

‘WALKING THE EXTRA MILE’

**ANALYSIS OF THE EFFECT OF LEADERSHIP BEHAVIOR ON THE
ORGANIZATIONAL CITIZENSHIP BEHAVIOR SHOWN BY
EMPLOYEES IN SMALL AND MEDIUM SIZED ENTERPRISES**



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MASTER THESIS

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ENTERPRISES

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PREFACE

During the past nine months, this master thesis was established. It all began in a meeting with my first supervisor, Maarten van Riemsdijk, where he told me about the PhD project on leadership behavior in small and medium sized enterprises. It immediately caught my interest and I started reading relevant literature and approaching organizations. In a short time, I found six small and medium sized enterprises willing to participate in the research. Visiting those organizations, interviewing their owners and conducting surveys was a very interesting thing to do; especially in contrast to all bigger organizations I saw during my studies. The small and medium sized enterprises gave me the opportunity to see a different kind of organization; I learned a lot about the working processes, close personal relations and friendly atmosphere which made these small and medium sized enterprises so special. Next to this, during the process of writing my master thesis I learned to conduct a proper research. Setting up a theoretical framework, validating the use of different concepts and computing causal relations out of the collected data were all instructive, sometimes difficult things to do. All those things made it possible to draw conclusions and to make recommendations, which will hopefully be used in practice as well as in science.

Writing this thesis was not possible without the help and support of several people. First of all I want to thank my supervisors, Maarten van Riemsdijk en Peter Geurts, for their support during the past nine months. Their comments and feedback helped and motivated me to improve my thesis again and again.

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ABSTRACT

Imagine having the responsibility over the performance of a group of employees. In which way would you direct them to get the best results or in other words; how would you achieve to let your employees 'walk an extra mile' only in benefit of the organization?

The primary goal of this research is to analyze '*what the effect of different leadership behaviors is on the organizational citizenship behavior shown by employees in small and medium sized enterprises*'.

Literature research made clear that small and medium sized enterprises are a backward area in research regarding human research management. Most research on leadership behavior is done within large organizations; however, the question arises whether those same leadership behaviors are appropriate within small and medium sized enterprises. Within small and medium sized enterprises, the informality, close personal relations, short communication lines and small amount of hierarchy causes leaders to have different interactions with their employees. These different interactions feed the expectation that leadership behavior in those organizations has different effects on the willingness of employees to do more than is required of them; to show organizational citizenship behavior. Transformational leadership behavior is expected to have strong positive effects on the organizational citizenship behavior shown by employees because transformational leaders motivate employees to perform beyond requirements. Contingently rewarding employees is expected to have positive effects because rewarding employees based on their performance is expected to motivate them to work harder. Management-by-exception, only interfering when things go wrong, can happen in an active or passive manner. Actively keeping track of all mistakes is expected to have moderate positive effects while passively waiting for mistakes to occur is expected to have moderate negative effects. Last, but not least, the total absence and disinterest of a leader is expected to have strong negative effects on the organizational citizenship behavior shown by employees. Within these relations, the effect of trust is of special importance. Because of the close personal relations and little hierarchy it is expected that leaders are more able to foster trustworthy relations with their employees. When there are certain degrees of trust, employees are expected to show more organizational citizenship behavior.

A survey research was conducted within six small and medium sized enterprises. These organizations were all production-oriented organizations that were primarily active in the construction sector. Results show that leaders within small and medium sized enterprises must be there when needed or when problems become serious, but that they must not actively check upon failures or mistakes and must not actively control their employees. The leaders have to be focused on chances and on the development of their employees; they need to give employees autonomy in order to let them detect and solve the problems themselves. But above all, leaders need to foster trust; most positive and significant effects regarding organizational citizenship behavior are obtained when leaders are trusted by their employees.

The research is practically as well as scientifically applicable. Most leaders within small and medium sized enterprises do not know what their effect on employees is. Because of this research, and the reports that were written for each organization separately, those leaders are made aware of how they are influencing their employees and in what way this can be improved. Next to this, this research is complementing the little knowledge that exists nowadays on leadership behavior in small and medium sized enterprises. Most important, however, is that this research adds new insights by the focus on leadership behavior within one type of small and medium sized enterprises: production-oriented organizations.

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1. INTRODUCTION

1.1 RESEARCH BACKGROUND

Human resource management (HRM); an interesting topic within the context of small and medium sized enterprises (SMEs). Interesting because scientifically as well as practically the importance of studying HRM is underestimated. Scientifically, most research on HRM is conducted within large organizations while only little research is done within SMEs. This is remarkable because more than 99% of the Dutch organizations are small or medium-sized which makes them the largest employer in the Netherlands (Ondernemerschap WWW, n.d.). Practically however, it becomes clear that the focus within small and medium sized enterprises is on the daily running of the firm. Therefore, business strategies and particularly HR strategies are often not formalized. Most small and medium sized enterprises do not prioritize the management of their personnel which is strange because human resources often play a crucial role in the failure or success of these firms (Wilkinson, 1999).

Although human resource management is a very broad concept; one topic stands out within the context of small and medium sized enterprises which is the effect of leadership behavior. Employee behavior is for a large part determined by the behavior of leaders meaning that those leaders have a large influence on employee performance and indirectly, on organizational performance. Leadership behavior is, due to a number of reasons, of special importance within SMEs. First of all, SMEs have different organizational characteristics than large organizations do. The small workforce ensures these organizations usually have a flat organizational structure and a lot of informal communication. The owner has a central role within the organization; he decides which direction the organization is heading. The nature and background of the owner and the values and beliefs he pursues have a large impact on the organization. In most SMEs, however, neither the owner nor the direct supervisors have completed an education in management. Leadership qualities are developed on the job; started as employees, these people were appointed to a leadership position and just grew into that role (Koch and de Kok, 1999). Second, employers within small firms often have different objectives than their counterparts in large organizations. Small firm owners value the enjoyment of day-to-day activities, having good personal relations and creating a degree of respect between employees. These values are often seen as being more important than just maximizing profit; the values within SMEs are pluralistic. Small firms, therefore, often rate maintaining continuity, keeping full control and creating a good working climate as their most important long-term objectives (Koch and de Kok, 1999). The valued personal relations develop an informal atmosphere within these organizations. Leaders know all their employees very well meaning that they can lead their employees more individually. This has several advantages; first, training and education can remain more specifically based on the strengths of individual employees. Second, due to the individual approach, employees are feeling more involved in the organization and are feeling more committed to their leader. However, within SMEs, the large impact of the owner makes that leaders often do not have the right degree of freedom to lead a workforce at their insights. Next to this, the lack of management education makes that leaders often do not have enough or the right knowledge to get the most out of their employees. Leaders often see themselves as one of the employees, and therefore they sometimes have difficulties managing their 'colleagues'.

All these characteristics of and values within SMEs feed our expectation that leadership behavior will be different and will have different effects within this context. Within SMEs, leaders have the opportunity to lead more person-oriented creating close personal relations keeping their employees committed to and involved in the organization. Next to this, leaders do not have much management knowledge to fall back on and the large impact of the owner will leave its mark on the organization.

Summarizing the above, it is expected that leadership behavior will have different effects within SMEs; but what exactly are these different effects? The broadly defined job requirements within SMEs make it necessary that employees do more than is described in their contract. Because of these broad requirements a lot of the work is not formalized; but still those tasks need to be done in order to remain productive and finish orders. Next to this, due to the limited workforce SMEs need employees who are willing to work flexibly. In cases of absence or organizational stress employees must help each other or take over tasks of colleagues. Finally, the informal culture and short communication lines ensure close leader-employee relations which makes that leaders will have a specific impact on employees and on their willingness to perform to and beyond contractual agreements. It is clear that employees within small and medium sized enterprises need to perform beyond contractual requirements, thus the influence of leadership behavior in this research will be studied based on employees' organizational citizenship behavior (OCB). Organizational citizenship behavior is spontaneous behavior of employees that goes beyond expectations and requirements. These kinds of behaviors benefit the performance of the organization and are partly determined by leadership behavior (Organ, 1988).

1.2 RESEARCH OBJECTIVE AND CENTRAL QUESTION

The flat organizational structure, informality and central role of the owner will leave marks on the way leaders behave; the degree of citizenship behavior will reflect the way employees show spontaneous behavior for the benefit of the organization. This research is studying what the role of the leader in this is which results in the following central question:

'What is the effect of different leadership behaviors on the organizational citizenship behavior shown by employees in small and medium sized enterprises?'

To be able to answer this question, several steps must be taken. First, the context is theoretically explored. Small and medium sized enterprises are a different kind of organization and therefore an essential part of the literature research is focused on the exploration of their characteristics. Second, literature research is conducted in order to clarify which leadership behaviors are of importance in this research and what the effect of those leadership behaviors on organizational citizenship behavior exactly is. As a result of this, theoretical assumptions regarding this relation are made. Third, to empirically test these expected relations, a questionnaire is distributed within the participating organizations. Six production-oriented small and medium-sized enterprises were willing to participate in this research. Processing the questionnaires led to several results, on the one hand these results are used to advice the participating companies separately and on the other hand the results overall are used to answer the above mentioned central question.

The following chapter, chapter two, starts with a literature review of the relevant theories and linkages between the concepts. Chapter three then continues with discussing the used methodology; it discusses in which way this research was designed and performed. Chapter four captures the results that derive from data analysis. Finally, in chapter five, the results of the research are discussed and conclusions are drawn.

2. THEORETICAL CHAPTER

This theoretical chapter reviews and clarifies the different concepts used. First, the context is explored whereafter the importance of organizational citizenship behavior and the influences of leadership behavior and some important interaction effects are discussed.

2.1 EXPLORING THE CONTEXT: SMALL AND MEDIUM-SIZED ENTERPRISES

Just little research has been done in the area of small and medium sized enterprises (SMEs) yet. This is remarkable, because in small and medium sized enterprises leadership research is of special importance because of the large impact leaders have on their small group of employees. This large impact is fostered by the different characteristics and specific objectives that small and medium sized enterprises have compared to large organizations. In this section, these characteristics and objectives are discussed.

2.1.1 SME CHARACTERISTICS

SMEs are most often characterized by the limited number of people employed; SMEs are formally defined as having 1 to 250 employees. In the Netherlands most SMEs (almost 99%) have fewer than 50 employees (European Commission, Enterprise and Industry WWW, n.d.) Because of the small workforce, the organization often has a limited number of organizational layers. This makes it easier for the leader to create a team spirit and to develop personal relations with the employees. Next to this, the dominant position of the owner, the lack of 'classical' management styles and the low degree of specialization in the production process are important aspects on which small and medium sized enterprises differ from their large counterparts (Koch and de Kok, 1999).

1. The dominant position of the owner

Within SMEs, the owner of the firm has a central role within his organization. The owner is often the only one with the power to decide which direction the organization takes; the owner leads his supervisors and, indirectly, his employees into this desired direction. The owner therefore has a large impact on the organization. His nature, background and behavior determine a lot of the decisions that are made in these organizations (Koch and de Kok, 1999).

2. The lack of 'classical' management styles

Neither the owners nor the direct supervisors of employees within SMEs often finished an education in management. Most supervisors learned on the job and grew into being a leader. The advantage is that they know exactly what happens on the production floor; they have all the production-related know-how in their mind. A disadvantage is that the management and operational activities are hardly separated. Because of the occupation in day-to-day problems and the little time for and know-how regarding strategic management, managers hardly develop long-term strategic plans. Thus, the owner and especially the direct supervisors within SMEs possess all the operational know-how, but they are not aware of the strategic facets regarding management and especially human resource management (Koch and de Kok, 1999).

3. A low degree of specialization in the production process

Because of the limited number of employees within SMEs, the production process is often less specialized. Employees must be able to perform various tasks in order to maintain productivity and thereby continuity, especially in times of organizational stress or employee absence. To accomplish this, tasks within SMEs are less formalized as well as the communication between employer and employee is (Koch and de Kok, 1999).

2.1.2 SMEs AND HUMAN RESOURCE APPROACHES

Because of these different characteristics, SME owners set other objectives than managers in large organizations do. The most important objectives for SME owners are maintaining continuity, creating a good working climate and keeping full control (Koch and de Kok, 1999). SME owners want their employees to enjoy working; employees must feel motivated to work for the continued viability of the organization. Next to this, in order to ensure that work will be done properly and to deal with his large responsibilities, the owner usually wants to keep full control. Koch and de Kok (1999, p. 33) argue that within SMEs there are three general principles to human resource approaches that support the achievement of above mentioned objectives. These are the firm-coordination by the employer/owner, the accent on team spirit and the informal working procedures.

Firm-coordination by employer

Like stated before, the owner of the firm has a central role; he is the person with the greatest responsibilities within the small organization. His income relies on the operating profits of the company and he is often the one that feels personally responsible for acquiring orders and getting results. Thus, in order to have an overview of all the working processes within the organization and in order to have an influence on his employees, the owner wants to keep full control. This is also displayed in the communication lines within the organization. Employees are hardly involved in the decision-making processes; communication is mainly top-down and one-way. Although autonomy of employees often is preferred, the authority needed to perform completely autonomous is seldom given. SME owners will not easily delegate tasks because they do not want to risk losing full control (Koch and de Kok, 1999)

Accent on team spirit

Although there is much top-down communication and the owner often has full control, still the organizational accent on team spirit is important to the owner as well as to the employees. This often results in a better working climate which is motivating employees and which is committing them to the organization. Employees will not feel inclined to search for another job; they will remain in the organization which will benefit the continuity of the firm. Next to this, the team spirit makes employees feel part of the firm which makes them more willing to make an extra effort when this is needed (Koch and de Kok, 1999).

Informal working procedures

The flat organizational structure, informal way of working and the direct supervision centralized around the owner indicates that the structure of SMEs can be labeled as 'simple'. Complexity is low, because of the full control and sole-decision making of the owner (Mintzberg, 1980). SMEs often have few hierarchical lines stimulating its informal character. This informal character makes it possible to react quickly to changes, which is of high importance to SMEs because they often operate in dynamic environments (Mintzberg, 1980). Employers want their working processes and procedures to be flexible in order to save time and money. They prefer to spend more time on-the-job than on administrative tasks. Therefore, job requirements are only broadly described, staff is mostly controlled on the floor or during breaks and official meetings are seen as redundant (Koch and de Kok, 1999).

The small firm size, flat organizational structure, non-specialized production processes and broadly described job requirements, as well as the strong personal relations and informal communication make the presence of organizational citizenship behavior within SMEs highly important. Within small and medium sized enterprises it is needed that employees perform beyond requirements in order to maintain productivity and thus, to maintain continuity which is one of the most important objectives within SMEs.

2.2 ORGANIZATIONAL CITIZENSHIP BEHAVIOR

In previous research, three basic types of behavior were identified which are essential for organizations in order to function effectively (Katz, 1964, p. 132): (1) people must be induced to enter and remain within the organization, (2) people must carry out specific role requirements in a dependable fashion, and (3) there must be innovative and spontaneous activity that goes beyond role prescriptions. The third behavioral type is nowadays known as organizational citizenship behavior (OCB). As defined by Organ (1988, p. 4), OCB represents 'individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization'. In short, it refers to employee efforts that go 'above and beyond the call of duty' (Bolino and Turnley, 2003, p. 60). Organizational citizenship behavior makes a difference in organizational outcomes (Organ, 1997) because an organization which 'depends solely upon its blueprints of prescribed behavior is a very fragile social system' (Katz, 1964, p. 132). When carried out by a group of employees over a certain degree of time, organizational citizenship behavior will increase organizational effectiveness (Podsakoff et al., 2000). Relating this to small and medium sized enterprises, the most important objective of SME owners is probably to maintain continuity (Koch and de Kok, 1999) and to accomplish this; the small workforce within SMEs needs to perform some degree of innovative and spontaneous behavior in order to keep the organization performing well. According to the studies of Organ (1988) and Podsakoff et al. (1990; 2000), organizational citizenship behavior consists of five categories:

1. Conscientiousness:

Conscientiousness is defined as '*behaviors on the part of the employee that go well beyond the minimum role requirements of the organization, in the areas of attendance, obeying rules and regulations and taking breaks*' (Podsakoff et al, 1990, p. 115). Employees who are conscientious will increase performance levels because employees' are willing to work above average doing their best to improve results (Podsakoff et al., 2000). Conscientious employees can handle their responsibilities; a leader can be sure that business rules will be met and that no extra breaks are taken. Employees who are behaving conscientiously increase the productivity of themselves as well as their leader, because those employees do not need much supervision which provides extra time for the supervisor to handle his other tasks (Podsakoff et al., 2000). Due to the informal working procedures and short communication lines, SME owners need and value employees who are working hard for the sake of the organization. They need employees who can be trusted and who will follow organizational policies even when they are not checked upon.

2. Sportsmanship:

Sportsmanship is defined as the '*willingness of employees to tolerate less than ideal circumstances without complaining*' (Podsakoff et al., 1990, p. 115). Employees attending in sportsmanship are not complaining with regard to unimportant matters and focus on what went well instead of what went wrong. Problems are not overrated and the employee does not need much attention of his supervisor, which saves time for more productive purposes. Next to this, sportsmanship behavior of employees might set an example for others which will reduce complaining, increase satisfaction and enhance employee retention (Podsakoff et al., 2000). Considering the extensive number of personal relations within SMEs, complaining and spreading complaints throughout the workforce could diminish the morale within those companies. Employees attending in sportsmanship, therefore, are very important for maintaining the valued team spirit.

3. Courtesy:

Courtesy is defined as *'discretionary behavior on the part of an individual, which involves helping others by preventing work-related problems to occur'* (Podsakoff et al., 1990, p. 115). Behaving courteously, employees are aware that their behavior might influence colleagues. They will try to prevent problems from occurring which will reduce the presence of conflicts between employees. This has positive effects for the supervisor; there will be a decrease in the amount of time and energy a supervisor spends in solving problems or conflicts which otherwise would have occurred. Within SMEs, in order to maintain productivity with the small workforce, it is of special importance that employees help their leaders by preventing problems from occurring (Podsakoff, 2000). An additional advantage of courteous behavior is that it enhances an organization's ability to adapt to environmental changes. Employees often are the ones most in contact with the customers which gives them the advantage of knowing more about changes in the market. When those employees attend in courteous behavior, they are willing to help the organization by making their colleagues and leaders aware of these changing markets. In this way, the organization will be more able to adapt quickly to these changes which will benefit organizational performance (Podsakoff, 2000).

4. Altruism:

Altruism is defined as *'all discretionary behavior that has the effect of helping others with an organizationally relevant task and/or problem'* (Podsakoff et al., 1990, p. 115). Altruistic behavior of employees has two main advantages. First, the helping behavior of employees towards colleagues enhances productivity; the exchange of 'best practices' between employees could help them in becoming more productive. Next to this, doing work for absent or busy colleagues will maintain productivity as well as it increases organizational flexibility (Podsakoff et al., 2000). Especially with a limited workforce and a 'learning-on-the-job' environment, it is important that employees help each other out. An additional advantage is that while employees help each other, their supervisor does not have to spend time and energy in solving these problems. Employee altruistic behavior enhances the team spirit within organizations which is strengthening personal relations and the feeling of belonging to a team which is found to be so important within SMEs. Employees like working for the organization; a friendly atmosphere makes the organization more attractive to work for and it is therefore less likely that employees will leave the organization (Podsakoff et al., 2000).

5. Civic Virtue:

Civic virtue is defined as *'behavior of the employee that implies the responsible participation in the political life of the organization, like attending meetings and reading the intramural mail'* (Podsakoff et al., 1990, p. 115). Civic virtue is not taken into consideration in this research, because previous research only showed a weak correlation with leadership behavior (Podsakoff et al., 1996).

2.2.1 ANTECEDENTS OF OCB

Organizational citizenship behavior will occur when several antecedents are present. As made clear the focus within this research lies within 'leadership behavior' which also is an antecedent of organizational citizenship behavior. Leadership behaviors were found to be important in influencing employees to show organizational citizenship behavior. However, leadership behavior is not the only antecedent influencing organizational citizenship behavior. There are a number of other antecedents that also play a role in predicting organizational citizenship behavior which are employee characteristics, task characteristics and organizational characteristics (Podsakoff et al., 1996; 2000).

1. Employee characteristics

Podsakoff et al. (1996) argued that the individual characteristics of employees are influencing the presence of organizational citizenship behavior. Characteristics of employees are the degrees of knowledge, training and experience they have; the way they react to rewards; whether they are professionally oriented and whether they have a need to work independently (Podsakoff et al., 1996; 2000). Demographic variables (like age and gender) as well as dispositional factors (factors from inside a person) were found to be not directly nor significantly related to organizational citizenship behavior. Role ambiguity, role conflict and indifference to rewards were all negatively related to the presence of organizational citizenship behavior with correlations ranging from -.08 to -.25. None of the other employee characteristics (ability, experience, training and knowledge; professional orientation; need for independence) were strongly and consistently related to any of the citizenship behaviors (Podsakoff et al., 2000).

2. Task characteristics

The characteristics of tasks also could be influencing organizational citizenship behavior. Task characteristics are task feedback, task routinization and intrinsically satisfying tasks (Podsakoff et al., 2000). When tasks themselves provide adequate feedback this will motivate employees to go beyond requirements. For example, when things go wrong and tasks provide the needed information on what went wrong, employees can immediately respond to these mistakes. Employees are able to directly tell what went wrong and how this can be improved. In this way, employees are more motivated to work and more motivated to improve working processes. Task feedback therefore was positively and significantly correlated (correlations ranging from .16 to .21) to organizational citizenship behavior. When tasks are intrinsically satisfying employees will like what they are doing and they will be more willing to make extra efforts. Intrinsically satisfying tasks were positively and significantly related (correlations ranging from .14 to .27) to organizational citizenship behavior. But when tasks become routine for employees, work is often getting boring. Boring tasks will not motivate employees to make extra efforts; therefore task routinization had a negative, significant correlation (ranging from -.10 to -.30) with organizational citizenship behavior.

3. Organizational characteristics

Organizational characteristics are organizational formalization, organizational inflexibility, group cohesiveness, amount of advisory and/or staff support, rewards outside the leader's control and the degree of spatial distance between supervisors and subordinates (Podsakoff et al., 1996; 2000). Podsakoff et al. (2000) found group cohesiveness (ranging from .12 to .19), perceived organizational support (.19) and rewards outside the leader's control (ranging from -.03 to -.17) to be significantly related to, some factors of, organizational citizenship behavior. In contrast, organizational formalization, organizational inflexibility, the amount of advisory/staff support and the spatial distance were not consistently related to, some factors of, organizational citizenship behavior.

Within this research, interest is on examining the effects of the antecedent 'leadership behavior'. Leadership behaviors have the highest correlations with organizational citizenship behavior. Podsakoff et al. (2000) found transformational leadership behavior to be positively related to organizational citizenship behavior with correlations ranging from .13 to .26. Next to this, contingent reward behavior also was significantly related to OCB with correlations ranging from .25 to .26. The influence of leadership behavior on the organizational citizenship behavior of employees is interesting to study in small and medium enterprises because the mentioned characteristics, values and unique approaches of those organizations feed our expectation that leadership behavior will have different effects within SMEs. The presence of a small workforce ensures that leaders have a more direct influence on their employees; strong personal relations are more easily built which has a positive influence on employee behavior and also on the presence of organizational citizenship behavior.

However, studying small and medium sized enterprises has another advantageous side effect. Small and medium sized enterprises have a low degree of organizational formalization, a low degree of organizational inflexibility, a high level of group cohesiveness, a small degree of advisory and staff support and a small distance between leader and employee. Therefore, the focus on small and medium sized enterprises causes several organizational factors to be controlled for. Next to this, in order to study organizational citizenship behavior in a type of SME that was hardly studied before, this research focused on technology or production oriented organizations. Within these organizations task and employee characteristics did not differ that much, thus additional advantage is that these characteristics are to some extent also controlled for. Within production-oriented organizations, the degree of routinization and the level of intrinsically satisfying tasks are on a comparable level. Next to this, in these organizations almost all employees have the same degree of knowledge, training, experience and professional orientation. These production-oriented SMEs mainly employ people with a lower educational and/or technical background. Employees within these organizations mainly learn on the job and want to remain with the organization for a long time. However, it must be noticed that employee characteristics are never completely the same. Every employee has unique characteristics which are difficult to change.

