geweest

1. o   2. o   3. o   4. o   5. o   6. o   7. o

17. Helpt collega's met een zware werkbelasting

1. o   2. o   3. o   4. o   5. o   6. o   7. o

18. Werkt mensen in, ook al is dit niet verplicht

1. o   2. o   3. o   4. o   5. o   6. o   7. o

19. Helpt graag collega's die problemen met hun werk hebben

1. o   2. o   3. o   4. o   5. o   6. o   7. o

20. Is altijd bereid collega's de helpende hand te bieden

1. o   2. o   3. o   4. o   5. o   6. o   7. o

21. Maakt toegewezen werk af

1. o   2. o   3. o   4. o   5. o   6. o   7. o

22. Neemt verantwoordelijkheden die bij zijn/haar baan horen

1. o   2. o   3. o   4. o   5. o   6. o   7. o

23. Voert alle taken uit

1. o   2. o   3. o   4. o   5. o   6. o   7. o

24. Voldoet aan de eisen die normaal bij deze baan horen

1. o   2. o   3. o   4. o   5. o   6. o   7. o

25. Houdt zich vooral bezig met activiteiten die direct van invloed zijn op zijn/haar prestatiebeoordeling

1. o   2. o   3. o   4. o   5. o   6. o   7. o

26. Verwaarloost delen van de baan die hij/zij wel verplicht is uit te voeren

1. o   2. o   3. o   4. o   5. o   6. o   7. o

27. Slaagt er niet in essentiële werkzaamheden uit te voeren

1. o   2. o   3. o   4. o   5. o   6. o   7. o

Appendix 6: Questionnaire employees

Om mijn opleiding aan de Universiteit van Twente af te ronden, ben ik voor mijn afstudeeronderzoek bezig met een onderzoek naar gedrag van leidinggevenden in kleine organisaties. Kleine organisaties zijn organisaties met tussen de 20 en de 50 medewerkers in dienst. Om informatie te kunnen verzamelen gebruik ik vragenlijsten die ik in meerdere organisaties zal afnemen.

Aan u zou ik willen verzoeken om deze vragenlijst in te vullen. Deze vragenlijst bestaat uit 52 meerkeuze vragen en 1 open vraag omtrent uw dagelijks leidinggevende, namelijk:

Het is van belang dat u alle vragen beantwoord en niet meer dan 1 antwoord geeft per vraag. Er zijn geen goede of foute antwoorden. Geef alstublieft eerlijke antwoorden, u blijft volledig anoniem en met de informatie zal vertrouwelijk worden omgegaan.

Het invullen van de vragenlijst zal ongeveer 15 minuten tijd in beslag nemen. Ik wil nogmaals benadrukken dat uw antwoorden anoniem worden gerapporteerd.

Bedankt voor uw medewerking.

<u>Algemene vragen</u>

1. Ik ben een:

Man   ··
Vrouw   ··

2. Hoe oud bent u?

Jonger dan 20	O
Tussen 20 en 30	O
Tussen 30 en 40	O
Tussen 40 en 50	O
Ouder dan 50	O

3. Hoe lang bent u werkzaam bij deze organisatie?

…………. jaar/jaren

4. Wat is uw hoogst afgeronde opleiding?

Lager onderwijs	O	LBO	O
VBO	O	MBO niveau 1	O
VMBO	O	MBO niveau 2	O
MAVO	O	MBO niveau 3	O
HAVO	O	MBO niveau 4	O
VWO	O	HBO	O
		WO	O

Kunt u van de volgende vragen aangeven hoe vaak dit gedrag bij uw dagelijks leidinggevende voorkomt?