Returning to the topic of this research, small and medium sized enterprises are studied because leaders within these organizations are expected to have differing effects on their employees' organizational citizenship behavior. What this differing effect exactly is, is explored in the next section.

2.3 THE EFFECT OF LEADERSHIP BEHAVIOR

As was made clear in the previous section, leadership behavior is of high importance in influencing organizational citizenship behavior (Podsakoff et al., 2000). Directing employees in a way that commits them to the organization and that makes them willing to 'walk the extra mile' is a job in itself. But what exactly is the effect of leadership behavior on the degree of organizational citizenship behavior shown by employees? Leadership behavior is an antecedent of OCB meaning that the presence of specific leadership behaviors could enhance, neutralize or diminish degrees of organizational citizenship behavior (Podsakoff et al., 2000). Due to the special characteristics of SMEs, it is very important to have employees who are willing to behave flexibly and who are willing to perform above and beyond contractual requirements. Showing effective leadership behaviors will help to achieve an increase in employees' willingness to show more organizational citizenship behavior.

The origin of the leadership behaviors discussed here, starts within the Ohio State study of consideration and initiating structure where the path-goal theory was derived from (House, 1996). The essential notion of the path-goal theory is that leadership '*will be effective to the extent that leaders complement the environment in which their subordinates work by providing the necessary cognitive clarifications to ensure that subordinates expect that they can attain work goals*' (House, 1996, p. 326). Within this research, effective leadership is leadership behavior that positively influences the levels of organizational citizenship behavior shown by employees. Following House (1996) this can happen through three important things emerging from this path-goal notion. First, leaders are complementing the environment and thus, not only leadership behavior will influence employees. Second, leaders provide clarifications in order to direct employees through their work. Third, leaders ensure employees that they can attain work goals. This path-goal theory was the precursor of House's charismatic leadership theory (House, 1996) which later was developed into the Full Range of Leadership model (FRL) by Bass (Bass, 2008). This model is the most promising model in leadership research at this moment because the model can be seen as universally acceptable; while situational contingencies make a difference, the hierarchy of effects within the FRL holds (Bass and Riggio, 2006, p. 16). Within this model a distinction is made between laissez-faire leadership, transactional leadership (clarifying exchange relationships) and transformational leadership (inspiring and developing employees' abilities). In the next sections, the different leadership behaviors will be theoretically clarified whereafter the influences of these leadership behaviors on the presence of organizational citizenship behavior will be discussed.

2.3.1 LAISSEZ-FAIRE LEADERSHIP (LFL)

Laissez-faire leadership can be defined as non-leadership; it is the avoidance or absence of leadership. The leader is not making necessary decisions, is postponing the answering of important questions, is delaying actions and is ignoring his responsibilities. Laissez-faire leaders are not available when needed and are keeping themselves out of important affairs; the leader's authority remains unused (Bass and Riggio, 2006, p. 9). Laissez-faire leadership represents a non-transaction which is highly ineffective, because it makes employees feel their performance is not noticed at all. Not showing any interest in their employees or the working processes employees are involved in, laissez-faire leaders are not motivating employees to behave as corporate citizens; employees will not feel motivated to do more than is expected from them. Especially within SMEs, laissez-faire leadership will not lead to spontaneous voluntary behavior. Within SMES, the short, informal communication lines and strong personal relations are valued; the total absence of a leader will diminish this friendly atmosphere. Employees will feel let down because all tasks are entrusted to them while there is no interest, guidance or control from the leader at all.

Employees will not behave conscientiously and will complain more; they will feel less likely to show behavior that is benefiting the organization. Therefore, laissez-faire leadership is expected to have negative effects on the organizational citizenship behavior shown by employees.

Hypothesis 1: Laissez-faire Leadership behavior will have a negative effect on the organizational citizenship behavior shown by employees.

2.3.2 TRANSACTIONAL LEADERSHIP (TAL)

Taking this a step further, traditional views of leadership effectiveness have focused primarily on what have been called transactional leadership behaviors (Podsakoff et al., 1990). Transactional leadership is about exchanging rewards (or punishments) for the work employees are doing (Bass and Riggio, 2006, p. 8). The bases of transactional leadership behavior lay in different theories; for example the expectancy theory (i.e. Lawler and Suttle, 1973), the exchange theory (i.e. Cropanzano and Mitchell, 2005) and the path-goal theory (House, 1996). Individuals have a strong self-interest and will show behavior that will maximize the expected return from their performance (Lawler and Suttle, 1973), so potential outcomes must be attractive. There must be a linkage between behavior and outcome and employees need to know what is expected from them (Pearce et al., 2003). Expectancy theory states that motivation is a function of (1) the likelihood that effort will lead to successful accomplishment of a certain goal, (2) the likelihood that the successful accomplishment will result in the securing of outcomes or rewards, and (3) the valence of these outcomes; that is the value that people attach to the outcomes (Lawler and Suttle., 1973). Employees will find a balance in what they give and what they obtain in exchange and often the consequence of a behavior is an important determinant of whether the behavior will be repeated (House, 1996; Pearce et al., 2003). Rewards that are exchanged can be economic (financial/tangible) or socio-emotional (relational/non-tangible). Social exchanges generate obligations through interactions which can build reciprocity or negotiated rules (Cropanzano and Mitchell, 2005). Employees get rewarded, but in exchange they need to fulfill the work that is agreed upon. When this is functioning effectively, empirical findings suggest that employees are not that self-interest driven as many thought which results in higher levels of organizational citizenship behavior (Lawler and Suttle, 1973). Following the reasoning of the expectancy theory, House (1996) stated that leaders have a direct influence in motivating their employees. Leaders need to ensure that employees intrinsically value the goals that need to be achieved. Leaders also must be sure that employees know their efforts are leading to goal accomplishment and that these accomplishments lead to valued rewards. The path-goal theory is a theory of instrumentalities and expectancies and at the same time a theory of task- and person-oriented leader behavior. Leader behaviors need to facilitate the work done by their employees meaning that leaders need to plan, schedule, organize and personally coordinate the work done by subordinates. Next to this, leaders need to provide coaching, guidance and feedback to help employees develop and utilize the knowledge and skills they have. This needs to be done to meet expectancies and performance standards, thus to perform effectively (House, 1996). Within SMEs, it is expected that leaders have more abilities and possibilities to guide and coach their employees properly because those leaders have a lot of relevant production and/or task knowledge. Most leaders have on-the-job experiences themselves, which makes it easier to understand the technologies and thus, to lead employees by setting expectancies and delivering instrumentalities (Matlay, 1999).

Following Bass and Riggio (2006, p. 8), transactional leadership consists of two components: only interfering when exceptions occur (management-by-exception) and rewarding employees based on their performance (contingent reward).

MANAGEMENT-BY-EXCEPTION PASSIVE (MBE-P)

Leaders engaging in management-by-exception passive behavior are monitoring the work of employees in a passive manner. They are waiting passively for exceptions, deviances, mistakes and errors to occur before taking corrective action. Management-by-exception passive leaders will not intervene when everything is proceeding normally; the motto is 'if it ain't broke, do not fix it'. These leaders, therefore, fail to interfere before problems become serious (Bass and Riggio, 2006, p. 4-8). Passively monitoring the work that employees fulfill and waiting until deviances and mistakes occur results in leadership behavior that is always one step behind on what is practically going on. Feedback is given inadequate and goals are not made clear. This causes a decrease in employee motivation; while employees need clear goals and timely feedback to perform effectively, a passive leader provides no psychological structure to follow (House, 1996). The leader is focused on fixing mistakes and irregularities meaning that he will only notice the things that went wrong instead of the things that went well. Employees will have the idea that they invest more than what they obtain in exchange. When leaders within SMEs passively wait until problems become serious, this will have an effect on the whole organization. The small workforce has a small amount of unspecialized tasks to do in an informal atmosphere. Due to the strong personal relations, leaders within small businesses often find it hard to reprimand their employees. However, this is necessary because when mistakes or failures are observed too late this will have negative effects (Matlay, 1999). It is obviously better to directly detect and solve possible problems. A management-by-exception passive leader behavior does not motivate employees to show conscientious or altruistic behaviors because they probably will not even observe their employees as being corporate citizens. Employees, therefore, will only do what is asked and what is expected; nothing more. Although the effects are less negative than when a leader is completely absent, again employees will not work above average and will not voluntarily help colleagues with problems, simply because the focus is on mistakes and deviances and their leader will not value or appreciate the citizenship behavior that is shown.

Hypothesis 2: Management-by-Exception Passive will have a moderate negative effect on the organizational citizenship behavior shown by employees.

MANAGEMENT-BY-EXCEPTION ACTIVE (MBE-A)

Leaders engaging in management-by-exception active behavior are actively monitoring mistakes, errors and deviances from standards to take corrective action when necessary. Leaders are accurately following the production processes and pointing their attention on mistakes, exceptions and irregularities (Bass and Riggio, 2006, p. 8). When work is actively monitored, mistakes and failures are found before they occur and therefore can be solved beforehand. Immediately solving these failures and complaints makes employees aware of necessary improvements. Next to this, directing employees' attention toward these failures will make them able to learn from their mistakes. This is important, because employees will be more motivated when they know what went wrong and more importantly how they can improve this (House, 1996). Actively keeping track of all mistakes makes it easier for leaders to give feedback because these leaders are aware of the processes their employees are involved in (Bass and Avolio, 2004). This also makes employees aware that their performance and extra efforts are noticed. Although, within SMEs, work-related complaints and problems are mostly being dealt with in informal discussions (Matlay, 1999), most important is that leaders do point employees' attention to mistakes and failures. This will make employees more focused on preventing

problems and will make them more willing to help others with their problems. Although the focus is still on mistakes and deviances, the leaders' active monitoring is expected to reciprocate in higher levels of organizational citizenship behavior (Podsakoff et al., 2000).

Hypothesis 3: Management-by-Exception Active will have a moderate positive effect on the organizational citizenship behavior shown by employees.

CONTINGENT REWARD (CR)

Leaders engaging in contingent reward behavior are promising or actually offering rewards to employees in exchange for satisfactorily carrying out an assignment (Bass and Riggio, 2006, p. 8). Contingent reward behavior makes employees perceive that they administer rewards equally upon their performance. Leaders let subordinates know what they are expected to do, they clarify the rules and procedures under which the work needs to be done and they schedule and coordinate the work. Leaders provide assistance and clarify the degree to which employee effort would result in the attainment of goals and the degree to which their performance would be rewarded through for example pay, advancement or job security (House, 1996; Bass, 2008). Those rewards need to be valued by employees in order to maximize their efforts to achieve goals (House, 1996). Leaders cannot contingently reward employees when their work is not evaluated; monitoring the production processes provides the opportunity to give employees high-quality feedback at the right times. This feedback is useful in developing processes and employees (Steelman, Levy and Snell, 2004). The leaders' active involvement in and monitoring of employees working at the operational processes leads to the development of an appropriate reward system (Yukl, 1989). Organizational citizenship behavior, however, is behavior that is not explicitly recognized by the formal reward system (Organ, 1988). Thus, next to a formal system, the organization has to reward employees by offering something 'extra', for example in personal rewards like showing satisfaction, ensuring job security and increasing employees' growth and development. The most important thing is that employees must value the outcomes of showing organizational citizenship behavior (Matlay, 1999). Although a lot of SME leaders view the financial aspects of employees as a complex and difficult aspect of their management responsibilities, it is necessary to clarify these, for employees important, aspects (Matlay, 1999). The low degree of specialization in the production processes of SMEs, makes it even more important for leaders to clarify the work that employees need to do and the rewards that can be obtained when tasks are carried out properly. This clarification of work and expectancies, while at the same time providing information over what employees will get in exchange, is motivating them to finish their jobs and to make extra efforts when needed. Employees are more likely to actively prevent problems and to complain less because they know that their leaders will monitor citizenship behavior and will appreciate this. Therefore, augmenting the effects of management-by-exception, contingent reward behavior is expected to enlarge the presence of organizational citizenship behavior by showing positive effects.

Hypothesis 4: Contingent Reward will have a positive effect on the organizational citizenship behavior shown by employees.

Transactional leadership is mainly oriented towards the monitoring and rewarding of tasks that are performed by employees. Clarifying behavior is of special importance; the path to goal achievement and the rewards that can be obtained in exchange must be clear in order to motivate employees (House, 1996; Bass and Riggio, 2006). The effects of transactional leadership behavior can be augmented by engaging in transformational leadership behavior. Transformational leaders focus on the employees within an organization and they try to transform the minds and values of their employees for the benefit of the organization. Transformational leaders take care of the individual and intellectual ambitions of employees while at the same time they are charismatically spreading a vision of the future to enthuse their employees (Bass and Riggio, 2006).

2.3.3 TRANSFORMATIONAL LEADERSHIP (TFL)

In the last decades, the focus of research attention has shifted towards transformational leadership. According to House (1996, p. 334) the path-goal theory '*needed to be supplemented with a set of propositions concerning leaders who empower followers and arouse motives to enhance intrinsic valences*'; and that is exactly what transformational leaders do. Transformational leaders transform or change the basic values, beliefs, needs, preferences and attitudes of followers so that they are willing to perform beyond the minimum levels specified by the organization (Podsakoff et al, 1990; Lowe, Kroeck and Sivasubramiam, 1996). Transformational leadership behavior stems from the previous charismatic leadership theories (House, 1996), but behaving transformationally involves more than just behaving charismatically. Transformational leadership behavior can be performed by employing one or more of the following four components of which the last two components, together, can be labeled as 'charisma' (Bass and Riggio, 2006, p. 6):

INDIVIDUALIZED CONSIDERATION (IC)

Engaging in individualized consideration, a transformational leader treats employees as individuals with own needs, capacities and ambitions. By paying close attention to differences among his employees the leader is able to appoint and thereby develop the strengths of employees (Bass and Riggio, 2006, p. 7). Being individually considerate, transformational leaders spend time teaching and coaching; learning opportunities are offered which will make followers strive for higher performance levels (Boerner, Eisenbeiss and Griesser, 2007). Leader behavior directed toward the satisfaction of subordinate's needs and preferences is expected to increase performance; especially when this behavior is contingent with and consistent to the expectations and goals that are set. Transformational leaders identify themselves with their followers' needs. Looking to the individual behind all employees, leaders are able to create a friendly and supportive work environment (House, 1996). Within, SMEs the flat organizational structure, small workforce and close personal relations make it easier for leaders to focus on every individual having his own needs, preferences and ambitions. But, from the other side, in organizations with a limited workforce it is also of special importance to treat employees as individuals instead of a group. Employees certainly will not accept to be seen as 'a number'. Due to the close contacts and informality within SMEs, it is important that employees and leaders know each other and each others' strengths. Leaders who are showing individualized consideration make employees feel they do matter. Employees will trust their leader and will feel attached to him. Focusing on the different needs and ambitions of employees while also developing them will make employees more willing and more able to perform beyond requirements. Employees are motivated to work above average, are more likely to attend in sportsmanship and will behave conscientiously to reciprocate for the given chances. Therefore, it is expected that individualized consideration will have a strong positive influence on the level of organizational citizenship behavior shown by employees.

Hypothesis 5: Individualized Consideration will have a strong positive effect on the organizational citizenship behavior shown by employees.

INTELLECTUAL STIMULATION (IS)

Engaging in intellectual stimulation, a transformational leader constantly stimulates employees to be innovative and creative. Employees are challenged to question assumptions, to reframe problems and to approach old situations in new ways. An intellectually stimulating leader checks from time to time whether certain assumptions are still right and, when needed, motivates employees to look at multiple angles of a problem (Bass and Riggio, 2006, p. 7). This is expected to cause employees to strive for higher standards of performance and to display more self-confidence in their abilities. To accomplish this, intellectually stimulating leaders are setting challenging goals, are seeking improvement, are emphasizing excellence in performance and are showing confidence in the attainment of high levels of performance (House, 1996). Goals need to be set accurately; if goals can impossibly be achieved this is demotivating. However, if goals are judged as being too easy, this also brings disappointing results. Goals need to be challenging but attainable in order for employees to think creatively and to perform their tasks in innovative ways (Kerr and Landauer, 2004). Empowerment is needed in order to enable employees to come up with their own intentions thus leading to greater effort and performance (House, 1996). Although the central role and power of the owner makes that leaders within SMEs often have difficulties empowering their employees; taking a hands-off approach is needed to intellectually stimulate employees in some situations (Menon, 2001). Being stimulated to think critical and innovative, employees will be more likely to think about ways to prevent problems with and to show helping behavior towards their colleagues. Intellectual stimulation with a focus on exploring new working approaches makes employees feel able to perform their tasks and to feel competent to do more than they always thought they could do. An intellectually stimulating leader, therefore, develops subordinates to perform beyond the expected levels which will increase levels of organizational citizenship behavior shown by employees (Podsakoff et al., 1990).

Hypothesis 6: Intellectual Stimulation will have a strong positive effect on the organizational citizenship behavior shown by employees.

INSPIRATIONAL MOTIVATION (IM)

Engaging in inspirational motivation, a transformational leader creates a compelling vision of the future and exhibits trust in the achievement of goals (Bass and Riggio, 2006, p. 6). By doing this, he provides meaning and challenge to the work which in turn motivates and inspires employees (Boerner et al., 2007). Talking enthusiastic about the future will motivate and challenge employees to reach established goals. Those goals need to be stretched (Kerr and Landauer, 2004); employees should be challenged to use their creativity and to work hard for the achievement of the pursued goals. To inspire employees, transformational leaders formulate an attractive and clear vision of the future and show confidence that the desirable goals will be reached. Instead of being directed and controlled, autonomy must be given to employees. Providing autonomy allows and encourages employees to direct and control themselves in carrying out their responsibilities. In this way, their goals can most effectively be aligned with the goals of their leader and the goals of the larger organization (Bass and Riggio, 2006). Within

SMEs, empowering and inspiring employees is a crucial issue; the centralized role of the owner and the one-way communication lines to that owner often make it hard for employees to influence the planned direction of the organization. The high responsibilities cause SME owners wanting to keep full control over their business. The informal atmosphere and small workforce, however, feed the expectation that participation seems more logical than keeping full control (Koch and de Kok, 1999). Thus especially within SMEs it is important to highlight the challenges of the work exhibiting trust in the capabilities of employees and in the attainment of the organizational goals. When leaders display a high degree of enthusiasm and optimism this is also likely to result in the creation of a strong team spirit (Boerner et al., 2007). Employees are serious about their work and likely to help colleagues with their problems; they are motivated to 'walk the extra mile'. Inspirational motivation, therefore, is expected to have a strong and positive influence on the levels of organizational citizenship behavior shown by employees.

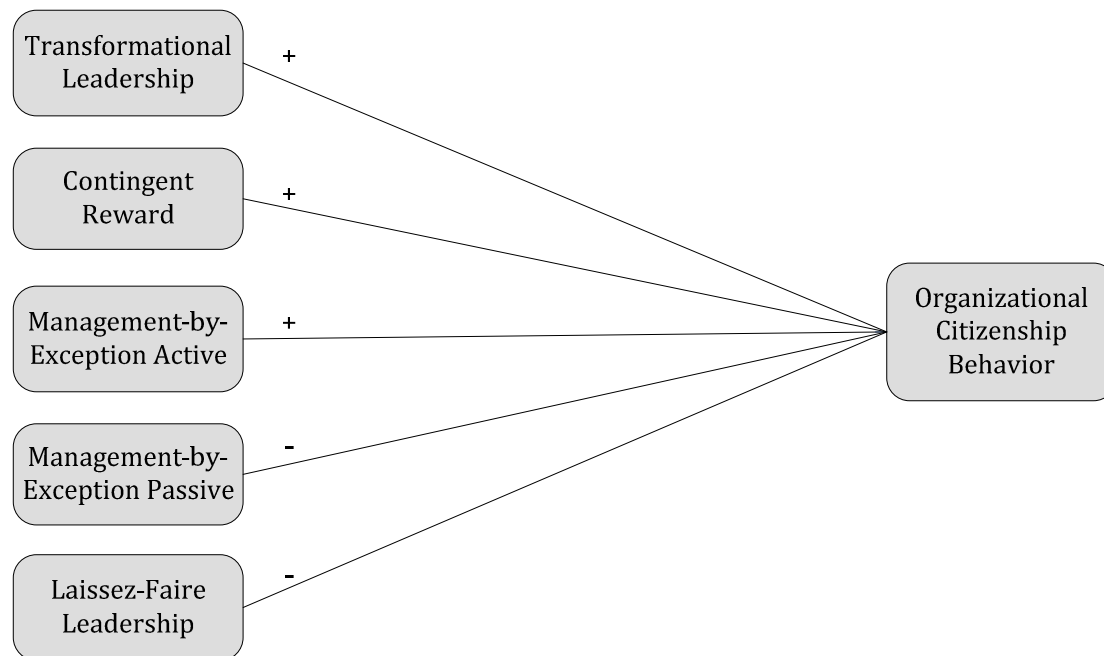
Hypothesis 7: Inspirational Motivation will have a strong positive effect on the organizational citizenship behavior shown by employees.

IDEALIZED INFLUENCE (II)

Engaging in idealized influence, a transformational leader talks enthusiastically about his core values and beliefs and gives employees the feeling that they are working for a higher purpose. The transformational leader is charismatic and behaves like a role model ensuring that he will be respected and trusted (Bass and Riggio, 2006, p. 6). Idealized influence can be behavioral or attributed; but since one cannot change the attributed characteristics of a leader, this research focuses only on the behavioral part. Transformational leaders are acting like role models while charismatically presenting their vision of the future. They talk about their biggest values and beliefs and let their conscience play a role in taking decisions (Bass and Riggio, 2006). Next to this, transformational leaders give employees the feeling that they are working for a higher purpose and emphasize the importance of having a joint mission. In this way, transformational leaders are able to increase employees' attachment to and involvement in the firm. SME owners, however, need to watch out for their centralized role; due to their firm coordination and top-down communication, employees can easily feel uncomfortable to spread out ideas and talk about them with the owner (Koch and de Kok, 1999). It is important that employees know where the organization is heading towards and what their role in this is, but it is also important to involve employees in this process of goal-development. Employees need to be trusted and need to be given autonomy. This will enhance employees' trust in and respect and admiration towards their leader. This is expected to reciprocate in employees who are not complaining, who are willing to solve and prevent problems and who are working above average; all for the benefit of the organization. Therefore, idealized influence also is expected to have a strong positive influence on the organizational citizenship behavior shown by employees.

Hypothesis 8: Idealized Influence will have a strong positive effect on the organizational citizenship behavior shown by employees.

The entire range of hypotheses can be displayed graphically in the following model. For the ease of interpreting the model, individualized consideration, intellectual stimulation, inspirational motivation and idealized influence are taken together as ‘transformational leadership’ because they all are expected to have the same effects.



Model 1 – the Full Range of Leadership model and OCB

As previously mentioned, transformational leadership behaviors are believed to augment the impact of transactional leader behaviors on employee outcome variables, because ‘followers feel trust and respect towards the transformational leader and they are motivated to do more than they are expected to do’ (Yukl, 1989b, p. 272). Therefore, the above mentioned leadership behaviors cannot just be seen as distinct concepts; they form a cumulative scale. Figure 1, presented on the next page, perfectly shows the ascending order of the leadership behaviors. To start with laissez-faire (or non-) leadership; leaders do not take their responsibilities and avoid making important decisions meaning that they do not influence employees at all which has negative effects. In order to have an influence, a leader first of all needs to monitor employee performance based on the mistakes, deviances or irregularities in the employee’s working processes. Doing this makes a leader able to contingently reward employees based on their monitored performance. To really motivate employees, however, leaders must act transformational and focus on the intrinsic factors. In this way, employees are encouraged to perform beyond requirements.

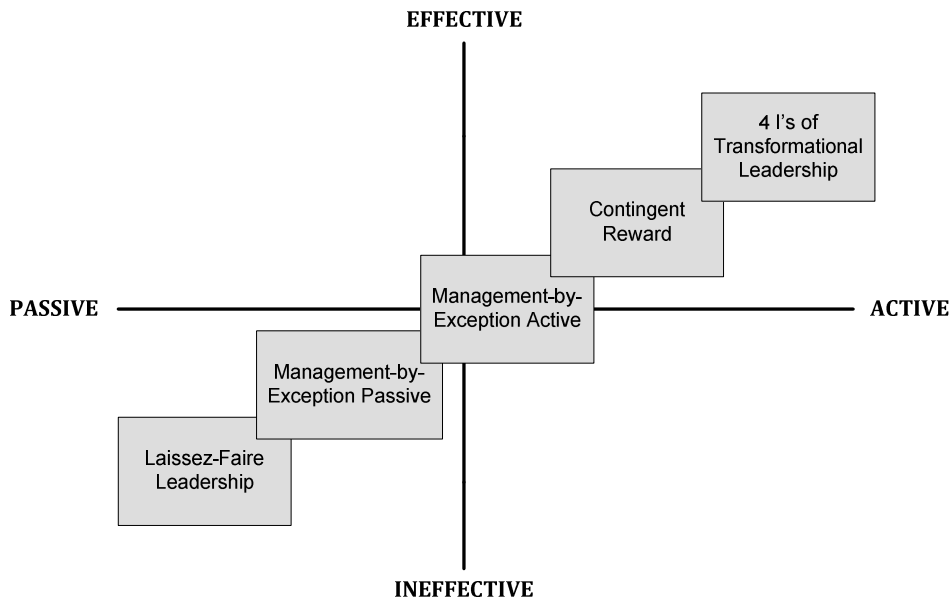


Figure 1: Hierarchy within the Full Range of Leadership Model (Bass and Riggio, 2006, p. 9)

Thus, the hierarchy of effects on the organizational citizenship behavior shown by employees is as follows. Transformational leadership behavior is most effective because of its person-oriented approach. Transformational leaders are able to treat employees as individuals, developing their individual strengths. At the same time, transformational leaders focus on the development and stimulation of employees' abilities; they are encouraging employees to think innovatively and to be creative. Next to this, transformational leaders act like role models; they enlarge motivation and gain trust by showing confidence in their employees and the broader goals of the organization. All of these things make employees wanting to strive for excellence, willing to perform extra efforts to reach the organizational goals. Contingent reward is next most effective because employees are motivated by the clarification of exchanges. Employees know what is expected from them and know which path to follow in order to obtain the desired results. Getting clear feedback and knowing which way to go, employees feel more motivated to do their work and automatically they will be more willing to help colleagues or be conscientious. Management-by-exception is next most effective, because the leader only focuses on mistakes, failures and deviances of the standard. By doing this in an active manner, leaders are able to give feedback and to set clear goals which might induce moderate levels of organizational citizenship behavior. However, when the monitoring of mistakes and failures is a passive undertaking, then effects will be slightly negative because the path to follow is not made clear and feedback is always given too late. Employees will be complaining more easily and will not be willing to work above average. Laissez-faire leadership is least effective, because the leader is mostly absent and he is showing no interest in the employees at all. Therefore, he is not able to influence his employees to go beyond requirements (Bass and Riggio, 2006, p. 84). This hierarchy of effects suggests that leaders must behave transactional first in order to be an effective transformational leader; meaning that the best leaders are both transactional and transformational (Bass and Riggio, 2006; O'Shea, Foti, Hauenstein and Bycio, 2009).

2.4 INTERACTION EFFECTS

2.4.1 THE IMPORTANCE OF TRUST

In the previous section, one concept appears to be of high importance: trust. Podsakoff et al. (1990) argue that extra efforts only are performed when there is a certain degree of trust between the leader and its followers. Rousseau, Sitkin, Burt and Camerer (1998, p. 395) studied the influence of trust in various disciplines and came up with the following definition: *'trust is a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behaviors of another'*. When these positive expectations are fulfilled, leaders create faith and loyalty among their employees (Podsakoff et al., 1990). How could trust influence the relationship between leadership behavior and organizational citizenship behavior?

Laissez-faire leadership behavior, the total absence of a leader, is not fostering any trust and is even diminishing the levels of trust that employees have in their leader. Leaders who are not there when needed and who are walking away for their responsibilities are expected to be seen as untrustworthy. Especially within smaller organizations, the total absence of a leader will diminish the feelings of trust that employees have in their leader. The low levels of trust are expected to lower the relationship between laissez-faire leadership behavior and the organizational citizenship behavior shown by employees.

Although transactional leadership has proven to be directly related to organizational citizenship behavior and especially to sportsmanship (.143) and altruism (.147); transactional leadership behaviors are said not to be influencing trust (Podsakoff et al., 1990). However, the focus on a fair and dependable exchange of rewards might foster trust anyway (Dirks and Ferrin, 2002). With regard to management-by-exception; leaders gain trust to monitor employee performance while employees show more citizenship behavior knowing that their performance is not noticed and therefore, not appreciated. Leaders engaging in management-by-exception are creating 'deterrence-based trust' (Rousseau et al., 1998). Deterrence-based trust emphasizes someone will meet his job requirements because of the sanctions that will appear when rejecting to do the job. Deterrence-based trust is important within management-by-exception because sanctions are the only way to control employees in an environment where only mistakes are noticed. Negative with regard to this, is that control comes into sight when adequate trust is not present. All the detailed contracts and narrow job conditions can get in the way of creating trustworthy relationships; people do not need to have trust when work is highly structured and easily monitored (Rousseau et al., 1998). When leaders engage in contingent rewarding, another form of trust emerges: calculus-based trust. Calculus-based trust is based on rational choice; work is done based on economic exchange and when employees perceive that their performance is becoming beneficial they will show higher levels of trust in their leader. Because of the focus on exchange, calculus-based trust is often limited to short-term performance or failure (Rousseau et al., 1998). Giving rewards contingent upon achievement will exhibit higher levels of trust in leaders, because employees consider them as trustworthy (Whitener, 1997). Important with respect to the context of this research is to mention that the close personal relations between leader and employee within SMEs will make it easier to foster trustful relations. These trustful relations will make employees more willing to engage in spontaneous behavior benefiting the organization. Thus, effects of transactional leadership behavior on the organizational citizenship behavior shown by employees are expected to be strengthened by the presence of trust.

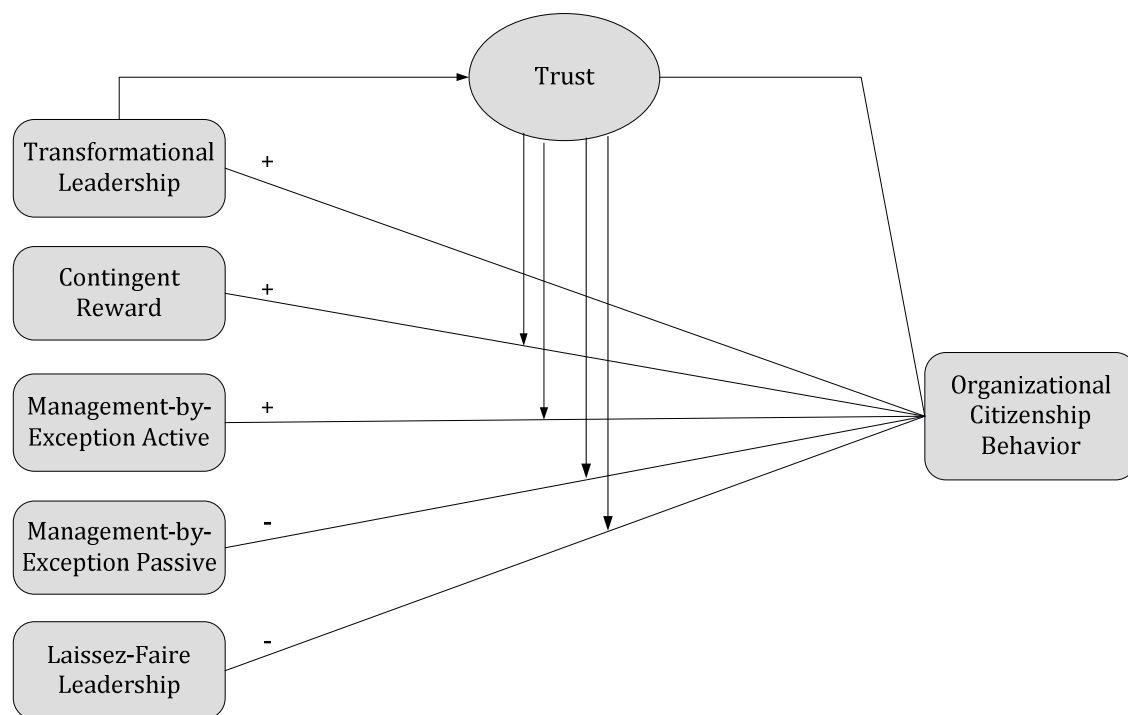
Hypothesis 9: Trust is moderating the relation between laissez-faire and transactional leadership behavior and organizational citizenship behavior.

While transactional leaders focus more on the fact that employees will obtain fair rewards and that they will fulfill the work that needs to be done, transformational leaders are more focused on the relationship with their followers (Dirks and Ferrin, 2002). Podsakoff et al. (1990) found that transformational leadership had no direct effects on organizational citizenship behavior (correlations ranging from -.047 to -.297), but that transformational leaders were influencing citizenship behavior through levels of trust. Transformational leadership behavior was influencing trust with correlations ranging from .800 for charisma, .320 for individualized support to -.130 for intellectual stimulation. Trust in the supervisor, in turn, was influencing organizational citizenship behavior (correlations ranging from .273 to .459). Transformational leadership behavior is often expected to exhibit high levels of trust; through the leader's focus on establishing social relationships with their followers, by maintaining their integrity and dedication and by demonstrating their faith in followers (Dirks and Ferrin, 2002; Bass and Riggio, 2006). Serving as a role model, motivating and inspiring subordinates, stimulating intellectual efforts and paying individual attention to each employee is likely to result in higher levels of trust in and respect for the leader (Podsakoff et al., 1990). Leaders need to foster this trust by exhibiting specific behaviors which will increase employees' willingness to do whatever it takes to maintain productivity; to do more than sometimes is expected. Organizational citizenship behavior from employees will arise when high levels of trust are experienced within the leader-employee relationship (Rousseau et al., 1998). Transformational leaders intellectually stimulate their followers to rethink problems and to take risks. When employees are challenged to take risks they will feel trusted and will reciprocate this by showing trust in their leader (Pillai et al., 1999). Next to this, transformational leaders are able to build trust by identifying themselves and the organizational goals with the ideas that employees have when creating an attractive vision. Employees' needs are being taken into consideration and next to this, employees know that their leaders deserve the levels of trust they are showing in return. Thus, transformational leadership behavior is focused on creating trustworthy relations and therefore, the effects of transformational leadership behavior on the organizational citizenship behavior shown by employees are expected to be achieved through the achievement of these trustworthy relationships.

Hypothesis 10: Trust is mediating the relation between transformational leadership behavior and organizational citizenship behavior.

The kind of trust being built between leader and employee through transformational leadership can be labeled as 'relational trust' (Rousseau et al., 1998). Relational trust derives from repeated interactions and repeated cycles of exchange; risk taking and successful fulfillment of expectations strengthens these levels of trust. Whereas deterrence-based and calculus-based trust are limited to exchanges monitored on performance and mistakes, relational trust involves a broader array of exchanges including personal and emotional support (Rousseau et al., 1998). In this way, transformational leadership behaviors are believed to augment the impact of transactional leader behaviors, because 'followers feel *trust* and respect toward the leader and they are motivated to do more than they are expected to do' (Yukl, 1989b, p. 272; Podsakoff et al., 1990). Trust based on exchanges and monitoring is developed easier, while building trustworthy relationships takes more time. However, trustworthy relationships between leader and employee are seen as more valuable and reliable than trustworthy exchanges between leader and employee (Rousseau et al., 1998).

A certain degree of trust between leader and employee must be present in order to work with each other, especially within SMEs. The valued personal relations and informal working procedures within SMEs make trust of high importance. Without trust, employees will not perform beyond their requirements or will not be flexible because they do not know whether it is going to be valued and rewarded; employees will feel anxious about their leader (Podsakoff et al., 1990). As long as employees have a certain degree of trust in their leader and in the organization, the organization can count on reciprocation through organizational citizenship behavior (Organ and Konovsky, 1989). Trust is therefore expected to influence the relation between leadership behavior and organizational citizenship behavior (Podsakoff et al., 1990; Pillai et al., 1999; Bolino and Turnley, 2003). Leadership behavior needs to foster trustful relations, because high levels of trust make followers feel motivated to help other people, motivated to prevent problems and motivated to behave conscientiously. In short, when certain degrees of trust in the leader are present, employees are more willing to perform above and beyond requirements (Yukl, 1989b; Podsakoff et al., 1990). The following model graphically shows the expected relationships:



Model 2 - the Full Range of Leadership model and OCB/Trust

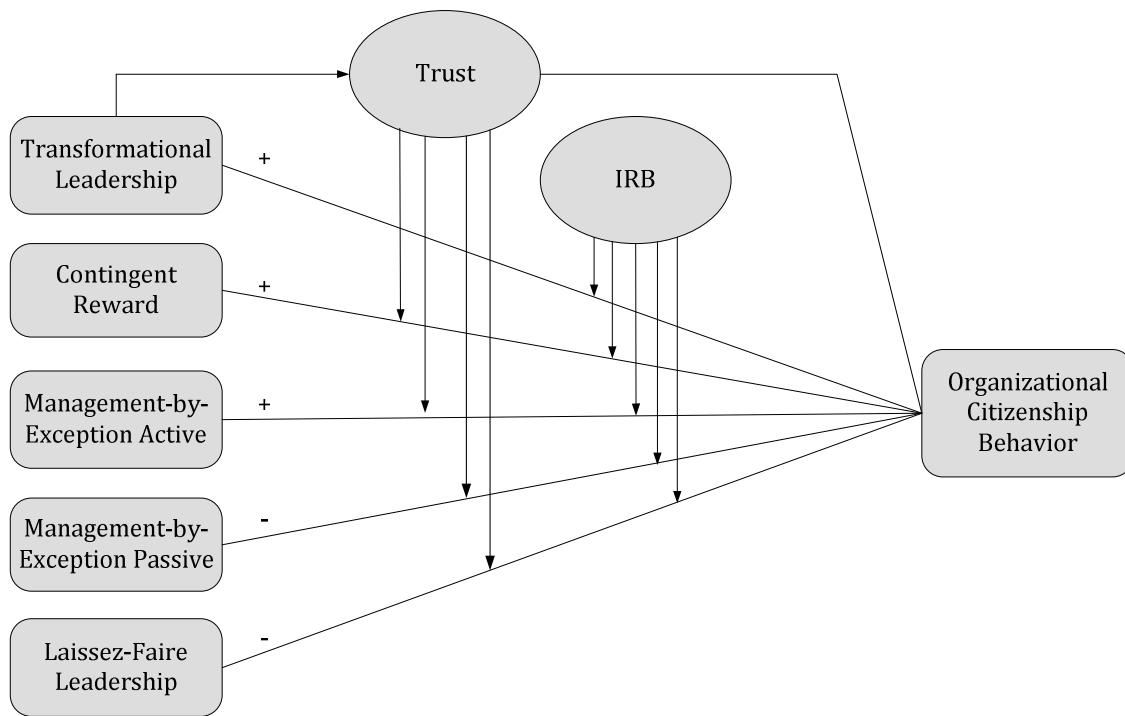
2.4.2 CONTROLLING FOR IN-ROLE BEHAVIOR

Like Katz (1964) stated there are three basic types of behavior identified to be essential for an organization to function effectively of which two are of importance here: (a) people need to meet specific role requirements, but (b) there also needs to be some kind of spontaneous activity that goes beyond these role prescriptions. It is clear that in-role behavior (a) is distinguished from extra-role behavior (b). However, especially within small and medium sized enterprises, organizational citizenship behavior is often confused with levels of in-role behavior. In-role behavior (IRB) can be defined as '*behavior that is recognized by formal reward systems and is part of the requirements belonging to the job*' (Mesu, van Riemsdijk and Sanders, 2009, p. 3). The term requirement is chosen, instead of job descriptions, because in SMEs one may find that jobs are not always well described (Mesu et al., 2009). As stated above, jobs within SMEs are broadly described which makes the distinction between OCB and IRB vague. When employees do not know what is exactly required of them in their jobs, how are they able to show in-role behavior and actually know the difference with extra-role behavior?

Informality and a flat organizational structure makes communication easy; employees and employer know each other well and therefore the mentioned dimensions of organizational citizenship behavior are almost self-evident within SMEs. Employees could have the idea that these dimensions are part of their jobs; for example with contingent reward behavior, when employees believe that their leader administers rewards contingent upon good performance, they engage in citizenship behavior as a means of obtaining rewards (Podsakoff et al., 2000). With the broadly described job requirements, OCB dimensions like conscientiousness and courtesy could easily be confused with in-role behavior because they contain items that involve behaviors such as following rules and respecting others at work (Vey and Campbell, 2004). However, it is important to make a clear distinction between in-role and extra-role behavior because employees have greater control over the exercise of organizational citizenship behaviors than over the exercise of in-role requirements (Organ, 1988).

Organizational citizenship is not formally rewarded, has the essential notion of voluntarily 'walking an extra mile' and increases organizational effectiveness in itself. Distinguishing between in-role and extra-role behavior makes a difference in employees' perceptions towards their job. However, employees still need to think that showing this behavior will lead to rewards indirectly. When employees know their behavior could be rewarded they are proven to be more frequently showing organizational citizenship behavior (Morrison, 1994). For example, the level of organizational citizenship behavior shown by an employee could determine the impression that an employee makes on his supervisor; this impression could influence the recommendation of the supervisor when chances for promotion or salary increases occur. These things, however, are not formally written down and are not tangible. To exclude that OCB and IRB are confused and to control for variance in OCB measures that is not associated with performance of IRB, measures of IRB should always be included and used as a control variable (Williams and Anderson, 1991).

All the above results in the following, overall model, to be tested:



Model 3 - the Full Range of Leadership model and OCB/Trust/IRB

3. METHODOLOGY

This research is part of a PhD-research which studies the effects of leadership behaviors on the commitment, flexibility and organizational citizenship behavior of employees within small and medium sized enterprises. This research comprises a much larger sample; within four years data is hopefully gathered from approximately 200 small and medium sized enterprises in order to generalize the results to a broader context. The large sample size then gives a good representation of the effects that leadership behaviors have in these organizations. This research only focuses on the effects of leadership behavior on the organizational citizenship behavior shown by employees; but data about all topics were gathered to use them in the overall database to benefit the larger research in creating a larger sample size.

The theoretical overview discussed in the previous chapter provides a starting point for outlining the research design. This section focuses on the methodological aspects of the research. First the overall research design is discussed whereafter the used research instruments and the research sample gets specific attention.

3.1 RESEARCH DESIGN

The aim of the research is to analyze what influence leadership behavior has on the organizational citizenship behavior shown by employees within small and medium sized enterprises. This research has an analytical purpose; it analyzes the topic 'leadership behavior' within a new context (SMEs). Within SMEs, not much is known about the effect of the different leadership behaviors. Therefore, this research is trying to test relations that are established in research within large organizations; goal is to test whether the theoretical assumptions can also be verified in the environment of small and medium sized enterprises. The research was conducted by means of a survey; questionnaires were administrated to a sample of respondents. The advantage of doing survey research is that research can be done quickly, the possibility of anonymity is high and costs are low (Babbie, 2004). Because overall research will be conducted on a large population and to maintain high reliabilities, the use of standardized questions makes survey research most applicable.

In order to test the predicted effects that leadership behavior has on the levels of organizational citizenship behavior shown, six production-oriented small and medium-sized enterprises within the region of Twente were approached and willing to participate in the research. First, appointments with the owners were made to further clarify the research and to gather general information about the organization. In these appointments, the further progress of the research was clarified and the participating number of respondents was determined. Questionnaires were distributed to preferably all employees within the organization. In the events that this was not possible, due to a lack of time (filling in a questionnaire took about twenty minutes) or resources (employees were working at location), the participating employees were randomly chosen in the organizations. To preclude that employees and leaders would give favorable answers, subordinates were asked to fill in a questionnaire about their direct leader and these direct leaders were asked to fill in a questionnaire about their subordinates. Subordinates were asked to rate their leaders' behavior and the levels of trust they had in him. Their leaders, in turn, were asked to fill in a questionnaire about the organizational citizenship behavior and in-role behavior shown by the employees.

After data was gathered, it had to be analyzed in order to draw conclusions. A report with the results and recommendations was written for each organization separately. Next to that, data was aggregated to draw conclusions about the overall pattern of leadership behavior and its effects on organizational citizenship behavior. The instruments that were used to obtain this are discussed in the next section.

3.2 RESEARCH INSTRUMENTS

As already explained throughout the theoretical chapter, leadership behavior (the independent variables) has an effect on the organizational citizenship behavior shown by employees (the dependent variable). This effect was expected to be influenced through trust and needed to be controlled for the effect of in-role behavior. Data was obtained with the use of several validated measurement instruments. First, an interview with the owner-manager was conducted and provided general information about the organization; information about the organizations' history, the number of employees and the products of the organization. Next to that, questionnaires were distributed to employees and their direct supervisors within these organizations. As said before, to enhance validity, two formats of questionnaires were used; one questionnaire for employees who rank their supervisors and one questionnaire for supervisors who would rank their employees. The whole questionnaire can be found in appendix 1.

General Questions

At first, several general questions are being asked in order to see what the characteristics of the employees are. Employees and supervisors are asked for their:

- Gender; *two categories*: male and female
- Age; *five categories*: 20 years and younger, between 21 and 30, between 31 and 40, between 41 and 50 and 51 years and older.
- Education; *four categories*: (1) lower education, including lower general education, lower vocational education (LBO) and lower general secondary education (MAVO/VMBO); (2) medium education, including medium vocational education (MBO); (3) higher general education, including higher general secondary education (HAVO) and preparing university education (VWO); (4) higher vocational education, including higher vocational education (HBO) and university (WO).
- Organizational tenure; *open question*: to knowledge how long employees and supervisors work for this organization.

Leadership Behavior

The levels of transformational, transactional and laissez-faire leadership behavior present within these organizations and departments were measured with the MLQ, Form 5X (Bass and Avolio, 2004). Although all leadership behaviors have consistent reliabilities over .71, one dimension is left out of this research. 'Idealized influence attributed' was not measured because attributions of leaders cannot be changed. This research only focuses on the behavior of leaders, which indeed can be developed or changed.

Organizational Citizenship Behavior

Whether employees are working above and beyond requirements was measured with a 24-item scale of Podsakoff et al. (1990). All categories of organizational citizenship behavior show reliabilities between .82 and .85. One dimension is left out; civic virtue was not measured because it is not validated in previous research showing only a weak correlation with leadership behavior (Podsakoff et al., 1996).

Trust

To examine the influence of trust in the leader on the relationship between leadership behavior and organizational citizenship behavior, a 6-item scale of Podsakoff et al. (1990) was used. This scale shows reliabilities of above .90 and measures employees' levels of faith in and loyalty to the leader.

In-Role Behavior

To control for in-role behavior, to see whether employees are really outperforming their 'normal' duties or just fulfilling their job requirements, a 7-item scale on in-role performance appraisal of Williams and Anderson (1991) was used. The scale shows reliability of .91.

All the measurement instruments used a 5-point Likert scale with the following values:

- | | | |
|----|--------------|----------------------------|
| 1: | Never | Strongly disagree |
| 2: | Infrequently | Tend to disagree |
| 3: | Sometimes | Neither agree nor disagree |
| 4: | Frequently | Tend to agree |
| 5: | Always | Strongly agree |

3.3 RESEARCH SAMPLE

This research is focused on small and medium sized enterprises. It is impossible to collect data from all small and medium sized enterprises within the Netherlands, so sampling is necessary. When creating a sample, not all small and medium sized enterprises were acceptable to participate in this research. Sampling was based on several purposes meaning that the organizations needed to have specific characteristics. Organizations that are considered representative are autonomous organizations, existing more than five years which have between 10 and 250 people employed. By interviewing the owners of the participating organizations, it became clear that they did not have an idea which leadership behaviors were shown in their organization. Next to this, they did not have an idea how these behaviors were affecting their employees and their employees' working behavior. All owners were interested to examine this and therefore they provided the resources needed to conduct this research.

The units of analysis in this research are the different leaders in the small and medium sized companies. The units of observation are the same leaders, but also the subordinates. Six organizations are part of the sample having one to four departments resulting in a total number of 18 supervisors to be studied. Overall, the research sample consists of organizations that are particularly production-oriented; all employees that are included in the sample are employees with a technical background. To keep this production-oriented and technical focus, questionnaires were only distributed to employees working at the main operating processes of the firm. The workforces within these organizations range from 18 to 110 employees. Although small and medium sized enterprises are defined as having 10 to 250 people employed, the choice fell deliberately on organizations with fewer employees because these organizations are really different from their larger counterparts in terms of formalization and hierarchy.