U kunt steeds kiezen uit de volgende antwoordcategorieën:
1. Nooit
2. Bijna nooit
3. Soms
4. Redelijk vaak
5. Vaak, als het niet altijd is

Deze persoon (…………………………………………………………………………………………..):

1. Ondersteunt mij in ruil voor mijn inspanningen

1. o 　　　 2. o 　　　 3. o 　　　 4. o 　　　 5. o

2. Kijkt steeds opnieuw of belangrijke uitgangspunten nog van toepassing zijn

1. o 　　　 2. o 　　　 3. o 　　　 4. o 　　　 5. o

3. Richt de aandacht op onregelmatigheden, fouten, uitzonderingen en afwijkingen van de norm

1. o 　　　 2. o 　　　 3. o 　　　 4. o 　　　 5. o

4. Praat over zijn/haar belangrijkste waarden en overtuigingen

1. o 　　　 2. o 　　　 3. o 　　　 4. o 　　　 5. o

5. Bekijkt bij het oplossen van problemen de zaak van meer kanten

1. o 　　　 2. o 　　　 3. o 　　　 4. o 　　　 5. o

6. Praat optimistisch over de toekomst

1. o 　　　 2. o 　　　 3. o 　　　 4. o 　　　 5. o

7. Maakt mij trots omdat ik met hem/haar verbonden ben

1. o 　　　 2. o 　　　 3. o 　　　 4. o 　　　 5. o

8. Bespreekt wie er precies verantwoordelijk is voor welke prestatie

1. o 　　　 2. o 　　　 3. o 　　　 4. o 　　　 5. o

9. Praat enthousiast over wat er bereikt moet worden

1. o 　　　 2. o 　　　 3. o 　　　 4. o 　　　 5. o

10. Geeft ons het gevoel voor een hoger doel te werken

1. o 　　　 2. o 　　　 3. o 　　　 4. o 　　　 5. o

11. Besteedt tijd om andere mensen dingen te leren en om ze te begeleiden

1. o 　　　 2. o 　　　 3. o 　　　 4. o 　　　 5. o

12. Maakt duidelijk wat er tegenover staat als de resultaten worden behaald

1. o   2. o   3. o   4. o   5. o

13. Laat het groepsbelang vóór zijn/haar eigenbelang gaan

1. o   2. o   3. o   4. o   5. o

14. Behandelt mij meer als een individu dan als zomaar een lid van een groep

1. o   2. o   3. o   4. o   5. o

15. Gedraagt zich zo dat mijn respect voor hem/haar toeneemt

1. o   2. o   3. o   4. o   5. o

16. Richt zijn/haar volledige aandacht op het oplossen van fouten, klachten en mislukkingen

1. o   2. o   3. o   4. o   5. o

17. Laat zijn/haar geweten meespelen bij het nemen van beslissingen

1. o   2. o   3. o   4. o   5. o

18. Volgt alle fouten op de voet

1. o   2. o   3. o   4. o   5. o

19. Straalt kracht en vertrouwen uit

1. o   2. o   3. o   4. o   5. o

20. Heeft een heldere en aantrekkelijke toekomstvisie

1. o   2. o   3. o   4. o   5. o

21. Wijst mij erop als ik de norm niet haal

1. o   2. o   3. o   4. o   5. o

22. Ziet mij als iemand met eigen behoeften, capaciteiten en ambities

1. o   2. o   3. o   4. o   5. o

23. Krijgt mij zover dat ik problemen vanuit vele verschillende invalshoeken ga zien

1. o   2. o   3. o   4. o   5. o

24. Helpt me om mijn sterke punten te ontwikkelen

1. o   2. o   3. o   4. o   5. o

25. Helpt me te zien hoe ik mijn werk anders aan kan pakken

1. o   2. o   3. o   4. o   5. o

26. Benadrukt het belang van het hebben van een gezamenlijke missie

1. O   2. O   3. O   4. O   5. O

27. Toont tevredenheid wanneer ik voldoe aan de verwachtingen

1. O   2. O   3. O   4. O   5. O

28. Toont vertrouwen dat we onze doelen zullen halen

1. O   2. O   3. O   4. O   5. O

Kunt u steeds aangeven in hoeverre u het met de volgende stellingen over uw dagelijks

leidinggevende, namelijk... eens bent?