The most favorable situation would be that all employees and all leaders within an organization would participate in this research, however this would cost the organizations too much time and with that, money. Filling in a questionnaire took about fifteen to thirty minutes, depending on the respondent, and in the organizations with more than thirty employees a random sample often needed to be taken in order to reduce the costs spend on the research. When not all employees could be involved in the research, the owner provided an employee list from which employees were randomly selected to participate. In other organizations, a couple of departments were randomly selected to participate in which all employees filled in a questionnaire about the behavior of their leader. This resulted in a participating number of 125 employees and 18 leaders. The characteristics of the participating organizations can be found in table 3.3.1 below:

Organization	Description	Department	N employees
A	Organization which produces technical installations which are supplied to both corporate and private customers. The organization exists since 1967 and employs 110 people over ten departments	1	6
A		2	8
A		3	12
B	Organization which produces machines and machine parts to a very broad market. The organization exists since 1903 and employs 35 people over two departments.	4	7
B		5	9
C	Organization which produces and delivers above average-sized houses/bungalows which are supplied to corporate as well as private customers. The organization exists since 1967 and employs 60 people over five departments	6	1
C		7	4
C		8	10
C		9	3
C		10	11
D	Organization which produces anchoring systems and expanding systems for balcony, concrete walls and facades. The organization exists since 1995 and employs 27 people over four departments	11	5
D		12	5
D		13	5
D		14	7
E	Organization which is delivering installations for the treatment of water. These installations are delivered to corporate as well as private customers. The organization exists since 2001 and employs 58 people over four departments.	15	10
E		16	7
E		17	5
F	Organization which delivers metallic coatings on metallic substrates for technical and functional applications. The organization exists since 1997 and employs 18 people over two departments.	18	10

Table 3.3.1 Characteristics of the participating organizations

Looking at the characteristics of the research sample that are summarized in table 3.3.2, it becomes clear that all supervisors and almost all employees were male. This is probably due to the fact that all organizations have a production-oriented focus; all participating organizations are producing a product or delivering a technology. It is generally known that within these technological branches, mostly male people are employed. Most employees had a fixed contract (90 %); only few employees were working on a temporary (9%) or flexible (1%) base. Next to this, most employees were working 40 hours a week (75%); few employees worked more having a contract of 45 hours a week (2 %), and few employees worked less having contracts of 38 hours (10 %), 36 hours (8 %) or less than 36 hours (5 %).

The average age of employees was 38.98 years and the average organizational tenure was 10.59 years. Most employees joined the organization in their younger years and stayed working there for a long time. The average age of the supervisors was 45.89 years and their organizational tenure was 20.87 years. Thus, supervisors are a little bit older than their employees and generally worked twice as long for the organization than the employees did. All supervisors were working in the organizations for over three years, except for one. This supervisor, however, knew most of his employees from a previous job. Thus, all supervisors were very familiar with their employees; knowing each other for a long time.

Supervisors			Employees		
Gender	Male	100 %	Gender	Male	98 %
	Female	x		Female	2 %
Age	<20	x	Age	<20	1 %
	21-30	x		21-30	25 %
	31-40	39 %		31-40	31 %
	41-50	33 %		41-50	29 %
	>50	28 %		>50	14 %
Average org. tenure	<10 years	27 %	Average org. tenure	<10 years	62 %
	11-20 years	27 %		11-20 years	22 %
	21-30 years	20 %		21-30 years	12 %
	31-40 years	20 %		31-40 years	4 %
	>40 years	6 %		>40 years	x
Education	Lower education	12 %	Education	Lower education	37 %
	Medium education	38 %		Medium education	48 %
	Higher general education	6 %		Higher general education	7 %
	Higher vocational education	44 %		Higher vocational education	8 %

Table 3.3.2 Characteristics of the research sample

4. RESULTS

As was explained in the previous chapter, data was obtained through survey research within six production-oriented small and medium sized enterprises. After exploring the data, within this chapter the data is statistically analyzed in order to test whether the formulated hypothesis need to be accepted or rejected.

4.1 MISSING VALUE ANALYSIS

A missing value is a 'value that is not available for a subject about whom other information is available' (Vogt, 1999, p. 140). Missing values arise when a respondent fails to answer one of the questions in the survey. In order to detect these missing values and to ensure that they are not affecting the other data, a missing value analysis would be useful. Results of the missing value analysis showed that especially leadership behavior turned out to have a relatively large number of missing values; almost all questions showed one missing value. Three questions had five missing values, six questions had four missing values, four questions had three missing values, fifteen questions had two missing values and four questions had one missing value. Next to this, there was one missing value within organizational citizenship behavior and one missing value within in-role behavior. All these missing values were replaced with a '0' in order to make sure they are not affecting the results of the performed analyses.

What is the reason for these high levels of missing values within leadership behavior? During and after conducting the research it became clear that a reason could be found in the intelligibility of the answers. In almost all organizations some employees remarked that they did not understand what was meant which probably was a reason for them to skip those questions. This lack of understanding could be due to the low educational level that employees within the participating organizations have. Most employees only finished medium vocational education; thus some questions could have given problems because of the difficult formulations. Next to this, most employees did not have thought about their leader in a way the questionnaire asked for. To give an example; employees often did not know whether their supervisor was inspiring them or whether he did consider the moral and ethical consequences of decisions. Thus, the most probable explanation of the high level of missing values lies within the intelligibility of the questions.

4.2 OUTLIER ANALYSIS

When performing statistical analysis, searching for possible outliers is of high importance because those outliers could cause coefficients to change greatly and therefore they could seriously affect the results of the data analysis. Outliers can be defined as 'extreme scores that do not fit the overall pattern of the data' (Reinard, 2006, p. 100). With the use of Mahalanobis' Distance (D^2) and scatter plots, outliers were detected. By including all departments in the analysis, Mahalanobis' Distance had a minimum of 1.09 and a maximum of 11.55. With five predictors and sixteen events (leaders), D^2 needed to be below 11.20 at an alpha risk of 0.05. The founded D^2 indicated that at least one outlier was noticed; department 6. Looking at the scatter plots, shown in appendix 2, it was even expected that two departments were outlying the data; department 6 and 9. To check this, all departments with standard deviations above two from the mean were deleted and Mahalanobis' Distance was computed more extensively. From the standard deviations, only department 9 was found to be more than two standard deviations away from the mean. Because department 6 consists of only one employee, standard deviation was zero. This probably was the reason that this outlier was not detected in this way.

What to do with the detected outliers? Following the guidelines of Reinard (2006), outliers may be deleted when they can be explained as coming from populations fundamentally different from the rest of the sample. The departments within this research all had more than four employees, except for the outlying departments. The supervisor of department 6 had just one employee to lead and the supervisor of department 9 only three. The small number of employees under one supervisor could be the cause of the outlier outcomes. Because the ratio within these departments is 1:1 or 1:3, leaders and employees know each other very well which also could be a disadvantage in that employees' know that their answers are not that confidential. Leaders would immediately know which employee is mentioned which could be a cause for not letting negative feelings show. Thus, it can be said that the population where these outliers come from show differences with the other departments in the sample. For that, the observations within department 6 and department 9 are excluded from further analysis. After excluding the departments, the minimum number for D^2 was 1.463 to a maximum of 8.001. So the departments left showed no outliers and could be used within the rest of the research. Overall, this resulted in the exclusion of 4 employees and 2 leaders; but still questionnaires of 121 employees and 16 leaders were included in data analysis. See appendix 3 for a comprehensive overview of the means and standard deviations divided per department.

4.3 FACTOR ANALYSIS

In order to assess whether the different constructs are one-dimensional factor analysis is applied. Within a factor analysis '*patterns among the variations in the values of several variables are found*' (Vogt, 1999, p. 89); it is used to check whether a construct measures only one concept. There are two types of factor analysis (Reinard, 2006, p. 404): exploratory factor analysis (in which there are no hypotheses to guide predictions of factor structures) and confirmatory factor analysis (in which hypotheses are made about the expected factor structures). Because the factor structures were not established yet, exploratory factor analysis, or more precise, principal component analysis is conducted to see on which factors the items loaded without blindly using the hypotheses developed in chapter two. Regarding to factor analysis, there is no universally accepted rule (Reinard, 2006, p. 423), but the guideline that is used in this research is that factor loadings of the items need to be above .300 to keep them into the study. Factor loadings of items that were below .300 were excluded because those factor loadings were too low to be found reliable on those factors. Rule of the thumb is that factor analysis requires a reasonable sample size of at least 10 participants per variable (Reinard, 2006, p. 410-412); the 121 employees and 16 leaders who are participating are sufficient to test the used variables.

Organizational Citizenship Behavior	Factor 1	Factor 2	Factor 3	Factor 4
E1. Attendance at work is above the norm	0,801			
E2. Does not take extra breaks	0,835			
E3. Obeys company rules and regulations even when no one is watching	0,791			
E4. Is one of my most conscientious employees	0,527			0,352
E5. Believes in giving an honest day's work for an honest day's pay	0,748			
E6. Consumes a lot of time complaining about trivial matters (r)		0,865		
E7. Always focuses on what is wrong, rather than the positive side (r)		0,721		
E8. Tends to make 'mountains out of molehills' (r)		0,774		
E9. Always finds fault with what the organization is doing (r)		0,790		
E10. Is the classic squeaky wheel that always needs greasing (r)	0,447	0,706		
E11. Takes steps to try to prevent problems with other workers			0,725	
E12. Is mindful of how his/her behavior affects other people's jobs			0,627	0,318
E13. Does not abuse the rights of others	0,319		0,731	
E14. Tries to avoid creating problems for co-workers			0,816	
E15. Considers the impact of his/her actions on co-workers			0,827	0,319
E16. Helps others who have been absent				0,876
E17. Helps others who have heavy workloads	0,419		0,306	0,607
E18. Helps orient new people even though it is not required				0,745
E19. Willingly helps others who have work related problems				0,876
E20. Is always ready to lend a helping hand to those around him/her	0,356	0,475		0,425

Table 4.3.1 Factor analysis organizational citizenship behavior

As can be seen in above table, organizational citizenship behavior loads on four different factors which is in accordance with the expectations derived from the theory. Although some items show an overlap with other factors; it can be concluded that, overall, the four dimensions are independent and were differentiated by the respondents. The above items load well on the intended factors indicating that the factor structure of organizational behavior is consistent and can be used in further analyses.

Laissez-Faire Leadership	Factor 1
B5. Avoids getting involved when important issues arise	0,674
B7. Is absent when needed	0,563
B24. Avoids making decisions	0,823
B29. Delays responding to urgent questions	0,821

Table 4.3.2 Factor analysis laissez-faire leadership

Management-by-Exception Passive	Factor 1	Factor 2
B3. Fails to interfere until problems become serious	0,298	0,936
B11. Waits for things to go wrong before taking action	0,839	
B16. Shows that he/she is a firm believer in 'if it ain't broke, don't fix it'	0,703	
B18. Demonstrates that problems must become chronic before taking action	0,841	

Table 4.3.3 Factor analysis management-by-exception passive

Management-by-Exception Active	Factor 1
B4. Focuses attention on irregularities, mistakes, exceptions and deviations from standards	0,765
B19. Concentrates his/her full attention on dealing with mistakes, complaints and failures	0,709
B21. Keeps track of all mistakes	0,786
B23. Directs my attention toward failures to meet standards	0,596

Table 4.3.4 Factor analysis management-by-exception active

Contingent Reward	Factor 1
B1. Provides me assistance in exchange for my efforts	0,825
B10. Discusses in specific terms who is responsible for achieving performance targets	0,779
B15. Makes clear what one can expect to receive when performance goals are achieved	0,780
B31. Expresses satisfaction when I meet expectations	0,756

Table 4.3.5 Factor analysis contingent reward

Laissez-faire leadership showed a perfect factor structure; the construct totally loaded on one factor meaning that it is one-dimensional and can be used in further analysis. In contrast, transactional leadership (management-by-exception passive, management-by-exception active and contingent reward) showed no good factor structure which is probably due to the differences between the concepts and the expected differences in their effects. Because of these differences, transactional leadership behavior could not be seen as one construct, so factor structures were calculated for each construct separately. Looking at the above tables, it is clear that these factor structures were much more consistent. Contingent reward and management-by-exception active all loaded on the intended factor. However, within management-by-exception passive one item had to be excluded in order to get a consistent factor structure. This is remarkable, because the first two questions are almost the same. The only difference is that the items were formulated otherwise, which probably is the reason that employees gave different answers regarding their supervisor.

Transformational Leadership	Factor 1
B14. Spends time teaching and coaching	0,787
B17. Treats me as an individual rather than just a member of a group	0,414
B25. Considers me as having different needs, abilities, and aspirations from others	0,590
B27. Helps me to develop my strengths	0,854
B2. Re-examines critical assumptions to question whether they are appropriate	0,600
B8. Seeks differing perspectives when solving problems	0,673
B26. Gets me to look at problems from many different angles	0,715
B28. Suggests new ways of looking at how to complete assignments	0,742
B9. Talks optimistically about the future	0,584
B12. Talks enthusiastically about what needs to be accomplished	0,743
B22. Articulates a compelling vision of the future	0,765
B32. Expresses confidence that goals will be achieved	0,699
B6. Talks about his/her most important values and beliefs	0,676
B13. Specifies the importance of having a strong sense of purpose	0,811
B20. Considers the morale and ethical consequences of decisions	0,362
B30. Emphasizes the importance of having a collective sense of mission	0,736

Table 4.3.6 Factor analysis transformational leadership

As can be seen in above table, the four components of transformational leadership behavior also did not hold in factor analysis. Dealing with the factor structure of transformational leadership behavior was even more problematic than dealing with the factor structure of transactional leadership behavior. Although previous research provided evidence for the problematic and inconsistent factor structure of the MLQ (Bycio, Hackett and Allen, 1995), the four components of transformational leadership fed the expectation that transformational leadership would load on four independent factors. Unfortunately, no clear factor structure emerged from the analysis. All items generally loaded on one factor which indicates that transformational leadership probably does not consist of four independent factors; there is just one overall factor named transformational leadership. Therefore, the four components were combined resulting in one consistent transformational leadership factor structure. Due to this new factor structure, the four hypotheses based on the components of transformational leadership also need to be combined which leads to the following aggregated hypothesis: *'transformational leadership behavior will have a strong positive effect on the organizational citizenship behavior shown by employees'*.

Trust	Factor 1
C9. I feel quite confident that my leader will always try to treat me fairly	0,881
C10. My manager would never try to gain an advantage by deceiving workers	0,818
C11. I have complete faith in the integrity of my manager/supervisor	0,892
C12. I feel a strong loyalty towards my leader	0,839
C13. I would support my leader in almost any emergency	0,758
C14. I have a divided sense of loyalty towards my leader (r)	0,514

Table 4.3.7 Factor analysis trust

In-role Behavior	Factor 1	Factor 2
E21. Adequately completes assigned duties	0,810	
E22. Fulfills responsibilities in job description	0,909	
E23. Performs tasks that are expected of him/her	0,911	
E24. Meets formal performance requirements of the job	0,873	
E25. Engages in activities that will directly affect his/her performance evaluation		0,978
E26. Neglects aspects of the job he/she is obligated to perform (r)	0,629	
E27. Fails to perform essential duties (r)	0,892	

Table 4.3.8 Factor analysis in-role behavior

The factor structures of the interaction variables, which can be seen in table 4.3.7 and 4.3.8, were also tested. Trust shows very high loadings on the intended factor. All items were consistent in their factor loadings and thus, useful to examine whether trust in the leader is present within the organization. The factor structure of in-role behavior was less consistent; item E25 highly loaded on another factor and therefore is inconsistent with the rest of the scale. This item was excluded from further analysis; in-role behavior therefore is measured with six items which all consistently loaded on one factor.

4.4 RELIABILITY ANALYSIS

The factor structure of the used concepts not only needs to be one-dimensional, the constructs also need to be reliable. But before the reliability of the scales was examined, the correlations between the variables were considered first. Regarding the correlations and determination of effects, the guidelines of Reinard (2006, p. 94) are used:

- Very weak effects *correlations ranging from .01 to .10*
- Weak effects *correlations ranging from .11 to .25*
- Moderate effects *correlations ranging from .26 to .50*
- Strong effects *correlations ranging from .51 to .75*
- Very strong effects *correlations ranging from .76 to .99*
- Perfect effect *correlation of 1.00*

Looking at the independent variables, concern arises regarding transformational leadership behavior and contingent rewarding behavior. Very strong correlations were observed ($r = .940$) indicating there is a multicollinearity problem. Multicollinearity is the problem that exists when *'two or more independent variables are highly correlated which makes it difficult if not impossible to determine their separate effects on the dependent variable'* (Vogt, 1999, p. 144). Because the goal of this research is to determine the separate effects of leadership behavior on the dependent variable, a direct analysis to check for multicollinearity has been performed.

Multicollinearity can be checked upon using the tolerance of a scale. The tolerance is *'the proportion of the variability in one independent variable not explained by the other independent variables'* (Vogt, 1999, p. 233). A tolerance approaching zero indicates a problem with multicollinearity because it means that the variable in question contributes very little unique information to the overall model (Reinard, 2006, p. 375). The computed tolerances can be found in appendix 4. For the three different models, the tolerance of transformational leadership behavior was between 0.073 and 0.085 and the tolerance of contingent reward behavior was between .089 and .104. The low tolerance levels indicate that these two concepts contribute a rather limited amount of unique information to the overall models. Thus, as was expected based on the high correlations, there was indeed a multicollinearity problem between transformational leadership behavior and contingent rewarding behavior. Employees did not differentiate between the two constructs meaning that the unique contribution of the two concepts cannot be determined (Reinard, 2006, p. 349).

To solve these multicollinearity problems, a different operationalization of the variables can be used combining the two highly correlated leadership behaviors (Reinard, 2006, p. 380). Factor analysis has been conducted again in order to check whether contingent rewarding behavior loads on the same factor as transformational leadership behavior does and thus, whether these constructs can be combined. With a reliability of .939 all items loaded on one factor with all loadings above .345, this factor analysis is included in appendix 5. The loadings indicate that transformational leadership behavior and contingent rewarding behavior can be combined as being one factor, transformational leadership behavior. However, to emphasize that contingent rewarding behavior is also part of this factor and to emphasize that this new factor is different from the original concept of transformational leadership, the new construct is labeled 'transformational rewarding leadership behavior (TFRL)'.

To ascertain whether multicollinearity is not a problem anymore with the new construct, correlations and tolerance are computed again. Correlations can be found in table 4.4.1 below. The results show that between the independent variables now only moderate correlations were found. Next to this, the lowest tolerance found was .177 which indicates that the multicollinearity problems no longer exist. To test this new factor and its effect, again, the hypothesis is reformulated as follows: '*transformational rewarding leadership behavior is expected to have strong positive effects on the organizational citizenship behavior shown by employees*'.

Now that the encountered problems are solved, reliability of the final factors can be computed. Reliability captures the '*internal consistency of a measure*' (Reinard, 2006, p. 121) which is used to indicate whether the scales that are used are stable and give consistent results. To identify the extent to which a measure is reliable, reliability coefficients are used. Studying behavior, one sort of reliability coefficient is particularly useful: Cronbach's alpha. Cronbach's alpha measures '*the consistency of items in an index*' (Reinard, 2006, p. 129). Ideally, reliability coefficients should be as close to 1.00 as possible; within this research however, the following guidelines are followed (Reinard, 2006, p. 121):

- .90 > : high reliability
- .80 - .89 : good reliability
- .70 - .79 : fair reliability
- .60 - .69 : marginal reliability
- < .60 : unacceptable reliability

The correlations and reliabilities as well as the means and standard deviations of the constructs are provided in table 4.4.1 below:

	Mean	SD	TFRL	MBE-A	MBE-P	LFL	OCB	TRUST	IRB
TFRL	3,23	0,73	(0,939)						
MBE-A	3,25	0,70	0,593***	(0,672)					
MBE-P	2,38	0,82	-0,440**	-0,436**	(0,722)				
LFL	2,18	0,75	-0,763*	-0,416*	0,582***	(0,699)			
OCB	3,61	0,28	0,407*	-0,018	-0,246	-0,605***	(0,915)		
TRUST	4,11	0,70	0,822***	0,411*	-0,406*	-0,862***	0,651***	(0,912)	
IRB	3,82	0,24	0,376*	-0,026	-0,137	-0,638***	0,508**	0,567**	(0,840)

Table 4.4.1 Mean, standard deviations, reliabilities and correlations

* = significant at the 0.10 level

** = significant at the 0.05 level

*** = significant at the 0.01 level

(...) = Cronbach's alpha

Cronbach's alpha needs to be higher than .700 to be fairly reliable, and this is achieved for all constructs except for management-by-exception active. Laissez-faire leadership showed reliabilities very close to .700, but management-by-exception active showed reliabilities that were farther away from that critical point. One possibility to increase reliability is to assess the reliability when one item is deleted; for management-by-exception the highest reliability possible when deleting one item was .685. Because this is only a small increase in reliability, this research settled with a reliability of .672. For the deleted items after factor analysis, it was very clear to see that reliability increased when those items were excluded from the factor structure. The reliability of management-by-exception passive first was .619; but by excluding item B11, reliability increased to .722. The same applies for in-role behavior, when item E25 was excluded, reliability increased from .840 to .912.

4.5 ANALYSIS OF VARIANCE

The individuals who participated in this research belonged to different groups. A relative small group of individuals were merged into being a department and a larger group of individuals together formed an organization. As stated by Burke, Finkelstein and Dusig (1999, p. 49) *'there is an increasing trend to describe and study relations between group- or organizational-level variables where the individual is the original unit of theory, measurement and data analysis'*. This research also needs to transform individual responses to group level statements, outcomes and relationships. In the following sections it is analyzed whether the participating departments and organizations are different or that their responses are the same. This is done by using deviation indices and through comparing means.

4.5.1 DEVIATION INDICES

To determine whether the employees within the groups agree with each other, the interrater agreement level is analyzed. The interrater agreement level is seen as *'the degree to which judges assign the same raw score to a rated object'* (Burke et al., 1999, p. 50). To do this, standard deviations can be used which tell how the whole collection of values varies from each other. The standard deviation can be seen as a ruler for comparing an individual value to the group (Devaux et al., 2008, p. 112); the average deviation (AD) is useful when studying these groups. Advantage of the average deviation is that it is interpretable in terms of the original scale (Burke et al., 1999). Thus, to study whether agreement exists regarding the used scales within this research, a deviation index is made to illustrate to which degree the employees varied regarding their responses.

ORGANIZATIONAL LEVEL

Organization	N	TFRL	MBE-A	MBE-P	LFL	OCB	IRB	Trust
1	26	0.70	0.64	0.93	0.69	0.01	0.13	0.67
2	16	0.81	0.78	0.70	0.59	0.01	0.09	0.72
3	25	0.78	0.81	0.78	0.93	0.42	0.30	0.80
4	22	0.58	0.55	0.89	0.60	0.28	0.29	0.49
5	22	0.46	0.53	0.61	0.68	0.03	0.20	0.50
6	10	0.44	0.45	0.53	0.67	0.00	0.00	0.63

Table 4.5.1 Deviation index organizational level

Burke et al., (1999) determined two response ranges for deviation indices based on a 5-point Likert scale. When using a 5-point Likert scale, values need to be less than or equal to 1.00 in order to conclude that agreement exists on that specific scale. This value ranges from 0.00 for perfect agreement to 1.00 for acceptable agreement. As can be seen in table 4.5.1 all values are below 1.00; therefore it can be concluded that the employees within the different organizations agree with each other regarding the responses they gave.

DEPARTMENTAL LEVEL

Department	N	TFRL	MBE-A	MBE-P	LFL	OCB	IRB	Trust
1	6	0.61	0.62	1.08	0.80	-	-	0.40
2	8	0.62	0.62	0.28	0.55	-	-	0.49
3	11	0.76	0.65	1.14	0.75	-	-	0.74
4	6	0.74	0.68	0.66	0.66	-	-	0.85
5	9	0.87	0.81	0.74	0.56	-	-	0.61
7	4	0.43	0.38	0.72	0.43	-	-	0.36
8	10	0.75	0.79	0.84	1.01	-	-	0.88
10	10	0.66	0.80	0.64	0.79	-	-	0.41
11	5	0.14	0.34	0.75	0.49	-	-	0.50
12	5	0.37	0.52	0.37	0.29	-	-	0.35
13	5	0.11	0.33	0.47	0.31	-	-	0.39
14	7	0.89	0.57	0.85	0.83	-	-	0.58
15	10	0.26	0.46	0.44	0.49	-	-	0.49
16	7	0.55	0.44	0.79	0.64	-	-	0.52
17	5	0.60	0.82	0.58	0.89	-	-	0.56
18	10	0.44	0.45	0.53	0.67	-	-	0.63

Table 4.5.2 Deviation index departmental level

The variability of responses within organizations is observed to be relatively low, indicating that employees in the same organization agree with each other. But is this also the case when looking at the different departments within these organizations? The deviations shown in table 4.5.2 indicate that also within departments employees agree with each other on the different scales that were used. However, small abnormalities are observed; three departments do not share opinions within management-by-exception passive or laissez-faire leadership. But table 4.5.2 shows that almost all average deviations were less than or equal to 1.00 and thus can be considered as indicative of acceptable interrater agreement (Burke et al., 1999). It can be concluded that both, within the organizations and within the departments, employees agree with each other regarding the responses they gave. Therefore, the individual responses can be used to examine the concepts on organizational or departmental level.

For organizational citizenship behavior and in-role behavior the analysis of variance cannot be conducted on departmental level, because the leader evaluated his employees and thus for all departments only one questionnaire was filled in. Therefore, no variance within these groups could be reported and thus no deviation index could be made based on these variables.

4.5.2 COMPARING MEANS

In the previous section it has been made clear that there is agreement within the different groups, in this section is explored whether there is agreement between these different groups. An analysis of variance (ANOVA) is done to test whether there is sufficient difference between the participating organizations and the participating departments.

When conducting an analysis of variance, the F-value is calculated. The F-test compares the differences between the means of the groups with the variation within these groups (variance between groups/variance within groups). When the differences between means are large compared to the variation within groups, the null hypothesis would be rejected concluding that the means are not equal (Reinard, 2006, p. 185). The null hypothesis is rejected when the p-value is beneath the significance level (of for example 0.05). The significance level indicates that the probability (p) that a result could have been produced by chance is less than five percent (Vogt, 1999, p. 163). In the following analysis first the different organizations are compared where after the different departments will be analyzed.

ORGANIZATIONAL LEVEL

First, a hypothesis needs to be stated in order to test whether the expected differences between the groups are significant. The null hypothesis states that all the participating organizations are equal while the alternative hypothesis states that the participating organizations differ.

H₀: organization 1 = organization 2 = ... = organization 5 = organization 6

H₁: organization 1 ≠ organization 2 ≠ ... ≠ organization 5 ≠ organization 6

	N	TFRL	MBE-A	MBE-P	LFL	OCB	IRB	Trust
1	26	2.96	3.12	2.73	2.44	3.65	3.72	3.85
2	16	3.60	3.51	2.06	2.27	3.49	3.68	3.99
3	25	2.75	2.82	2.35	2.36	3.61	3.78	3.81
4	22	3.57	3.35	2.06	1.73	3.71	3.92	4.52
5	22	3.47	3.38	2.67	1.99	3.79	4.01	4.45
6	10	3.28	3.72	2.13	2.35	3.13	3.78	4.05
<i>F-value</i>		6.251	4.219	3.055	3.265	13.373	6.921	5.045
<i>Significance</i>		0.000***	0.001***	0.013**	0.009***	0.000***	0.000***	0.000***
<i>Effect size(η²)</i>		0.214	0.155	0.118	0.124	0.368	0.231	0.180

Table 4.5.3 Means + analysis of variance between organizations

* = significant at the 0.10 level

** = significant at the 0.05 level

*** = significant at the 0.01 level

The probability that all leaders within the participating organizations are the same in their leadership behaviors and in their effects is low (significance is all beneath 0.013). It is clear that the null hypothesis can be rejected and that the organizations differ in the responses given.

However, these high significances (p-values) could also be due to the fact that a relatively large sample size is used, because with large sample sizes even trivial effects can have impressive looking significances. This is due to the fact that the significance reflects both the sample size and the magnitude of the effect studied (Reinard, 2006). To really be certain of the magnitude of the effect, effect sizes need to be calculated. The effect sizes show 'how strongly two or more variables are related, or how large the difference between groups is' (Levine and Hullet, 2002, p. 614). The effect size is named eta-squared and is calculated by dividing the between-group sums of squares with the total sums of squares. Eta-squared is also known as correlation ratio

and thus is treated following the previous mentioned guidelines (p. 42) for determining effects by Reinard (2006, p. 94). The effect sizes on organizational level are weak with the lowest value (.124) on laissez-faire leadership. Only the effect size of organizational citizenship behavior can be named moderate (.368); thus there is only a small correlation between the organizations. As was expected, this means that differences between organizations are significant on the studied variables.

DEPARTMENTAL LEVEL

Again, hypotheses are formulated to test whether the expected differences between the groups are significant. The null hypothesis states that all the departments are equal while the alternative hypothesis states that the departments differ.

H₀: department 1 = department 2 = = department 15 = department 16

H₁: department 1 ≠ department 2 ≠ ≠ department 15 ≠ department 16

The results are shown in table 4.5.4 presented below. Again, it becomes clear that the probability that the departments are the same on the measured variables is extremely low (all significances are below 0.006). The null hypothesis is rejected meaning that the departments differ in the presence of leadership behaviors and the effects measured. Next to this, evidence is provided by the effect sizes; the effect sizes between the different departments are weak to moderate (from .253 to .359) suggesting that the departments can be seen as mutually different.

Leader	N	TFRL	MBE-A	MBE-P	LFL	OCB	IRB	Trust
1	6	3.08	2.79	3.06	2.38	3.63	3.94	4.03
2	8	3.23	3.19	2.63	2.34	3.65	3.72	4.23
3	12	2.71	3.23	2.64	2.54	3.65	3.61	3.51
4	7	3.42	3.23	2.24	2.32	3.48	3.78	4.16
5	9	3.73	3.72	1.93	2.23	3.50	3.61	3.85
7	4	3.59	3.56	1.67	1.44	3.95	4.44	4.67
8	10	2.33	2.49	2.60	2.70	3.10	3.72	3.26
10	11	2.84	2.85	2.36	2.39	3.95	3.59	4.00
11	5	3.81	2.90	2.67	1.90	3.70	4.06	4.50
12	5	3.63	3.10	1.40	1.35	4.17	4.33	4.77
13	5	3.80	3.70	1.33	1.50	3.63	3.56	4.67
14	7	3.19	3.61	2.62	2.04	3.43	3.78	4.25
15	10	3.54	3.41	2.85	1.75	3.78	4.22	4.45
16	7	3.23	3.29	2.40	2.43	3.77	3.83	4.36
17	5	3.68	3.45	2.70	1.85	3.85	3.83	4.60
18	10	3.28	3.72	2.13	2.35	3.13	3.78	4.05
<i>F-value</i>		3.811	2.801	2.771	2.366	-	-	3.923
<i>Significance</i>		0.000***	0.001***	0.001***	0.006***	-	-	0.000***
<i>Effect size(η²)</i>		0.352	0.286	0.286	0.253	-	-	0.359

Table 4.5.4 Means + analysis of variance between departments

* = significant at the 0.10 level

** = significant at the 0.05 level

*** = significant at the 0.01 level

On this departmental level, again, the analysis of variance cannot be computed for organizational citizenship behavior and in-role behavior. This is due to the fact that the leader evaluated his employees and thus for all departments only one questionnaire was available. Therefore, no variance within these groups could be reported and thus no analysis of variances could be executed. Although it is expected that leadership behavior causes organizational citizenship behavior to occur, the differences between the organizations and the between the departments next to the small number of responses on organizational citizenship behavior and in-role behavior do not clarify whether these concepts are caused by the leaders or by organizational characteristics.

In order to solve these problems for regression analysis and in order to perform further analysis with a model that ensures normality, data is aggregated. The departments are seen as break variable and the means of all other variables were transformed to a department-mean on the specific variables. A data file is created based on sixteen departments creating sixteen values per variable having the additional advantage that no differences in sample size between the groups exist anymore. This data file is used in the following regression analyses.

4.6 REGRESSION ANALYSIS

In order to assess how much variance within organizational citizenship behavior is caused by leadership behavior, regression analysis has been conducted. Regression analysis is 'a method used to explain or predict the variability of a dependent variable using information about one or more independent variables' (Vogt, 1999, p. 192). Regression analysis is conducted to predict the values of the independent variable by knowing the values of another variable (Vogt, 1999, p. 192). Within this research, four different leadership behaviors (independents) are used to predict the organizational citizenship behavior (dependent) shown by employees. Because of the multiple predictors, linear regression needs to be extended to correlate the independent variables to one dependent variable, organizational citizenship behavior. To accomplish this, multiple regression analysis was applied. Multiple regression analysis is 'a statistical method for evaluating the effects of more than one independent variable on a dependent variable' (Vogt, 1999, p. 146). Multiple regression analysis has several advantages: not only linear effects can be tested, but also curvilinear relationships. Next to this, interactions can be tested and at the same time it is easier to determine how much variation in the dependent variable is explained by a set of variables. Lastly, multiple regression analysis has the advantage that the relative importance of each variable can be identified (Reinard, 2006, p. 346). In the following sections data is analyzed with the use of several regression analyses.

4.6.1 OVERVIEW OF HYPOTHESIS

Number	Hypothesis
1	Laissez-faire leadership has a <i>negative effect</i> on the organizational citizenship behavior shown by employees.
2	Management-by-exception passive has a <i>moderate negative effect</i> on the organizational citizenship behavior shown by employees.
3	Management-by-exception active has a <i>moderate positive effect</i> on the organizational citizenship behavior shown by employees.
4	Transformational rewarding leadership has a <i>strong positive effect</i> on the organizational citizenship behavior shown by employees.
5	Trust is <i>moderating</i> the relationship between laissez-faire and the transactional leadership behaviors and organizational citizenship behavior.
6	Trust is <i>mediating</i> the relationship between transformational leadership behavior and organizational citizenship behavior.

Table 4.6.1 Overview hypotheses

As was illustrated in the theoretical chapter, all these hypotheses are divided over three models. Within the context of the participating small and medium sized enterprises, the first model studies the direct effects of the different leadership behaviors on organizational citizenship behavior. Regression analysis is used to examine whether laissez-faire leadership and management-by-exception passive have a direct negative effect and whether transformational rewarding leadership behavior and management-by-exception active have a direct positive effect on organizational citizenship behavior. The second model deals with the interaction effect of trust; regression analysis is used to examine what influence trust has on the relation between leadership behavior and organizational citizenship behavior. Lastly, the third model, looks whether the variance in organizational citizenship behavior that was thought to be explained by the different leadership behaviors, is not due to the presence of in-role behavior.

Regression analysis delivers a lot of characters in its output that are somewhat difficult to interpret. Therefore some definitions are given:

B = the regression coefficient: a number indicating the values of a dependent variable associated with the values of an independent variable (Vogt, 1999, p. 193). Because statements are done over a sampled population (the six small and medium sized enterprises) instead of over the whole population, the unstandardized regression weights are used. These unstandardized regression weights represent 'an estimate of the change in y corresponding to a 1-unit change in x_1 when all other independent variables are held constant' (Reinard, 2006, p. 351).

Constant/Intercept = the point at which the expected value of the dependent variable corresponds to a score of zero for the independent variables. It is the point where the regression line crosses the vertical axis (Vogt, 1999, p. 112). The constant discusses the grand mean and thus, regarding the separate leadership behaviors, within this research the constant is only seen as a starting value for the predictions since no meaningful interpretation could be given to it (Devaux, 2008, p. 185).

R^2 = the coefficient of determination: reports the proportion of variance in the dependent variable that is explained by knowledge of the optimal combination of two or more predictor variables (Reinard, 2006, p. 352).

Adjusted R^2 = a rough attempt to adjust for the simple fact that when another predictor is added to a multiple regression, the R^2 cannot go down and will most likely go up (Devaux et al., 2008, p. 798). The adjusted R^2 is the coefficient of determination, taking into account all other influencing factors.

To interpret the relationship between variables one first needs to consider the direction of the relationship which can be done by looking at the sign (plus or minus) of the variables. If a B-coefficient is positive it means that when the independent variable increases, than so does the dependent variable. But when a B-coefficient is negative, an increase in the independent variable causes the dependent variable to decrease. When a B-coefficient is equal to zero, no relationship is found (Reinard, 2006, p. 352). Within the hypotheses terms like 'moderate effects' were used; for the ease of interpreting the regression analyses the following guidelines are derived from the correlation ratio and used in determining the effects of the B-coefficient:

- *Very strong negative relationship:* coefficient below -.76
- *Strong negative relationships:* coefficient between -.51 and -.75
- *Moderate negative relationship:* coefficient between -.26 and -.50
- *Weak negative relationship:* coefficient between -.11 and -.25
- *Very weak negative relationship:* coefficient between -.01 and -.10
- *Very weak positive relationship:* coefficient between .01 and .10
- *Weak positive relationship:* coefficient between .11 and .25
- *Moderate positive relationship:* coefficient between .26 and .50
- *Strong positive relationship:* coefficient between .51 and .75
- *Very strong positive relationship:* coefficient above .76

Because of the small sample size of sixteen leaders, the probability value is increased to 10% as being appropriate to show significance. In the following tables, the B-coefficient is mentioned as main number in the matrices; the standard error is mentioned between the brackets under the B-coefficient. The standard error is a measure of sampling error; the smaller the standard error, the better the sample statistic is as an estimate of the population parameter (Reinard, 2006, p. 69). In the next section the direct effects are discussed, the outcomes of all regression analyses are aggregated in appendix 6.

4.6.2 MODEL 1: DIRECT EFFECTS

A direct effect is 'the simple effect of an independent variable on a dependent variable' (Vogt, 1999, p. 133) Thus, first a regression analysis has been conducted to examine the direct effects; the outcomes of this regression analysis are shown in table 4.6.2 below:

Independent → Dependent ↓	TFRL	MBE-A	MBE-P	LFL	Constant	R ²	Adj. R ²
OCB	0,066 (0,261)	-0,264 (0,221)	0,032 (0,158)	-0,478** (0,261)	5,218*** (1,214)	0,460	0,263

Table 4.6.2 Outcomes regression analysis model 1 – OCB

* = significant at the 0.10 level

** = significant at the 0.05 level

*** = significant at the 0.01 level

(...) = standard error

The leadership behaviors together explain more than a quarter of the variance that exists within organizational citizenship behavior (26.3 %), which is a relatively large part. Next to this, the table shows there is a significant constant meaning that leadership behavior in itself is significantly related to organizational citizenship behavior. However, this is not the most remarkable aspect that emerged. Most remarkable were the results for the separate leadership behaviors. Contrary to what was expected, the analysis showed that management-by-exception active behavior had negative effects on organizational citizenship behavior while management-by-exception passive behavior had positive effects. Thus, when leaders actively direct employees' attention to irregularities, failures and mistakes this is having negative effects on the organizational citizenship behavior of employees. In contrast, leaders who are monitoring this in a passive manner, waiting for things to go wrong, have small positive effects on the organizational citizenship behavior shown by employees. Contrasting theory, employees will feel more likely to help their colleagues and to work above average when a leader behaves passive than when a leader behaves active in detecting and solving mistakes.

Transformational rewarding leadership behavior was positively related to levels of organizational citizenship behavior although this relation was weaker than expected. Leaders who are talking about their most important beliefs and values and who are enthusiastic about the future only have a small effect on organizational citizenship behavior. Thus, leaders who spend time teaching and coaching; who help employees to develop their unique strengths and who reward employees contingent upon their performance hardly motivate employees to work beyond requirements. At the opposite of transformational rewarding leadership behavior there is laissez-faire leadership behavior. Laissez-faire leadership has the only significant relation to organizational citizenship behavior, although this is an inverse relation. Completely according to theory, it is proven that laissez-faire leadership behavior is decreasing levels of organizational citizenship behavior. Leaders who are totally absent and who are not there when needed are negatively influencing employees in their behavior.

In the following table the effects of the different leadership behaviors on the individual dimensions of organizational citizenship behavior are presented.

Independent → Dependent ↓	TFRL	MBE-A	MBE-P	LFL	Constant	R ²	Adj. R ²
Conscientiousness	0,183 (0,325)	0,019 (0,275)	0,180 (0,196)	-0,364 (0,324)	3,543** (1,512)	0,338	0,097
Sportsmanship	-0,286 (0,426)	-0,534* (0,360)	-0,219 (0,257)	-1,054** (0,425)	8,990*** (1,979)	0,585	0,434
Courtesy	0,125 (0,364)	0,179 (0,308)	0,154 (0,220)	-0,192 (0,363)	2,560 (1,692)	0,188	-0,107
Altruism	0,238 (0,418)	-0,723** (0,353)	0,011 (0,252)	-0,299 (0,417)	5,806** (1,942)	0,340	0,100

Table 4.6.3 Outcomes of regression analysis model 1 - dimensions OCB

* = significant at the 0.10 level

** = significant at the 0.05 level

*** = significant at the 0.01 level

(...) = standard error

The leadership behaviors together explain a large part of the variance in sportsmanship (43.4%), which was negatively influenced through all leadership behaviors. In contrast, the variance explained regarding conscientiousness, courtesy and altruism was maximally 10%; which is just a small amount. Looking at the constant, it becomes clear that three dimensions of organizational citizenship behavior were significantly influenced by leadership behavior as mean; only courtesy was not significantly influenced by the behavior of leaders.

Considering the individual regression effects, more interesting effects emerge which are worth mentioning. Although laissez-faire leadership had significant effects on organizational citizenship behavior, examining the four dimensions makes clear that laissez-faire leadership is only significantly related to sportsmanship. Thus, the more leaders are absent, the more employees are focusing on what went wrong instead of what went right and the more they are wasting time complaining about small things. The effects of laissez-faire leadership on conscientiousness, courtesy and altruism are also negative, but to a lesser extent. The other two significant effects are on management-by-exception active behavior. This is remarkable because the aggregate effects of organizational citizenship behavior show that management-by-exception active had no significant effect. However, management-by-exception active has significant negative relations with altruism and sportsmanship. This means that when employees are led by a management-by-exception active leader, they will complain more and will show less helping behavior. Next to this, weak positive effects are found in relation to conscientiousness and altruism. In contrast to the aggregate effects, when leaders are actively keeping track of mistakes and irregularities, employees are to a low extent willing to work above average and to behave active in preventing problems for colleagues to occur.

Turning the attention to the insignificant effects; transformational rewarding leadership has positive, but only moderate effects to employee conscientious, courteous and altruistic behavior. A transformational rewarding leader thus has the positive effect of making employees more willing to do more than is expected, to show helping behavior and to prevent problems for colleagues from occurring. However, in contrast, transformational rewarding leadership shows to have a moderate negative effect on employees' sportsmanship. This means that the more a leader behaves transformational and rewards his employees' contingent upon their performance, the more employees will be complaining and will be overrating problems. Management-by-exception passive leaders are affecting the dimensions of organizational citizenship behavior in the same manner. Positive, moderate relations to conscientiousness, courtesy and altruism are found. This means that employees who are being led passively will

not take extra breaks, will not abuse their colleagues' rights and will not leave others to their fate. However, leaders behaving passive are also affecting employees in a way that they will not easily be satisfied with less than perfect circumstances. Thus, while transformational rewarding leadership and management-by-exception passive behavior have positive effects on employees' conscientious, courteous and altruistic behavior, those leaders influence sportsmanship in a negative manner.

4.6.3 MODEL 2: EFFECT OF TRUST

Trust is expected to influence the relation between the different leadership behaviors and organizational citizenship behavior through so-called interaction effects. Interaction effects 'occur when the relation between two variables differs depending on the value of another variable' (Vogt, 1999, p. 112). To test the influence of trust, to examine what the change in effects would be, trust is added to the direct effect model. It is expected that trust is mediating the relation between transformational rewarding leadership behavior and organizational citizenship behavior and that trust is moderating the relation between the other leadership behaviors and organizational citizenship behavior. However, in order to notice possible unexpected effects trust is tested to be moderating and mediating all relationships between the different leadership behaviors and organizational citizenship behavior. In table 4.6.4 below the aggregate effects of the direct, moderating and mediating model can be found:

Independent → Dependent ↓	TFRL	MBE-A	MBE-P	LFL	Trust	Constant	R ²	Adj. R ²
OCB (direct model)	0,066 (0,261)	-0,264 (0,221)	0,032 (0,158)	-0,478** (0,261)	--	5,218*** (1,214)	0,460	0,263
OCB (moderated by trust)	-0,135 (0,288)	-0,238 (0,212)	-0,018 (0,155)	-0,172 (0,330)	0,475* (0,336)	3,276* (1,800)	0,550	0,324
Trust (mediation)	0,422** (0,224)	-0,055 (0,190)	0,107 (0,135)	-0,643*** (0,244)	--	4,086*** (1,042)	0,823	0,759
OCB (mediation)	--	--	--	--	0,434*** (0,135)	1,820*** (0,572)	0,424	0,383

Table 4.6.4 Outcomes regression analysis model 2 - OCB

* = significant at the 0.10 level

** = significant at the 0.05 level

*** = significant at the 0.01 level

(...) = standard error

MODERATING EFFECT

A moderator is a 'variable that affects the direction and/or strength of the relation between an independent and a dependent variable' (Baron and Kenny, 1986, p. 1173). Taking a quick look at the differences in variances first, it becomes clear that the variance in organizational citizenship behavior explained by the leadership behaviors in total has increased to 32.4% (which is an increase of 6.1%) when trust is included in the model. But is this significant? To test the significance of the difference between these two values of R², the following formula is used to calculate the F-value:

$$F = \frac{\frac{R^2_{\text{new}} - R^2_{\text{old}}}{\text{nr. of predictors in the full model} - \text{nr. of predictors in the partial model}}}{\frac{1 - R^2_{\text{new}}}{\text{nr. of events in the study} - \text{the number of predictors in the full model} - 1}}$$

The F-value computed was 1.80. However, at an alpha risk of 0.05 and with degrees of freedom equal to nine, the F-value needed to be equal to or above 5.117. Examining the influence of trust on the relation between leadership behavior and organizational citizenship behavior, the F-value is under the critical value meaning that the R² of the full model (including the interaction effect) is not significantly greater than the R² of the direct effect model. Next to this, the constant shows that, although the number has lowered, significance also remains the same.

Although trust is not changing the overall variance that is explained, trust might be changing the relation between the individual leadership behaviors and organizational citizenship behavior. Considering the first two rows of table 4.6.4 shows that trust has a significant, strong and positive relation to organizational citizenship behavior. The positive relations in the direct effect model (regarding transformational rewarding leadership and management-by-exception passive) have turned into inverse relations when trust is included. Next to this, with the influence of trust, the significant inverse relation of laissez-faire leadership to organizational citizenship behavior has become insignificant. The only effect that was not influenced extensively was the effect of management-by-exception active; this effect almost remained the same. Thus, it is expected that trust has moderating effects that are changing the individual relation between most leadership behaviors and organizational citizenship behavior. To test whether these changes are significant, a t-test was computed of which the formula is:

$$t = \frac{B_1 - B_2}{\sqrt{(SD_1/N_1 - SD_2/N_2)}}$$

Computing the t-values, it became clear that trust only had a significant effect on the relation between laissez-faire leadership and organizational citizenship behavior on a 10% level. The t-value of laissez-faire leadership was -1.611 on a critical 10% value of 1.310. Transformational rewarding leadership (t = 1.092); management-by-exception active (t = -0.161) and management-by-exception passive (t = 0.357) all had t-values that were beneath that critical value. This means that the influence of trust on the relation between those leadership behaviors and organizational citizenship behavior might exist, but that this influence was not significant. Thus, although the influence of trust changed the relation between several leadership behaviors and organizational citizenship behavior; only the effect of laissez-faire leadership on organizational citizenship behavior was significantly influenced by trust

MEDIATING EFFECT

Although at first only the relation between transformational rewarding leadership and organizational citizenship behavior was expected to be mediated by trust, the moderator analysis indicates that other leadership behaviors could also be mediating. A mediator accounts for the relation between the independent and dependent variable (Vogt, 1999, p. 138). The difference with moderator variables is that whereas moderator variables specify when certain effects will occur, mediators give causational explanations about how or why these effects occur (Baron and Kenny, 1986). A variable functions as a mediator when it meets the following conditions (Preacher and Hayes, 2004, p. 717):

- (1) the leadership behaviors significantly need to predict organizational citizenship behavior
- (2) the leadership behaviors significantly need to predict trust
- (2) trust significantly needs to predict organizational citizenship behavior (also when controlled for leadership behaviors).