U kunt steeds kiezen uit:
1. Zeer mee oneens
2. Mee oneens
3. Niet mee oneens, niet mee eens
4. Mee eens
5. Zeer mee eens

	1 Zeer mee oneens	2	3	4	5 Zeer mee eens
1. Bij beslissingen over mijn baan, behandelt mijn leidinggevende mij vriendelijk en begripvol	O	O	O	O	O
2. Bij beslissingen over mijn baan, behandelt mijn leidinggevende mij met respect en laat hij/zij mij in mijn waarde	O	O	O	O	O
3. Bij beslissingen over mijn baan, houdt mijn leidinggevende rekening met mijn behoeften	O	O	O	O	O
4. Bij beslissingen over mijn baan, is mijn leidinggevende eerlijk	O	O	O	O	O
5. Bij beslissingen over mijn baan, houdt mijn leidinggevende rekening met mijn rechten	O	O	O	O	O
6. Mijn leidinggevende zal de gevolgen van beslissingen over mijn baan, met mij bespreken	O	O	O	O	O
7. Beslissingen over mijn baan, kan mijn leidinggevende verantwoorden	O	O	O	O	O

8. Bij het nemen van beslissingen over mijn baan, geeft mijn leidinggevende een uitleg die ik begrijp   O   O   O   O   O

9. Mijn leidinggevende legt elke beslissing over mijn baan heel duidelijk uit   O   O   O   O   O

10. Ik denk dat mijn leidinggevende altijd zal proberen mij eerlijk te behandelen   O   O   O   O   O

11. Mijn leidinggevende zal nooit proberen voordeel te behalen door werknemers om de tuin te leiden   O   O   O   O   O

12. Ik heb volledig vertrouwen in de oprechtheid van mijn leidinggevende   O   O   O   O   O

13. Ik ben trouw aan mijn leidinggevende   O   O   O   O   O

14. Ik zou mijn leidinggevende in bijna elke noodsituatie bijstaan   O   O   O   O   O

15. Ik heb gemengde gevoelens of mijn leidinggevende mijn trouw verdient   O   O   O   O   O

16. Mijn leidinggevende neemt op een onpartijdige manier beslissingen over banen   O   O   O   O   O

17. Mijn leidinggevende zorgt ervoor dat alle werknemers worden gehoord voordat beslissingen over banen worden genomen   O   O   O   O   O

18. Om beslissingen te nemen, verzamelt mijn leidinggevende nauwkeurige en complete informatie   O   O   O   O   O

19. Mijn leidinggevende legt beslissingen uit en zorgt voor aanvullende informatie als wij daarom vragen   O   O   O   O   O

20. Alle beslissingen over banen zijn van toepassing op alle betrokken werknemers   O   O   O   O   O

21. Wij kunnen beslissingen over banen met onze leidinggevende bespreken of bekritiseren   O   O   O   O   O

Appendix 7: Specification of the data of the five companies

Company A
In company A, 20 employees and 4 related supervisors filled in a questionnaire. Exploration of the data for this company is depicted in table 27.

Employees		% of respondents	Supervisors		% of respondents
Gender	Male	95.0	Gender	Male	75.0
	Female	5.0		Female	25.0
Age	<20	5.0	Age	<20	0
	20-30	45.0		20-30	25.0
	30-40	25.0		30-40	25.0
	40-50	20.0		40-50	25.0
	>50	5.0		>50	25.0
Average organisational tenure		3.23	Average organisational tenure		4.88
Education	Lower education	5.0	Education	Lower education	0
	VBO	15.0		VBO	0
	VMBO	5.0		VMBO	0
	MAVO	5.0		MAVO	0
	HAVO	0		HAVO	25.0
	VWO	0		VWO	0
	LBO	5.0		LBO	0
	MBO, 1	20.0		MBO, 1	0
	MBO, 2	0		MBO, 2	0
	MBO, 3	10.0		MBO, 3	0
	MBO, 4	20.0		MBO, 4	25.0
	HBO	15.0		HBO	50.0
	WO	0		WO	0

Table 27: Exploration of the data of company A.

Company B
In company B, 19 employees and 2 related supervisors filled in a questionnaire. Exploration of the data for this company is depicted in table 28.