Mediation is proven when a previously significant relation between the independent and dependent variable becomes no longer significant through the influence of a third variable; the strongest mediation is occurring when this path becomes zero (Baron and Kenny, 1986, p. 1176)

Starting with the first condition; the leadership behaviors significantly need to predict organizational citizenship behavior. When looking at the direct effects of the leadership behaviors on organizational citizenship behavior it becomes clear that only laissez-faire leadership has significant effects on the organizational citizenship behavior shown by employees ($B = -.478$; $p < 0.05$). This means that only the relation between laissez-faire leadership and organizational citizenship behavior can be mediated by trust. Next to this direct effect, laissez-faire leadership has a significant effect on the levels of trust that employees have in their leader ($B = -.643$; $p < 0.01$). The effect is inverse meaning that the more leaders are absent and the more they are showing a disinterest in their personnel, the less trust their employees will have in their leader. In turn, trust is significantly related to organizational citizenship behavior ($B = .434$; $p < 0.01$) which is maintained when controlled for leadership behaviors ($B = .475$; $p < 0.01$). This means that the more trust employees have in their leader, the more employees are showing organizational citizenship behavior. And of course, the other way around, the less trust is aroused, the less organizational citizenship behavior will be shown. The relation between laissez-faire leadership and organizational citizenship behavior is proven to be mediated by levels of trust. Thus, the more leaders engage in laissez-faire leadership, the less trust employees will have in them and the less organizational citizenship behavior will be shown by those employees.

Looking at the other leadership behaviors, no other mediating effect can be determined because no other leadership behaviors have significant direct effects towards organizational citizenship behavior. However, even when there are no significant direct effects, significant indirect effects can be found (Preacher and Hayes, 2004). Significant indirect effects are found regarding transformational rewarding leadership. Transformational rewarding leadership does not predict organizational citizenship behavior significantly but it does have a significant positive effect on the levels of trust that are observed. This means that the more a leader engages in transformational rewarding leadership behavior, the more trust his employees will show in him. Next to this, results show that trust is positively and significantly related to organizational citizenship behavior meaning that the more trust employees have in their leader, the more they will show organizational citizenship behavior. Thus, although mediation cannot be proven, a significant indirect effect between transformational rewarding leadership, trust and organizational citizenship behavior is examined. However, it should be noted that leadership behavior is not the only antecedent of trust; trust can be influenced by other factors which means that organizational citizenship behavior could also be influenced by these other factors. Since there is no direct relationship it is, although expected, not sure whether organizational citizenship behavior is influenced by transformational rewarding leadership at all.

Although in moderation the direction of the relation between management-by-exception passive and organizational citizenship behavior changes, no mediating relation could be determined. The relation of management-by-exception passive to trust as well as to organizational citizenship behavior was, although remarkably positive, very weak. Therefore, no significant direct and no significant indirect relation to organizational citizenship behavior could be examined. The same accounts for management-by-exception active, although the regression coefficients were (contrary to what was expected) moderately negative, there was no significant direct and no significant indirect relation observed regarding organizational citizenship behavior. Management-by-exception active and management-by-exception passive both showed insignificant relations to trust as well as to organizational citizenship behavior.

In the following table the effects of the different leadership behaviors on the individual dimensions of organizational citizenship behavior are presented with the interaction effect of trust.

Independent → Dependent ↓	TFRL	MBE-A	MBE-P	LFL	Trust	Constant	R ²	Adj. R ²
Conscientiousness (direct model)	0,183 (0,325)	0,019 (0,275)	0,180 (0,196)	-0,364 (0,324)	--	3,543** (1,512)	0,338	0,097
Conscientiousness (moderated by trust)	0,014 (0,377)	0,041 (0,278)	0,138 (0,203)	-0,107 (0,433)	0,400 (0,441)	1,908 (2,360)	0,097	0,083
Conscientiousness (mediation)	--	--	--	--	0,450** (0,160)	1,973** (0,678)	0,360	0,314
Sportsmanship (direct model)	-0,286 (0,426)	-0,534* (0,360)	-0,219 (0,257)	-1,054** (0,425)	--	8,990*** (1,979)	0,585	0,434
Sportsmanship (moderated by trust)	-0,429 (0,505)	-0,516* (0,373)	-0,255 (0,272)	-0,836* (0,580)	0,339 (0,591)	7,605** (3,162)	0,598	0,397
Sportsmanship (mediation)	--	--	--	--	0,638** (0,284)	0,895 (1,202)	0,265	0,212
Courtesy (direct model)	0,125 (0,364)	0,179 (0,308)	0,154 (0,220)	-0,192 (0,363)	--	2,560 (1,692)	0,188	- 0,107
Courtesy (moderated by trust)	-0,207 (0,384)	0,223 (0,283)	0,070 (0,207)	0,313 (0,441)	0,786* (0,449)	-0,652 (2,403)	0,379	0,068
Courtesy (mediation)	--	--	--	--	0,394** (0,173)	1,857** (0,731)	0,271	0,219
Altruism (direct model)	0,238 (0,418)	-0,723** (0,353)	0,011 (0,252)	-0,299 (0,417)	--	5,806** (1,942)	0,340	0,100
Altruism (moderated by trust)	0,076 (0,493)	-0,702** (0,364)	-0,030 (0,266)	-0,053 (0,566)	0,383 (0,577)	4,240 (3,087)	0,368	0,052
Altruism (mediation)	--	--	--	--	0,254 (0,249)	2,564** (1,052)	0,069	0,003
Trust (mediation)	0,422** (0,224)	-0,055 (0,190)	0,107 (0,135)	-0,643*** (0,244)	--	4,086*** (1,042)	0,823	0,759

Table 4.6.5 Outcomes regression analysis model 2 – OCB dimensions

* = significant at the 0.10 level

** = significant at the 0.05 level

*** = significant at the 0.01 level

(...) = standard error

MODERATING EFFECT

When trust is included, several relations change in effect or in direction; the first two rows of every dimension provide the regression results of the direct and the moderated model. The effect of trust decreased the variance explained in organizational citizenship behavior to 5.2% on altruism, 8.3% on conscientiousness, and 39.7% on sportsmanship. Next to this, the influence of trust increased the explained variance to 6.8% on courtesy. When calculating F-values it becomes clear that none of the dimensions was significantly changed by the inclusion of trust into the model. The F-value did not exceed the critical value of 5.117 in all dimensions. Next to this, the constant shows that the significance of leadership behavior as a whole decreases when trust is included. This accounts especially for conscientiousness and altruism, where the constant becomes insignificant. Next to this, the constant of courtesy changes from direction which indicates that, especially regarding this dimension, trust has a reasonable influence.

Considering the individual coefficients this is accentuated: the effects of leadership behavior on conscientiousness, sportsmanship and altruism hardly change when trust is included. As the table shows, trust has no significant relation to those three dimensions. Computing a t-test regarding conscientiousness, sportsmanship and altruism, shows that the critical value of 1.310 on a probability of 10% never was exceeded. One dimension, as was expected, did change significantly through the influence of trust: courtesy. The effect of management-by-exception active and management-by-exception passive on courtesy almost remains the same; however the effect of transformational rewarding leadership and laissez-faire leadership behavior changes from direction when trust is included in the model. Computing the t-test, it becomes clear that the effect of transformational rewarding leadership ($t = 1,529$; $p < 0,10$) and laissez-faire leadership ($t = -2,235$; $p < 0,025$) towards courtesy is significantly influenced by levels of trust. Trust has a significant strong positive relation to courtesy and is proven to moderate (thus to significantly change or strengthen) the relation between those two leadership behaviors and the courtesy dimension.

MEDIATING EFFECT

Looking for mediating effects, first the significant direct effects need to be assessed. It becomes clear that management-by-exception active has a significant direct relation to sportsmanship ($B = -.534$; $p < 0.10$) and to altruism ($B = -.723$; $p < 0.05$). Next to this, laissez-faire leadership has a significant direct relation to sportsmanship ($B = -1.054$; $p < 0.05$). Thus, trust could only be mediating these relations. However, these leadership behaviors significantly need to be related to trust and that is exactly where management-by-exception fails. Management-by-exception is not significantly related to trust, meaning that trust cannot mediate this relation. In contrast, laissez-faire leadership is significantly related to trust and trust is significantly related to organizational citizenship behavior. But again, trust is no mediator because trust does not remain to be significant when controlled for the different leadership behaviors. Summarizing the above, no mediating effects of trust can be examined on the different dimensions of organizational citizenship behavior.

Although no mediating effects are examined, there are some significant indirect effects that should be noted. As already illustrated transformational rewarding leadership is significant and positively related to trust whereas laissez-faire leadership is significant and negatively related to trust. Next to this, trust is significantly related to conscientiousness ($B = .450$; $p < 0.05$), sportsmanship ($B = .638$; $p < 0.05$) and courtesy ($B = .394$; $p < 0.05$). For altruism, no significant indirect effects were examined. This means that when leaders behave like role models, inspiring their employees and rewarding them based upon performance; employees will reciprocate this by showing high levels of trust in that leader. These levels of trust then will motivate employees to behave more conscientiously and more courteously and to accept less than perfect circumstances. On the contrary, leaders who are neglecting important responsibilities and who are often absent will diminish the levels of trust that their employees have in them. These decreased levels of trust will make employees less willing to do more than is expected in terms of conscientiousness, courtesy and sportsmanship. Thus, although there are no significant mediating effects found, especially transformational rewarding leadership and laissez-faire leadership are found to be influencing the dimensions of organizational citizenship behavior indirectly through the obtained levels of trust.

4.6.4 MODEL 3: EFFECT OF IN-ROLE BEHAVIOR

While organizational citizenship behavior and in-role behavior are two different concepts, the expectation exists that organizational citizenship behavior sometimes is evaluated as being in-role behavior. To exclude the possibility that organizational citizenship behavior is seen as in-role behavior, the effect of in-role behavior is also examined; it is used as a control variable. Controlling for a variable normally involves 'a way of statistically subtracting the effects of a variable to see what a relationship would be without it' (Vogt, 1999, p. 47). But within this research, in-role behavior will be added to the direct effect model to see whether and to what degree the measured effects change.

Correlations show whether an independent and a dependent variable relate to each other without indicating any causal relationship (Reinard, 2006, p. 92). The correlations that are found are presented in table 4.6.6 below. As illustrated by the table, positive and negative relations are not reversed when controlling for in-role behavior and next to this, the strengths of the correlations did not change extensively. Therefore, it is expected that organizational citizenship behavior and in-role behavior were seen as distinct concepts.

Correlations		TFRL	MBE-A	MBE-P	LFL	TRUST	IRB
OCB		0,407*	-0,018	-0,246	-0,605***	0,651***	0,508**
IRB	OCB	0,271	-0,006	-0,207	-0,423	0,512**	-

Table 4.6.6 Correlations controlled for in-role behavior

Although correlations did not change much, possible causation is examined in order to control whether the variances explained in organizational citizenship behavior were not caused by the influence of in-role behavior. Thus another regression analysis has been carried out for the third model. This regression analysis shows what the exact influence of the different leadership behaviors on in-role behavior is and how extensive the change was compared to the direct effect model.

Independent → Dependent ↓	TFRL	MBE-A	MBE-P	LFL	IRB	Constant	R ²	Adj. R ²
OCB (direct model)	0,066 (0,261)	-0,264 (0,221)	0,032 (0,158)	-0,478** (0,261)	--	5,218*** (1,214)	0,460	0,263
OCB (controlled for IRB)	0,068 (0,275)	-0,255 (0,241)	0,026 (0,174)	-0,499 (0,358)	0,045 (0,364)	4,964* (2,427)	0,461	0,191

Table 4.6.7 Outcomes regression analysis model 3 - OCB

* = significant at the 0.10 level

** = significant at the 0.05 level

*** = significant at the 0.01 level

(...) = standard error

Controlling for in-role behavior, the explained variance in organizational citizenship behavior decreased with 7.2% (from 26.3% to 19.1%). When checking the F-values it becomes clear that this value was far below the critical value of 5.117; the F-value for the influence of in-role behavior was 0.0167. Next to this, when controlled for in-role behavior the constant did not change much either. Thus, it can be concluded that no significant influence of in-role behavior on organizational citizenship behavior was found. Also for the four different dimensions of organizational citizenship behavior, no significant effects are found. The F-values remained insignificant when separated over the four dimensions. The lowest F-value was found for conscientiousness (.22) and the highest on courtesy (.42).

When considering the individual coefficients for leadership behavior it can be seen that those coefficients hardly change. Transformational rewarding leadership behavior is, also with the influence of in-role behavior, weakly related to organizational citizenship behavior. The same applies to all other leadership behaviors. Changes are weak and thus it can be concluded that when in-role behavior was added to the model, no remarkable changes did occur. This also can be seen by looking at the coefficient of in-role behavior; this is a weak one with no significant relationship to organizational citizenship behavior. After computing the t-test, only very small t-values were observed; those values did not even come close to the critical value. It indicates that organizational citizenship behavior is not perceived as in-role behavior; the two behaviors are seen as distinct concepts within the participating small and medium sized enterprises.

4.6.5 CHECKING ADEQUACY

Analysis of Residuals

To check the assumption that residuals are normally distributed, plots from the regression analysis need to be checked upon. Residuals are the *'differences between the observed and predicted values of the dependent variable'* (Vogt, 1999, p.197). Checking normality of the residuals reflects the assumption of homoscedasticity, which means *'that variability in scores of one variable is stable through the entire range of the other variable and is homogeneous at all points along the line of best fit also named the line of regression'* (Reinard, 20006, p. 366). When this assumption is met, residuals between predicted and actual values should be randomly distributed and uncorrelated. In appendix 7 the scatter plot can be found which shows that the pattern of residuals is generally random. This is not unexpected, because outliers were detected at the beginning of the research and from then on immediately excluded to enhance the reliability of the research. Next to this, at the beginning of the research multicollinearity problems were also detected and solved in order to improve validity of the research.

Outliers

At the beginning of the data analysis process, adequacy was improved by deleting the data of two departments because they were outlying the rest of the results. Those outliers were affecting the results in a way that results become unreliable, thus research quality was improved when the data of these departments were deleted from further analysis.

Multicollinearity

At the beginning, there was a multicollinearity problem with transformational leadership behavior and contingent rewarding behavior. To show what the effect of this multicollinearity problem would be, the regression results of the original full range of leadership model, as intended in the theoretical chapter, are provided in appendix 8. Because of the high intercorrelations between the concepts, the regression weights changed drastically; but looking at the changes in R^2 it can be seen that those changes are not that extensive. Multicollinearity is known to affect the regression weights much more than the overall R. Therefore it is useful to note that *'collinearity does not affect the ability of a regression equation to predict the response. It poses a real problem if the purpose of the study is to estimate the contributions of individual predictors'* (Dallal in Reinard, 2006, p. 379). The purpose of this study was to examine the individual contributions of the predictors and thus this multicollinearity problem has been solved at the beginning of the data analysis.

4.7 TESTING HYPOTHESIS

Hypothesis 1:

Laissez-faire leadership has a negative effect on the organizational citizenship behavior shown by employees. Laissez-faire leadership shows a negative, statistically significant relationship to organizational citizenship behavior ($B = -.478$; $p < 0.05$). Thus, leaders who are completely absent and who are not showing any interest in the working processes their employees are involved in, are diminishing the levels of organizational citizenship behavior shown by employees. Hypothesis one, therefore, is accepted.

Hypothesis 2:

Management-by-exception passive has a moderate negative effect on the organizational citizenship behavior shown by employees. Management-by-exception passive has no moderate negative, statistically significant relation to organizational citizenship behavior. In contrast to what was expected, management-by-exception passive showed a positive relation to the organizational citizenship behavior shown by employees ($B = .032$), although this relation was weak and insignificant. No moderate negative effect was found and thus, hypothesis two is rejected.

Hypothesis 3:

Management-by-exception active has a moderate positive effect on the organizational citizenship behavior shown by employees. Management-by-exception active was found to have no moderate positive and statistically significant relation to organizational citizenship behavior. Instead, a moderate negative relation was found ($B = -.264$); although this relation was not significant. Thus, according to the results of this research, the more leaders engage in management-by-exception active behavior the less organizational citizenship behavior will be shown by their employees. Hypothesis three, therefore, is rejected.

Hypothesis 4:

Transformational rewarding leadership has a strong positive effect on the organizational citizenship behavior shown by employees. Although a positive relationship between transformational rewarding leadership and organizational citizenship behavior was found, this relationship was weak and insignificant. This indicates that transformational rewarding leadership only has a small and insignificant effect on the organizational citizenship behavior shown by employees ($B = .066$). Thus, hypothesis four is rejected.

Hypothesis 5:

Trust is moderating the relationship between laissez-faire and the transactional leadership behaviors and organizational citizenship behavior. Although no significant changes in the overall explained variance of organizational citizenship behavior were found, some coefficients changed drastically through the influence of trust. The relation between management-by-exception passive and organizational citizenship behavior changed in direction; it became an inverse relation. Next to this, the relation of laissez-faire leadership behavior to organizational citizenship behavior became insignificant through the influence of trust. Only the coefficient of management-by-exception active remained almost the same. Considering the significances, it became clear that only the coefficients regarding the relation between laissez-faire leadership and organizational citizenship behavior changed significantly through the influence of trust. This means that hypothesis 5 is partially accepted.

Hypothesis 6:

Trust is mediating the relationship between transformational rewarding leadership behavior and organizational citizenship behavior. Transformational rewarding leadership behavior does have positive effects on employees' trust ($B = .422$; $p < 0,05$) and trust, in its turn, does have positive effects on organizational citizenship behavior when leadership is controlled for ($B = .475$; $p < 0,01$). However, no significant direct relation was found between transformational rewarding leadership and organizational citizenship behavior. Thus, no mediating effects could be found, only significant indirect effects meaning that hypothesis 6 needs to be rejected.

Performing the moderator and mediator analysis, some remarkable results regarding the levels of trust came forward. These results were not formulated in the hypothesis, but are mentioned below. Next to this, besides only testing the pre-established hypotheses, it is also useful to look at the effects of leadership behavior on the individual dimensions of organizational citizenship behavior that were measured. This is useful because the results show that the influence of the different leadership behaviors is different for each dimension. These results are also mentioned below.

Additional effects regarding Trust

Regarding the explained variance within organizational citizenship behavior caused by the independent variables, no significant interaction effects of trust were found. However, considering the individual coefficients made clear that trust did have significant effects; to start with the individual effect of laissez-faire behavior on organizational citizenship behavior. The mediator analysis showed that laissez-faire leadership significantly influenced trust ($B = -.643$; $p < 0.01$). Next to this, levels of trust were significantly influencing organizational citizenship behavior ($B = .434$; $p < 0.01$) even when controlled for the leadership behaviors ($B = .475$; $p < 0.01$). This means that trust is mediating the relationship between laissez-faire leadership and organizational citizenship behavior. Thus, next to the negative direct relationship between laissez-faire leadership and organizational citizenship behavior; laissez-faire leaders also diminishes the levels of trust that employees have in them which in itself reduces the likelihood that employees will show organizational citizenship behavior.

Next to this, although the relation between transformational rewarding leadership and organizational citizenship behavior was not mediated by trust; strong indirect effects did occur. Transformational rewarding leadership was significantly influencing trust and trust was significantly influencing organizational citizenship behavior. Thus, transformational rewarding leaders are likely to achieve organizational citizenship behavior through the obtainment of trust. However, again must be noted that trust could have other antecedents than leadership behavior. No significant direct effect was examined and therefore, although it was expected, it is not sure whether transformational rewarding leadership is really influencing organizational citizenship behavior.

Effects on individual dimensions of Organizational Citizenship Behavior

Conscientiousness: in the direct effect model only laissez-faire leadership was negatively related to conscientiousness, this was the only moderate relation. All other leadership behaviors influenced conscientiousness positively, but those relations were weak and insignificant. The only way leaders could influence employees' conscientiousness is through trust because trust is positively related to conscientiousness ($B = .450$; $p < 0.05$)

Sportsmanship: the most remarkable thing is that sportsmanship is the only dimension of organizational citizenship behavior in which a lot of variance was explained by leadership behavior (43.4%). In all other dimensions leadership behavior only explained less than 10% of the variance. Considering the individual effects, management-by-exception active ($B = -0.534$; $p < 0.10$) and laissez-faire leadership behavior ($B = -1.054$; $p < 0.05$) were significantly related to employees' sportsmanship. This indicates that the more leaders focus their attention on failures and mistakes and the more they were indifferent regarding their employees and their employees' work; the less they will show sportsmanship. Showing less sportsmanship means that employees will complain more and will not settle with less than perfect circumstances. The other leadership behaviors, transformational rewarding leadership and management-by-exception passive, also had a negative (insignificant) relationship with sportsmanship which was remarkably contrasting aggregate effects.

Courtesy: only laissez-faire leadership negatively influenced courtesy while all other leadership behaviors had positive effects. All relations, however, were weak and insignificant. The influence of trust on employees' courteous behavior is significant however; trust is positively influencing courtesy when controlled for the leadership behaviors ($B = .786$; $p < 0.10$). Next to this, trust has a significant individual effect on courtesy ($B = .394$; $p < 0.05$), meaning that leaders can affect levels of courteous behavior most by gaining employees' trust.

Altruism: only management-by-exception active ($B = -0.723$; $p < 0.05$) was found to be significantly related to altruism indicating that the more leaders focus on mistakes and irregularities and the more they point employees' attention to these failures, the less employees will show helping behavior towards their leader and towards their colleagues. All other leadership behaviors as well as trust had weak to moderate positive relations regarding employees' altruistic behavior.

5. DISCUSSION AND CONCLUSION

The goal of this research was to analyze what effect the different leadership behaviors have on the organizational citizenship behavior shown by employees. In chapter two a literature study was conducted in order to clarify the context in which this research was done. Next to this, the theoretical chapter clarifies the meaning of the different leadership behaviors, the concept of organizational citizenship behavior and the role of trust and in-role behavior. Theoretical assumptions were made and hypotheses were formulated. In chapter three, the methodological aspects of the empirical study were appointed and, finally, in chapter four the results of this empirical study were presented. In this chapter those results are discussed, conclusions are drawn, several recommendations are given and some limitations of the research are noted.

5.1 DISCUSSION

This section starts with the discussion of the first model, the direct effect model. All direct effects of the leadership behaviors on organizational citizenship behavior will be explained and discussed regarding the expectations that were set in the theoretical chapter. Before starting this discussion, it is useful to remark that the employees within the participating small and medium sized enterprises showed a reasonable amount of organizational citizenship behavior ($M= 3.61$) and that especially the dimension of sportsmanship was influenced by leadership behavior (explained variance of 43.4%). In the following section is explained how the leadership behaviors influenced this.

5.1.1 DIRECT EFFECTS

The most remarkable finding is that the direct effect model did not show most of the expected, significant relations. The results only showed a significant inverse effect of laissez-faire leadership behavior on the level of organizational citizenship behavior shown by employees. Although leadership behavior explained a quarter of the variance in organizational citizenship behavior, the individual effects of those leadership behaviors were not that strong.

Laissez-faire leadership had a strong, negative and significant relation to organizational citizenship behavior. Thus, consistent with what was expected based on the literature, leaders who are completely absent will not motivate employees to do more than is required. Laissez-faire leadership especially decreases the levels of sportsmanship shown by employees; leaders who are not there when needed and show a disinterest in their people will have employees who are complaining a lot and who will always focus on what went wrong rather than on what went well. Within the participating organizations, leaders did not engage much in laissez-faire leadership ($M=2.18$). However, the strong negative correlations indicate that even these lower levels of laissez-faire leadership have negative effects. Especially within the context of this research, production-oriented small and medium sized enterprises, it becomes clear that employees will immediately decrease the levels of citizenship behavior when they are ignored by their leader, when they are not guided nor controlled in their working processes and when they realize that their leader does not have any interest in them.

Management-by-exception passive showed, contrary to what was expected, a weak positive relation with organizational citizenship behavior. Although this relation was insignificant, it was a remarkable one because of the positive effects that came up. Management-by-exception passive was expected to have negative results, because of the focus on failures, mistakes and errors (Bass and Riggio, 2006, p. 8). Passively monitoring the work that employees fulfill and waiting until problems become serious was expected to lower the levels of organizational citizenship behavior because leaders would not notice employee behavior and would always be

one step behind of what is practically going on. However, results indicate that this is not the case. Leaders within small and medium sized enterprises were not highly passive ($M = 2.38$), but the observed level of passive involvement had positive effects on the organizational citizenship behavior shown by these employees. Within small and medium sized enterprises employees might value the level of autonomy in their tasks that is automatically given when leaders behave passive. Like was explored by Hackman & Oldham (1976), autonomy is indeed a factor that satisfies employees within their job. Leaders who are behaving passive are making employees perceive that they are not immediately charged for the mistakes and errors that occurred. Instead employees are getting the opportunity to solve their problems themselves first. Only when problems become serious, leaders need to interfere. Controlling employees' working processes in a passive manner, employees within small and medium sized enterprises are showing more conscientious, altruistic and courteous behavior. Employees like the independent way of working and the entailed responsibilities. The passive monitoring of the management-by-exception leader is not perceived as negative; employees will reciprocate this behavior by showing (weak) positive levels of organizational citizenship behavior.

Management-by-exception active had, also contrary to what was expected, a moderate inverse relationship with organizational citizenship behavior. Although this relation was insignificant, it was remarkable that the expected positive effect was not observed and in turn a negative effect showed. Management-by-exception active leaders are accurately following the production processes and are actively monitoring their employees while keeping track of all mistakes (Bass and Riggio, 2006, p. 8). In this way, although the focus was on failures and mistakes, leaders should be able to give feedback and to solve a problem beforehand which was expected to have moderate positive effects (Bass and Avolio, 2004). However, in contrast, results showed that this had negative effects on the levels of organizational citizenship behavior shown by employees. Employees might have the idea that their leader is checking upon them; pointing their attention to failures and mistakes again and again. The leaders within the participating organizations showed a moderate level of management-by-exception active ($M = 3.25$). With this level employees might have had the idea that the leader focuses on everything that went wrong instead of the things that went well. Leaders gave feedback, but this feedback is not motivating employees since it was only focused upon negative aspects like failures, mistakes and errors. Feedback needs to be given in a constructive manner in order to be motivating (Steelman et al., 2004). Actively monitoring employees therefore had an inverse effect on organizational citizenship behavior; feedback was focused on negative aspects and next to this, employees did not have the chance to solve the problems themselves because the leader was directly interfering when problems occurred. This led to a moderate decrease in overall organizational citizenship behavior. Management-by-exception active showed some remarkable effects regarding the different dimensions of organizational citizenship behavior. Leaders engaging in management-by-exception had relatively strong and significant negative effect on employees' sportsmanship and altruism. This means that employees who are being led by a management-by-exception active leader are showing less helping behavior and are focusing more on the negative things instead of the positive which supports above reasoning. Remarkable, however, is that at the same time, these leaders have weak positive effects on the conscientiousness and courtesy of their employees. This means that employees are working slightly above average and are to a small extent preventing problems for colleagues from occurring when a leader engages in management-by-exception active. Explanation for this could be that the focus on errors and irregularities makes employees determined to minimize mistakes and to minimize their colleagues' mistakes which probably made them a bit more willing to work above average when this is needed. To summarize, although Podsakoff et al. (1990) found overall transactional leadership behaviors to be directly related to organizational citizenship behavior, this research did not observe these significant effects on the dimensions of transactional leadership behavior. In contrast, the effects were reversed which contradicted the expectations.

Transformational rewarding leadership showed, as was expected, a positive direct relationship with organizational citizenship behavior. Although, this relationship was expected to be strong and significant, within this research it was found that this relationship was weak and insignificant. At first, transformational leadership behavior and contingent rewarding behavior were highly correlated ($r = .940$) which resulted in a multicollinearity problem. After a new factor analysis contingent rewarding behavior turned out to be loading on the same factor as transformational leadership behavior. This indicated that the employees within the small and medium sized enterprises could not make the distinction between those concepts. Thus, transformational leadership and contingent rewarding were combined into a new factor: transformational rewarding leadership. It was expected that this kind of leadership behavior has strong positive effects on the organizational citizenship behavior shown by employees. Employees would feel motivated to show helping behavior or to show conscientiousness because their leader is giving them possibilities to develop themselves. The leader is clarifying responsibilities and shows an interest in his employees. Transformational rewarding leaders are acting like role models; treating their employees as individuals with their own needs and capabilities; they focus on the development of each employees' strengths and stimulate them to be creative and to think innovative (Bass and Riggio, 2006, p. 6-7). This was all expected to have strong positive effects on the organizational citizenship behavior shown by employees. However, this expected relation was not observed. Leaders within the participating small and medium sized enterprises showed a moderate level of transformational rewarding leadership ($M = 3.23$) and results showed that at this level the effects on organizational citizenship behavior were very weak. An explanation can be found within the objectives of small and medium sized enterprise owners. One objective is to keep full control because of all responsibilities that those owners can be accounted for (Koch and de Kok, 1999). Providing autonomy and empowering employees on organizational tasks are at the opposite of this objective. Although employees often have a lot of responsibility over and autonomy within their tasks; the owners of small and medium sized enterprises hardly delegate managerial tasks or decision-making authority to their workforce. This might cause transformational rewarding leaders to be less effective in terms of organizational citizenship behavior. Within large organizations, Podsakoff et al. (2000) found that transformational leadership behavior and contingent rewarding behavior are positively related to organizational citizenship behavior. This research, conducted within small and medium sized enterprises, also found a direct positive relationship although this relationship was weak and insignificant. Leaders who are talking about their most important values, who are articulating a compelling vision of the future, who are intellectually stimulating their followers, who are spending time on developing each employees' strengths and who are rewarding employees contingent upon their performance, all to a moderate extent, are only having weak effects on the organizational citizenship behavior reciprocated by those employees.

In the theoretical chapter, the hierarchy of effects of the different leadership behaviors was discussed. The hierarchy of effects was expected to hold in every situation with laissez-faire leadership having the least positive effects and transformational leadership having the most positive effects. However, it became clear that the hierarchy of effects did not hold in the production-oriented small and medium sized enterprises. Laissez-faire leadership remained to have the least positive effects, but management-by-exception passive had more positive effects than management-by-exception active. Transformational rewarding leadership had the most positive effects, although these effects were weak and lay close to the effect of management-by-exception passive. The hierarchy of effects did not hold within this context.

5.1.2 EFFECT OF TRUST

Previous research of Podsakoff et al. (1990) and Pillai et al. (1999) did not find any direct relation between transformational leadership and organizational citizenship behavior; both studies found that these effects were influenced by trust. Due to the informality, small workforce and friendly atmosphere within small and medium sized enterprises it is expected that high levels of trust already exist within these organizations. These levels of trust, however, could be influenced by leadership behavior and could be influencing the relationship between leadership behavior and organizational citizenship behavior. Although the overall explained variance in organizational citizenship behavior did not change significantly through the influence of trust, the individual effects are worth mentioning. To start with management-by-exception active, the influence of trust hardly changes anything regarding its effect on organizational citizenship behavior. An explanation can be that management-by-exception active leaders mainly develop deterrence-based trust; employees are expected to meet their job requirements because of the sanctions that will appear otherwise (Rousseau et al., 1998). When tasks are highly structured and the working processes are monitored accurately; these forms of controlling employees can get in the way of creating trustworthy relations. Thus it is not surprising that trust did not have an influence on the relation between management-by-exception active and organizational citizenship behavior.

In contrast, the individual regression coefficient of transformational rewarding leadership and management-by-exception passive changed in direction and the individual regression coefficient of laissez-faire leadership turned into an insignificant one. These were remarkable changes indicating trust had an influence on the relation between these different leadership behaviors and organizational citizenship behavior. Within the participating organizations, employees showed to have a lot of trust in their leader ($M = 4.11$). These levels of trust were found to be significantly correlated with two independent variables and the dependent variable. Podsakoff et al. (1990) examined that transformational leadership behavior had no direct effects on organizational citizenship behavior and that transformational leaders were influencing citizenship behavior through levels of trust. In line with these effects, this research found transformational rewarding leaders to have a significant, strong and positive effect on the levels of trust employees have in them. Especially within small and medium sized enterprises the presence of relational trust is of importance in that it strengthens the personal relations and informal culture within these organizations. Leaders and employees know they can personally as well as emotionally rely on each other (Rousseau et al., 1998). These levels of trust are examined to have significant, strong and positive effects on the organizational citizenship behavior shown by employees. However, no direct effect between transformational rewarding leadership and organizational citizenship behavior was observed. Thus, while there were strong indirect effects, mediation was not proven. The shortcoming of indirect effects is that it is not sure whether organizational citizenship behavior is influenced by transformational rewarding leadership or by other antecedents that influenced trust (Preacher and Hayes, 2004). Transformational leadership behavior causes trust and trust influences organizational citizenship behavior. Although a causal relation is plausible, within this research it is not proven that organizational citizenship behavior was influenced by transformational rewarding leadership at all.

Considering the effect of trust on the relation between laissez-faire leadership behavior and organizational citizenship behavior, an unexpected effect occurs: the relation between laissez-faire leadership and organizational citizenship behavior is mediated by trust. There is a direct significant relation between laissez-faire leadership and organizational citizenship behavior, there is a direct significant relation between laissez-faire leadership and trust and there is a direct significant relation between trust and organizational citizenship behavior which holds when the leadership behaviors are controlled for. This means that the total negative effect on organizational citizenship behavior is even strengthened, because laissez-faire leaders also diminish the levels of trust that employees' have in them.

5.1.3 EFFECT OF IN-ROLE BEHAVIOR

In-role behavior was included in this research in order to control for the fact that it would not explain the variances in organizational citizenship behavior caused by the different leadership behaviors. However, results show that organizational citizenship behavior and in-role behavior were well differentiated by the respondents. The individual coefficients hardly changed and next to this, the overall explained variance within organizational citizenship behavior only decreased a little. Thus, no significant effects of in-role behavior were observed. This was a bit contrasting the expectancies; because of the broadly described job requirements and informality within small and medium sized enterprises, it was expected that organizational citizenship behavior would sometimes be perceived as in-role behavior. However, it became clear that this was not the case. Although employees showed quite reasonable levels of in-role behavior ($M = 3.82$), the observed correlation between in-role behavior and organizational citizenship ($r = 0.508$) was found to be only moderate. Employees are doing what is described in their job requirements; they are doing what needs to be done and showing organizational citizenship behavior is independent from that. The moderate observed correlation, the little changes in the individual regression coefficients and the small increase in the explained variance indicate that organizational citizenship behavior was not caused by the observed levels of in-role behavior.

5.2 CONCLUSION

The central question of this research is formulated as follows *'what is the effect of different leadership behaviors on the organizational citizenship behavior shown by employees in small and medium sized enterprises?'*. Analyzing the data and discussing the results made clear that the leadership behaviors in total explained a quarter of the variance in organizational citizenship behavior which in itself is a considerable amount. However, the individual effects of the different leadership behaviors were somewhat different than expected.

Management-by-exception passive behavior had a direct positive effect on the organizational citizenship behavior shown by employees. This indicates that employees within small organizations show more organizational citizenship behavior when leaders behave passively in monitoring the work processes on failures and mistakes. Employees probably like the responsibility that is given to them in order to solve problems themselves. In contrast, but completely equivalent to previous reasoning, management-by-exception active had an inverse relationship with organizational citizenship behavior. This means that the more leaders are focused on irregularities and failures and the more leaders point employees' attention toward these problems, the fewer employees will show organizational citizenship behavior. Employees within small and medium sized enterprises are working independent from their leader, they clearly do not like to be checked upon and need some degree of autonomy to decide what to do when things go wrong; to solve problems themselves first.

Another contrast that emerged out of the results is that transformational rewarding leadership showed a positive, but weak and insignificant relation to organizational citizenship behavior. This suggests that transformational rewarding leadership behavior does not have a large influence on the level of organizational citizenship behavior shown by employees. Leaders who are behaving like a role model, who are taking care of all individual needs and who are stimulating employees to be creative and to work for the higher organizational purposes are only to a small extent influencing employees' organizational citizenship behavior. Actually, the only leadership behavior that showed a significant effect on organizational citizenship behavior was laissez-faire leadership. As was expected based on theory, the more leaders engage in laissez-faire leadership, thus the more often leaders are not there when needed and the more often they avoid getting involved, the less their employees are showing organizational citizenship behavior.

When the effect of trust is taken into account, some remarkable effects come up. The relation between the two leadership behaviors, management-by-exception active and management-by-exception passive, and organizational citizenship behavior did not change much. Management-by-exception active and management-by-exception passive only had a small influence on trust and on organizational citizenship behavior which is not worth mentioning. However, transformational rewarding leadership behavior had a significant effect on trust; it significantly increased the levels of trust employees showed in their leader. In turn, these increased levels of trust induced an increased level of organizational citizenship behavior. Nevertheless, no significant and strong direct effects between transformational rewarding leadership behavior and organizational citizenship behavior were examined; only significant indirect effects were observed. The only significantly mediating and moderating effect that was observed was the influence of trust on the relation between laissez-faire leadership and organizational citizenship behavior. Laissez-faire leadership behavior had significant negative effects on organizational citizenship behavior and also had significant negative effects on the levels of trust.

Trust, in turn, was significantly influencing organizational citizenship behavior even when the other leadership behaviors were controlled for. Thus, laissez-faire leadership had direct negative effects on organizational citizenship behavior; and these negative effects were even strengthened because laissez-faire leaders also decreased the levels of trust employees had in them.

To summarize, the previous sections make clear that the results had several contradictions and several agreements to the expectations that were derived from the literature, thus from knowledge of large organizations. Corresponding with existing literature, laissez-faire leadership showed strong significant inverse relationships to the organizational citizenship behavior shown. Next to this, transformational leadership had strong relations to levels of trust, which in turn increased the organizational citizenship behavior shown by employees. Thus, corresponding with existing literature, whereas laissez-faire leadership showed to have strong direct negative effects on organizational citizenship behavior, transformational leadership behavior showed to have strong indirect effects. Contrasting expectations, however, the amount of transformational rewarding leadership that leaders within the participating small and medium sized enterprises showed at this moment was not enough to have large effects on organizational citizenship behavior. Transformational rewarding leadership showed to have a direct positive, but weak, relationship with organizational citizenship behavior. Next to this, the influence of management-by-exception active and management-by-exception passive was reversed. Results showed that employees were more willing to 'walk the extra mile' when a leader monitors or controls them passively than when this happens actively. In advance it was expected that an active leader would achieve more positive outcomes because employee behavior was noticed much more. Being noticed, employees would do the best they can in order to make a good impression on the leader. However, within this research more positive effects were shown when the focus was not primarily and actively on detecting mistakes and failures. Leaders had more positive effects when they did not interfere until problems became serious; they need to give employees the chance to solve failures and problems themselves first.

Considering the participating small and medium sized enterprises; how can the above results be explained? At first, because of the informality and friendly atmosphere within small and medium sized enterprises, it was already expected that leaders within those organizations were able to foster trustworthy relationships with their employees. Employees trust their leaders and leaders trust their employees. Employees are more motivated when they are given autonomy to carry out their tasks themselves and to solve their own problems. Within small and medium sized enterprises, the employees often are getting along well with their supervisors and do not need his active monitoring of their working processes. Therefore, management-by-exception passive leaders have positive effects whereas management-by-exception active leaders have negative effects. Employees are not showing organizational citizenship behavior to make a good impression on their leader. Instead they want to be trusted by their leader and they want to be responsible for their own work, being able to solve their own problems when needed. Next to this, the employees will be more motivated when the focus of their leader is not on detecting and solving problems but more positive on providing developmental chances. In turn, employees will reciprocate the positivity and the freedom that is given to them by showing higher levels of organizational citizenship behavior. It is a combination of autonomy and dependency, which is also illustrated by the two leadership behaviors that showed positive effects. Transformational rewarding leaders are influencing employees by creating trust; employees can trust their leaders and depend upon them. Employees have got the chance to develop their strengths and to show what they are capable of. Next to this, leaders who are behaving passive to a certain degree give employees the feeling that autonomy is provided and that they are trusted to handle their responsibilities.

However, autonomy is often limited to the working processes employees are involved in; managerial responsibilities and the authority to make decisions remains with the owner of the organization. The way in which responsibilities are distributed and the way in which levels of trust are shown is characterizing for the informal way of working within small and medium sized enterprises. The informal communication and personal relations are of high importance within small and medium sized enterprises. When these relations fade, like would be the case with a laissez-faire leader, negative effects would come up immediately. Employees would have less trust in the integrity and intentions of the leader and the level of organizational citizenship behavior shown by employees would certainly be decreasing. Therefore, leadership behavior within production-oriented small and medium sized enterprises is effective when leaders are actively focusing on the positive aspects in the working processes, when they provide employees' to have a certain degree of freedom in their work, when personal relations can be developed and when high levels of trust can be established.

5.3 IMPLICATIONS FOR PRACTICE

Now all results are discussed and conclusions are drawn, what should the supervisors in small and medium sized enterprises do with them? How are these results applicable to practical situations? Within this section the relevance of this research for production-oriented small and medium sized enterprises is made clear. Next to this, several recommendations are given in order to let the supervisors within small and medium sized enterprises get the most positive effects out of their employees in terms of organizational citizenship behavior.

5.3.1 PRACTICAL RELEVANCE

Why is it of importance for small and medium sized enterprises to study the influence of leadership behavior on the organizational citizenship behavior shown by employees? First of all, it is of importance because when conducting this research it became clear that the effects of leadership behavior on organizational citizenship behavior really are somewhat different within small and medium sized enterprises. Next to this, at the beginning of the research, this topic emerged because showing organizational citizenship behavior, although hardly studied, is of high importance in maintaining productivity and thereby maintaining continuity within small and medium sized enterprises. It is generally known that employees within small and medium sized enterprises often stay their whole career within the same organization because they are satisfied with the environment they work in and the personal relations they have developed over years. Due to this and due to the little hierarchy and short, informal communication a leader has a lot of influence within small and medium sized enterprises. But are employees really willing to 'walk the extra mile' that is needed, only in benefit of the organization? Which leadership behaviors are making employees more willing to spend more time than is required in the organization, to show helping behavior and to agree with less than perfect circumstances because of their leaders' behavior? This research is relevant because it provides a useful guideline for small and medium sized enterprises on that topic of leadership behavior. Leaders within these organizations often do not know which leadership behaviors they are showing and whether employees think positive about their management capabilities. The informality and person-oriented focus within their organization causes those leaders to be primarily aimed at performance outcomes that are fostering the organizational culture and that are important in maintaining continuity. There is no focus upon the strategic use of human resources, the focus lies within the maintenance of personal relations (Koch and de Kok, 1999). Because of that, it is very useful for small and medium sized enterprises to know what effect the behavior of their leaders has in order to make them able to utilize their personnel in an optimal manner.

5.3.2 RECOMMENDATIONS

The below mentioned recommendations are based on the results that were derived from chapter four and the data that were obtained within the participating production-oriented small and medium sized enterprises. The results show that leaders within small and medium sized enterprises need to engage in transformational rewarding behavior and management-by-exception passive behavior in order to obtain positive results on employees' organizational citizenship behavior. First of all, leaders who are acting like a role model, who are having an optimistic view of the future, who are stimulating employees to think innovative, who are making clear what is expected and at the same time are taking the individual capabilities of the employees into consideration; those leaders will likely make employees more willing to perform beyond requirements. Leaders need to consider the moral and ethical consequences of decisions and express confidence in order to make employees feel confident and feel trusted. Next to this, employees need to be challenged to use their unique strengths for the well-being of the organization. It is important that employees know what is expected from them and which

responsibilities they have. However, within these expectations and within these responsibilities it is important that employees have a certain degree of freedom to make decisions themselves and to solve problems themselves. Because next to transformational rewarding leadership, management-by-exception passive is the only leadership behavior which has positive effects. This indicates that employees do not appreciate it when their attention is frequently pointed at mistakes and failures. Employees must be given the chance to solve problems themselves first. Employees need to perceive that they have a degree of autonomy, a degree of responsibility and that they are trusted by their leader.

Next to this, an important reason to engage in transformational rewarding leadership behavior or management-by-exception passive is that these leadership behaviors have positive effects on employees' levels of trust in their leader. Transformational leadership behavior as well as management-by-exception passive have a more positive relationship with trust than with organizational citizenship behavior. Next to this, trust is positively influencing organizational citizenship behavior. Thus, more organizational citizenship behavior will be shown when employees have trust in their leader. When employees feel confident that their leader will always treat them fairly and when they have complete faith in the integrity of their leader, they are showing higher levels of organizational citizenship behavior. When high levels of trust are aroused, employees are more willing to help colleagues in preventing and solving problems, are more willing to work above average and are more willing to settle with less than perfect circumstances.

What leaders within small and medium sized enterprises certainly must not do is behaving like a management-by-exception active leader or a laissez-faire leader. Those leadership behaviors are decreasing the levels of organizational citizenship behavior shown by employees and next to this, they are decreasing the levels of trust employees have in their leader. Thus, leaders must not actively monitor employees and must not only focus on dealing with mistakes, errors and failures. When leaders direct employees' attention often toward failures in order to not make mistakes again and to meet the standards next time, employees will reciprocate this by showing less organizational citizenship behavior. Thus, within small and medium sized enterprises, leaders have to be more passive when it comes to detecting and solving mistakes and failures. Leave it up to the employees. What leaders certainly must not do is to be completely absent. It is of special importance that supervisors are present when needed, that they are involved in important issues, that they do not postpone answering important questions and that they show an interest in the working processes their employees are involved in. Laissez-faire leadership behavior must be avoided in order to obtain positive results on the organizational citizenship behavior shown by employees.

5.4 IMPLICATIONS FOR SCIENCE

Within this section, the scientific relevance is discussed. After that, the limitations that might be affecting the results of this research are studied. And next to this, several interesting directions for future research are discussed.

5.4.1 SCIENTIFIC RELEVANCE

This study analyzed the effect of leadership behaviors on the organizational citizenship behavior shown by employees. However, in contrast to much of the existing literature, this time the study took place in the context of small and medium sized enterprises instead of in large organizations. In the existing literature very little is known about leadership behavior in small and medium sized enterprises, and especially within production-oriented small and medium sized enterprises, the topic of this research was hardly studied before. This research, therefore, provided new and interesting insights that can be used as a beginning of research towards the effects of leadership behavior within production-oriented small and medium sized enterprises. The different characteristics and different objectives within small and medium sized enterprises, the informality and the close personal relations created the expectation that leaders within these organizations have different relations with and different influences toward their subordinates. It was useful to examine that the measured effects really were different than within larger organizations, the universal hierarchy of effects did not hold in this research that was conducted within six production-oriented enterprises. However, based on a study within such a small research sample it is hard to draw any generalizable conclusions; further research needs to be conducted.

5.4.2 LIMITATIONS

Within this research, there were several limitations that could have affected the results. First of all, there was a problem with the psychometric properties of the research instruments. The four dimensions of transformational leadership did not load on the intended factors which indicated that transformational leadership behavior could be better understood as being one factor instead of having four components. Next to this, it became clear that transformational leadership behavior was highly correlated to contingent rewarding behavior. This caused a multicollinearity problem which was solved by combining these two factors into a new one: 'transformational rewarding leadership'. Because of this, however, it was not possible to determine the individual effects of idealized influence, inspirational motivation, intellectual stimulation, individualized consideration and contingent reward. A quick analysis, done out of curiosity, showed that idealized influence, inspirational motivation and individualized consideration had positive effects on the organizational citizenship behavior shown by employees whereas intellectual stimulation and contingent rewarding had negative effects. Thus, the effects differ upon the dimensions. These results were unusable within this research, but future research could and should focus upon these individual results in order to show effects more precisely.

Second, because of the aggregated data, regression analysis was carried out with just sixteen respondents. Because the leader of the department filled in a questionnaire about employees' organizational citizenship behavior and in-role behavior, the data needed to be aggregated around those leaders in order to get the data to be normally distributed. Thus, although 121 employees filled in a questionnaire about their leader, aggregated data only provided sixteen respondents. This low level of respondents could have affected the reliability of the research.