Employees		% of respondents	Supervisors		% of respondents
Gender	Male	84.2	Gender	Male	100.0
	Female	15.8		Female	0
Age	<20	5.3	Age	<20	0
	20-30	10.5		20-30	0
	30-40	36.8		30-40	0
	40-50	31.6		40-50	100.0
	>50	15.8		>50	0
Average organisational tenure		7.74	Average organisational tenure		6.25
Education	Lower education	21.1	Education	Lower education	0
	VBO	10.5		VBO	0
	VMBO	0		VMBO	0
	MAVO	0		MAVO	0
	HAVO	0		HAVO	0
	VWO	0		VWO	0
	LBO	26.3		LBO	0
	MBO, 1	0		MBO, 1	0
	MBO, 2	0		MBO, 2	0
	MBO, 3	0		MBO, 3	0
	MBO, 4	36.8		MBO, 4	50.0
	HBO	5.3		HBO	50.0
	WO	0		WO	0

Table 28: Exploration of the data of company B.

Company C

In company C, 20 employees and 3 related supervisors filled in a questionnaire.
Exploration of the data for this company is depicted in table 29.

Employees		% of respondents	Supervisors		% of respondents
Gender	Male	100.0	Gender	Male	100.0
	Female	0		Female	0
Age	<20	5.0	Age	<20	0
	20-30	10.0		20-30	0
	30-40	40.0		30-40	100.0
	40-50	30.0		40-50	0
	>50	15.0		>50	0
Average organisational tenure		7.65	Average organisational tenure		7.33
Education	Lower education	5.0	Education	Lower education	0
	VBO	5.0		VBO	0
	VMBO	10.0		VMBO	0
	MAVO	0		MAVO	0
	HAVO	0		HAVO	0
	VWO	0		VWO	0
	LBO	15.0		LBO	0
	MBO, 1	0		MBO, 1	0
	MBO, 2	5.0		MBO, 2	0
	MBO, 3	20.0		MBO, 3	33.3
	MBO, 4	30.0		MBO, 4	0
	HBO	10.0		HBO	33.3
	WO	0		WO	33.3

Table 29: Exploration of the data of company C.

Company D

In company D, 20 employees and 4 related supervisors filled in a questionnaire.
Exploration of the data for this company is depicted in table 30.

Employees		% of respondents	Supervisors		% of respondents
Gender	Male	90.0	Gender	Male	100.0
	Female	10.0		Female	0
Age	<20	0	Age	<20	0
	20-30	15.0		20-30	0
	30-40	65.0		30-40	25.0
	40-50	15.0		40-50	75.0
	>50	5.0		>50	0
Average organisational tenure		4.5	Average organisational tenure		6.75
Education	Lower education	0	Education	Lower education	0
	VBO	0		VBO	0
	VMBO	0		VMBO	0
	MAVO	10.0		MAVO	0
	HAVO	0		HAVO	0
	VWO	0		VWO	0
	LBO	5.0		LBO	0
	MBO, 1	5.0		MBO, 1	0
	MBO, 2	5.0		MBO, 2	0
	MBO, 3	0		MBO, 3	0
	MBO, 4	45.0		MBO, 4	25.0
	HBO	30.0		HBO	75.0
	WO	0		WO	0

Table 30: Exploration of the data of company D.

Company E

In company E, 19 employees and 4 related supervisors filled in a questionnaire.
Exploration of the data for this company is depicted in table 31.

Employees		% of respondents	Supervisors		% of respondents
Gender	Male	94.7	Gender	Male	100.0
	Female	5.3		Female	0
Age	<20	21.1	Age	<20	0
	20-30	47.4		20-30	25.0
	30-40	26.3		30-40	75.0
	40-50	5.3		40-50	0
	>50	0		>50	0
Average organisational tenure		6.5	Average organisational tenure		5.38
Education	Lower education	0	Education	Lower education	0
	VBO	31.6		VBO	0
	VMBO	21.1		VMBO	0
	MAVO	0		MAVO	0
	HAVO	0		HAVO	0
	VWO	0		VWO	0
	LBO	21.1		LBO	0
	MBO, 1	5.3		MBO, 1	0
	MBO, 2	5.3		MBO, 2	0
	MBO, 3	5.3		MBO, 3	0
	MBO, 4	10.5		MBO, 4	75.0
	HBO	0		HBO	25.0
	WO	0		WO	0

Table 31: Exploration of the data of company E.