Third, this research focused on small and medium sized enterprises with a technical or production-oriented background. This was done in order to explore and analyze another type of small and medium sized enterprises. Additional advantage is that it increases validity by directly controlling for organizational characteristics (small and medium sized enterprises), task characteristics (production-related jobs) and employee characteristics (degree of knowledge and skills). Regarding the small and medium sized enterprises, two things must be noticed. First, this research was conducted within six small and medium sized enterprises which in itself is a relatively small sample size in order to do generalizable conclusions about all small and medium sized enterprises. Next to this, the focus on production-oriented organizations made that the results were mainly applicable to these kinds of organizations. Thus, it is useful to expand research to more and different types of small and medium sized enterprises (which at this time is done within the PhD-project on this topic). Second, the focus on production-oriented enterprises made that this research was conducted in a setting with employees that were not that highly educated; the highest finished education for most employees was medium vocational education. This could be a cause of some difficulties that were observed after the research was conducted. While distributing the questionnaires, employees often did not understand the formulation of the questions or did not know what was meant by it. A lot of employees never thought of their leader in the way that was asked in the questionnaire. For example, the construction workers often did not know whether their leader considers the moral and ethical consequences of decisions and whether their leader inspires them. This might have affected the answers of the respondents and could explain the high levels of missing values that were observed regarding leadership behavior. Perhaps a questionnaire is not the right format for a research within these organizations; using a questionnaire, the respondents really must be competent to answer the questions. Surveys have advantages in flexibility, speed, anonymity and reliability; but they are also very standardized which makes them inflexible and not able to deal with situations with for example differing levels of knowledge and skills. Thus, maybe qualitative research (or methodological triangulation) might work better in improving understanding of what is asked. With the use of qualitative research, like interviews, employees have the possibility to explain how they would define their leader and what they find positive and negative about him, without the predetermined questions. Next to this, using interviews as an addition to the questionnaires, ambiguities can be clarified and employees are given the chance to explain why they gave certain answers.

5.4.3 DIRECTIONS FOR FUTURE RESEARCH

Conducting this research, several interesting directions for future research emerged with regard to the effect of leadership behavior within small and medium sized enterprises.

First of all, it would be interesting and useful to conduct this research within other sectors than the construction sector. Leaders within governmental or advisory organizations, or simply organizations with higher educated employees, probably have different interactions with their employees. It would be interesting to examine whether these different interactions would still have the same effects on employees' organizational citizenship behavior or that those effects will be different. Next to this, as an additional advantage, expanding the research context to other small and medium sized enterprises will enhance the generalizability of findings.

Second, and in addition to the first point, it is useful to examine how trust is developed within these production-oriented small and medium sized enterprises. There are high levels of trust present and it is useful to know what causes these high levels of trust. Did the influence of a leader increase trust or were there other antecedents of larger influence. Antecedents like the organizational culture, task characteristics or possibilities for development could also create employees' trust. For example, because of the close personal relations and informal culture within small and medium sized enterprises, it was already expected that certain levels of trust were already present. It is important to know what exactly the influence of a leader is in the process of gaining employees' trust and what other important antecedents are. Extensive research is needed to examine this.

Third, the effect of autonomy on employees within small and medium sized enterprises is worth examining. The positive effects of transformational rewarding leadership and management-by-exception passive found in this research indicate that employees like their leaders to focus on positive things like development and chances instead of focusing on failures and mistakes. It would be interesting to examine what exactly the influence of autonomy is and to what degree employees must have autonomy in their work. Within this context, the role of the owner and his objective to keep full control also needs to be examined.

Fourth, it is useful to examine the individual effects of the dimensions within transformational rewarding leadership (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration and contingent reward). One would expect that those components could have differing effects and it would be interesting to find out what these effects are.

Finally, methodological triangulation would be useful; answers would be more valid when not only quantitative research but also qualitative research would be applied. Some limitations would not be applicable anymore, for example the difficulty in answering questions would strongly be diminished. Next to this, the owners of the participating small and medium sized enterprises notified that their market positions were more vulnerable due to the period of economic stress experienced in the Netherlands, and in particular in the construction sector. The owners of the participating organizations indicated that employees could be anxious to evaluate the behavior of their leader in order to be reprimanded when filling in negative aspects. To diminish this, it was extra articulated that job security would not be affected by filling in the questionnaire and that results would all be treated confidential and anonymous. It was made clear that only means were used in the rapports to the companies and that the results would only be discussed with the owners. Although some leaders were evaluated negatively, which indicated that employees were not afraid to be critical; the research must take into account that favorable answers could be given in order to please their leaders. The other way around, the research must also take into account that leaders could have given favorable answers about employees' extra-role and in-role behavior in order to let the owner see how well the employees are doing by their influence. Methodological triangulation is a way that diminishes these effects.

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Website University of Notre Dame,
Richard Williams, Stats
viewed on the 10th of August at <http://www.nd.edu/~rwilliam/stats2/l11.pdf>

APPENDIX 1: QUESTIONNAIRE

General Questions Owner

1. How long does your company exist?
2. What is the legal form of your company?
3. Is your company family owned?
4. Which products/services does your company deliver?
5. Which markets are served?
6. How strong is the organizations' market position (vulnerable to strong)
7. Can the organization operate independently?
8. Is the organization bounded to a collective labor agreement?
9. What is the number of employees in your company?
10. Do you have someone appointed dealing with the human resources?

Leadership Behavior (MLQ, Form 5X; Bass & Avolio, 2004)

The person I am rating:

Idealized Influence

6. Talks about his/her most important values and beliefs
13. Specifies the importance of having a strong sense of purpose
20. Considers the moral and ethical consequences of decisions
30. Emphasizes the importance of having a collective sense of mission

Inspirational Motivation

9. Talks optimistically about the future
12. Talks enthusiastically about what needs to be accomplished
22. Articulates a compelling vision of the future
32. Expresses confidence that goals will be achieved

Intellectual Stimulation

2. Re-examines critical assumptions to question whether they are appropriate
8. Seeks differing perspectives when solving problems
26. Gets me to look at problems from many different angles
28. Suggests new ways of looking at how to complete assignments

Individualized Consideration

14. Spends time teaching and coaching
17. Treats me as an individual rather than just as a member of a group
25. Considers me as having different needs, abilities, and aspirations from others
27. Helps me to develop my strengths

Contingent Reward

1. Provides me with assistance in exchange for my efforts
10. Discusses in specific terms who is responsible for achieving performance targets
15. Makes clear what one can expect to receive when performance goals are achieved
31. Expresses satisfaction when I meet expectations

Management-by-Exception Active

4. Focuses attention on irregularities, mistakes, exceptions, and deviations from standards
19. Concentrates his/her full attention on dealing with mistakes, complaints, and failures
21. Keeps track of all mistakes
23. Directs my attention toward failures to meet standards

Management-by-Exception Passive

3. Fails to interfere until problems become serious
11. Waits for things to go wrong before taking action
16. Shows that he/she is a firm believer in "If it ain't broke, don't fix it."
18. Demonstrates that problems must become chronic before taking action

Laissez-Faire Leadership

5. Avoids getting involved when important issues arise
7. Is absent when needed
24. Avoids making decisions
29. Delays responding to urgent questions

Organizational Citizenship Behavior (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

Sportmanship

6. Consumes a lot of time complaining about trivial matters (R)
7. Always focuses on what's wrong, rather than the positive side (R)
8. Tends to make "mountains out of molehills" (R)
9. Always finds fault with what the organization is doing (R)
10. Is the classic "squeaky wheel" that always needs greasing (R)

Courtesy

11. Takes steps to try to prevent problems with other workers
12. Is mindful of how his/her behavior affects other people's jobs
13. Does not abuse the rights of others
14. Tries to avoid creating problems for coworkers
15. Considers the impact of his/her actions on coworkers

Altruism

16. Helps others who have been absent
17. Helps others who have heavy work loads
18. Helps orient new people even though it is not required
19. Willingly helps others who have work related problems
20. Is always ready to lend a helping hand to those around him/her

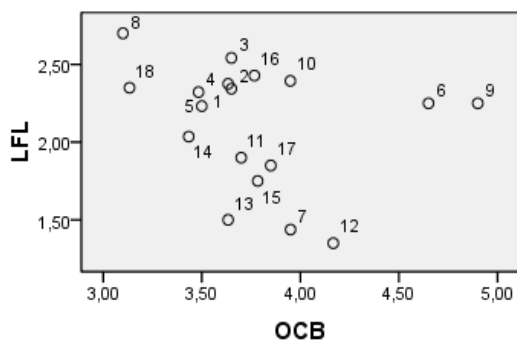
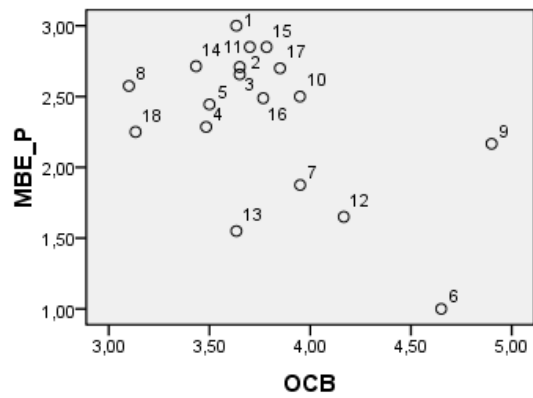
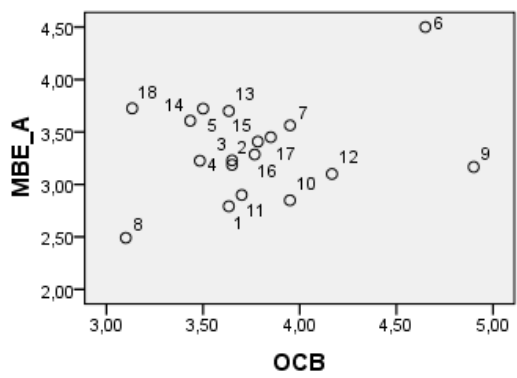
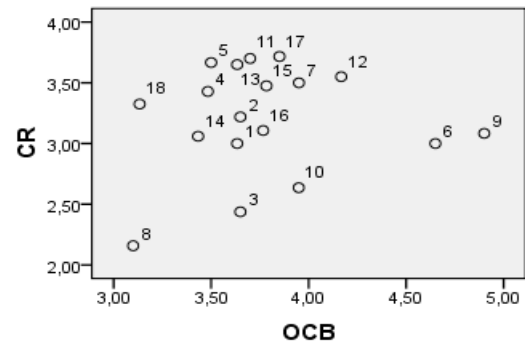
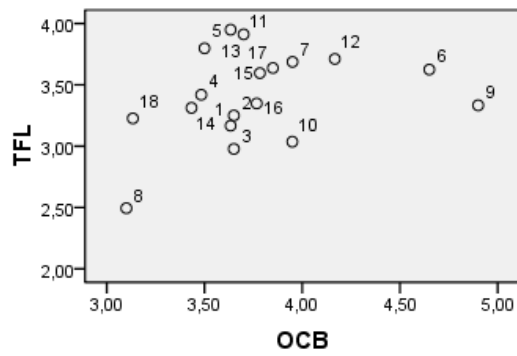
Trust (Podsakoff et al., 1990)

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 towards my leader
5. I would support my leader in almost any emergency
6. I have a divided sense of loyalty toward my leader (R)

In-Role Behavior (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)

APPENDIX 2: SCATTER PLOTS OUTLIERS



APPENDIX 3: MEANS AND STANDARD DEVIATIONS

Org.	Dep.	N employees	TFL	CR	MBE-A	MBE-P	LFL	OCB	IRB	Trust
1		26	3.11 <i>(0.55)</i>	2.81 <i>(0.91)</i>	3.12 <i>(0.64)</i>	2.73 <i>(0.93)</i>	2.44 <i>(0.69)</i>	3.65 <i>(0.01)</i>	3.72 <i>(0.13)</i>	3.85 <i>(0.67)</i>
	1	6	3.17 <i>(0.44)</i>	3.00 <i>(0.91)</i>	2.79 <i>(0.62)</i>	3.06 <i>(1.08)</i>	2.38 <i>(0.80)</i>	3.63	3.94	4.03 <i>(0.40)</i>
	2	8	3.25 <i>(0.58)</i>	3.22 <i>(0.69)</i>	3.19 <i>(0.62)</i>	2.63 <i>(0.28)</i>	2.34 <i>(0.55)</i>	3.65	3.72	4.23 <i>(0.49)</i>
	3	12	2.98 <i>(0.60)</i>	2.44 <i>(0.95)</i>	3.23 <i>(0.65)</i>	2.64 <i>(1.14)</i>	2.54 <i>(0.75)</i>	3.65	3.61	3.51 <i>(0.74)</i>
2		16	3.63 <i>(0.68)</i>	3.56 <i>(0.97)</i>	3.51 <i>(0.78)</i>	2.06 <i>(0.70)</i>	2.27 <i>(0.59)</i>	3.49 <i>(0.01)</i>	3.68 <i>(0.09)</i>	3.99 <i>(0.72)</i>
	4	7	3.42 <i>(0.64)</i>	3.43 <i>(0.90)</i>	3.23 <i>(0.68)</i>	2.24 <i>(0.66)</i>	2.32 <i>(0.66)</i>	3.48	3.78	4.16 <i>(0.85)</i>
	5	9	3.80 <i>(0.69)</i>	3.67 <i>(1.06)</i>	3.72 <i>(0.81)</i>	1.93 <i>(0.74)</i>	2.23 <i>(0.56)</i>	3.50	3.61	3.85 <i>(0.61)</i>
3		25	2.92 <i>(0.74)</i>	2.58 <i>(0.89)</i>	2.82 <i>(0.81)</i>	2.35 <i>(0.78)</i>	2.36 <i>(0.93)</i>	3.61 <i>(0.42)</i>	3.78 <i>(0.30)</i>	3.81 <i>(0.80)</i>
	7	4	3.69 <i>(0.33)</i>	3.50 <i>(0.54)</i>	3.56 <i>(0.38)</i>	1.67 <i>(0.72)</i>	1.44 <i>(0.43)</i>	3.95	4.44	4.67 <i>(0.36)</i>
	8	10	2.49 <i>(0.66)</i>	2.16 <i>(0.90)</i>	2.49 <i>(0.79)</i>	2.60 <i>(0.84)</i>	2.70 <i>(1.01)</i>	3.10	3.72	3.26 <i>(0.88)</i>
	10	11	3.04 <i>(0.68)</i>	2.64 <i>(0.74)</i>	2.85 <i>(0.80)</i>	2.36 <i>(0.64)</i>	2.39 <i>(0.79)</i>	3.95	3.59	4.00 <i>(0.41)</i>
4		22	3.68 <i>(0.62)</i>	3.45 <i>(0.58)</i>	3.35 <i>(0.55)</i>	2.06 <i>(0.89)</i>	1.73 <i>(0.60)</i>	3.71 <i>(0.28)</i>	3.92 <i>(0.29)</i>	4.52 <i>(0.49)</i>
	11	5	3.91 <i>(0.16)</i>	3.70 <i>(0.21)</i>	2.90 <i>(0.34)</i>	2.67 <i>(0.75)</i>	1.90 <i>(0.49)</i>	3.70	4.06	4.50 <i>(0.50)</i>
	12	5	3.71 <i>(0.48)</i>	3.55 <i>(0.27)</i>	3.10 <i>(0.52)</i>	1.40 <i>(0.37)</i>	1.35 <i>(0.29)</i>	4.17	4.33	4.77 <i>(0.35)</i>
	13	5	3.95 <i>(0.15)</i>	3.65 <i>(0.22)</i>	3.70 <i>(0.33)</i>	1.33 <i>(0.47)</i>	1.50 <i>(0.31)</i>	3.63	3.56	4.67 <i>(0.39)</i>
	14	7	3.31 <i>(0.95)</i>	3.06 <i>(0.88)</i>	3.61 <i>(0.57)</i>	2.62 <i>(0.85)</i>	2.04 <i>(0.83)</i>	3.43	3.78	4.25 <i>(0.58)</i>
5		22	3.53 <i>(0.42)</i>	3.41 <i>(0.56)</i>	3.38 <i>(0.53)</i>	2.67 <i>(0.61)</i>	1.99 <i>(0.68)</i>	3.79 <i>(0.03)</i>	4.01 <i>(0.20)</i>	4.45 <i>(0.50)</i>
	15	10	3.60 <i>(0.29)</i>	3.48 <i>(0.34)</i>	3.41 <i>(0.46)</i>	2.85 <i>(0.44)</i>	1.75 <i>(0.49)</i>	3.78	4.22	4.45 <i>(0.49)</i>
	16	7	3.35 <i>(0.45)</i>	3.11 <i>(0.66)</i>	3.29 <i>(0.44)</i>	2.40 <i>(0.79)</i>	2.43 <i>(0.64)</i>	3.77	3.83	4.36 <i>(0.52)</i>
	17	5	3.64 <i>(0.60)</i>	3.72 <i>(0.66)</i>	3.45 <i>(0.82)</i>	2.70 <i>(0.58)</i>	1.85 <i>(0.89)</i>	3.85	3.83	4.60 <i>(0.56)</i>
6		10	3.23 <i>(0.40)</i>	3.32 <i>(0.53)</i>	3.72 <i>(0.45)</i>	2.13 <i>(0.53)</i>	2.35 <i>(0.67)</i>	3.13 <i>(0.00)</i>	3.78 <i>(0.00)</i>	4.05 <i>(0.63)</i>
	18	10	3.23 <i>(0.40)</i>	3.32 <i>(0.53)</i>	3.72 <i>(0.45)</i>	2.13 <i>(0.53)</i>	2.35 <i>(0.67)</i>	3.13	3.78	4.05 <i>(0.63)</i>

APPENDIX 4: MULTICOLLINEARITY STATISTICS

Independent ↓	Dependent →	OCB Tolerance	OCB VIF
Model 1			
Transformational Leadership		0,085	11,795
Contingent Reward		0,104	9,612
Management-by-Exception Active		0,580	1,725
Management-by-Exception Passive		0,582	1,717
Laissez-Faire Leadership		0,308	3,249
Model 2			
Transformational Leadership		0,084	11,911
Contingent Reward		0,089	11,285
Management-by-Exception Active		0,572	1,749
Management-by-Exception Passive		0,560	1,784
Laissez-Faire Leadership		0,166	6,028
Trust		0,167	5,984
Model 3			
Transformational Leadership		0,073	13,744
Contingent Reward		0,093	10,763
Management-by-Exception Active		0,514	1,945
Management-by-Exception Passive		0,541	1,848
Laissez-Faire Leadership		0,156	6,408
In-role behavior		0,382	2,618

The tolerance was explained previously; the other multicollinearity statistic, the variance inflation floor (VIF) can also be used. The variance inflation floor reveals much the same information as the tolerance; it can be computed by dividing one by the tolerance. Large VIF coefficients indicate that the regression coefficient variance is increasing, suggesting instability associated with multicollinearity problems (Reinard, 2006, p. 375). Within this research, a tolerance of beneath .10 and a VIF higher than 10 indicate that there are multicollinearity problems (Williams ND WWW, n.d.).

APPENDIX 5: FACTOR ANALYSIS TFRL

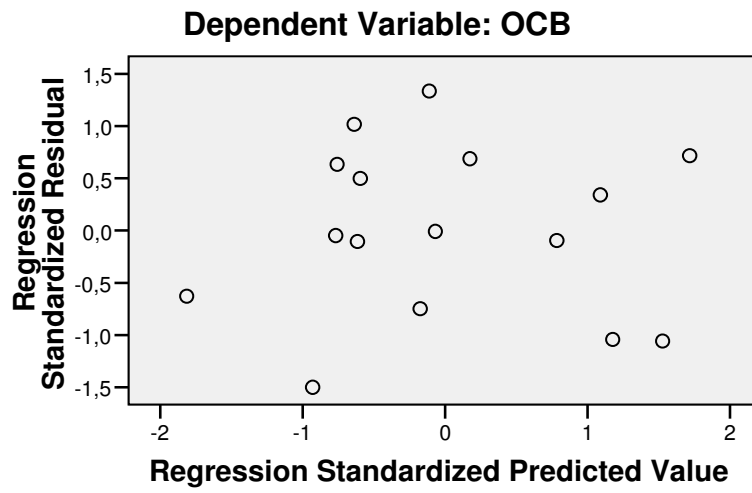
Transformational Rewarding Leadership	Factor 1
B1. Provides me assistance in exchange for my efforts	0,788
B10. Discusses in specific terms who is responsible for achieving performance targets	0,713
B15. Makes clear what one can expect to receive when performance goals are achieved	0,716
B31. Expresses satisfaction when I meet expectations	0,715
B14. Spends time teaching and coaching	0,801
B17. Treats me as an individual rather than just a member of a group	0,412
B25. Considers me as having different needs, abilities, and aspirations from others	0,595
B27. Helps me to develop my strengths	0,842
B2. Re-examines critical assumptions to question whether they are appropriate	0,609
B8. Seeks differing perspectives when solving problems	0,662
B26. Gets me to look at problems from many different angles	0,692
B28. Suggests new ways of looking at how to complete assignments	0,730
B9. Talks optimistically about the future	0,575
B12. Talks enthusiastically about what needs to be accomplished	0,754
B22. Articulates a compelling vision of the future	0,750
B32. Expresses confidence that goals will be achieved	0,713
B6. Talks about his/her most important values and beliefs	0,668
B13. Specifies the importance of having a strong sense of purpose	0,806
B20. Considers the morale and ethical consequences of decisions	0,345
B30. Emphasizes the importance of having a collective sense of mission	0,720

APPENDIX 6: OVERALL REGRESSION RESULTS

Regression	OCB	Conscientiousness	Sportsmanship	Courtesy	Altruism
Transformational Rewarding Leadership	0,066 (0,261)	0,183 (0,325)	-0,286 (0,426)	0,125 (0,364)	0,238 (0,418)
Management-by-Exception Active	-0,264 (0,221)	0,019 (0,275)	-0,534* (0,360)	0,179 (0,308)	-0,723** (0,353)
Management-by-Exception Passive	0,032 (0,158)	0,180 (0,196)	-0,219 (0,257)	0,154 (0,220)	0,011 (0,252)
Laissez-Faire Leadership	-0,478** (0,261)	-0,364 (0,324)	-1,054** (0,425)	-0,192 (0,363)	-0,299 (0,417)
Constant	5,218*** (1,214)	3,543** (1,512)	8,990*** (1,979)	2,560 (1,692)	5,806** (1,942)
R ²	0,460	0,338	0,585	0,188	0,340
Adjusted R ²	0,263	0,097	0,434	-0,107	0,100
Transformational Rewarding Leadership	-0,135 (0,288)	0,014 (0,377)	-0,429 (0,505)	-0,207 (0,384)	0,076 (0,493)
Management-by-Exception Active	-0,238 (0,212)	0,041 (0,278)	-0,516* (0,373)	0,223 (0,283)	-0,702** (0,364)
Management-by-Exception Passive	-0,018 (0,155)	0,138 (0,203)	-0,255 (0,272)	0,070 (0,207)	-0,030 (0,266)
Laissez-Faire Leadership	-0,172 (0,330)	-0,107 (0,433)	-0,836* (0,580)	0,313 (0,441)	-0,053 (0,566)
Trust	0,475* (0,336)	0,400 (0,441)	0,339 (0,591)	0,786* (0,449)	0,383 (0,577)
Constant	3,276* (1,800)	1,908 (2,360)	7,605** (3,162)	-0,652 (2,403)	4,240 (3,087)
R ²	0,550	0,097	0,598	0,379	0,368
Adjusted R ²	0,324	0,083	0,397	0,068	0,052
Transformational Rewarding Leadership	0,068 (0,275)	0,168 (0,338)	-0,261 (0,438)	0,147 (0,374)	0,217 (0,432)
Management-by-Exception Active	-0,255 (0,241)	-0,023 (0,297)	-0,462 (0,385)	0,242 (0,329)	-0,786** (0,380)
Management-by-Exception Passive	0,026 (0,174)	0,214 (0,214)	-0,277 (0,277)	0,104 (0,237)	0,061 (0,273)
Laissez-Faire Leadership	-0,449 (0,358)	-0,507 (0,441)	-0,805* (0,572)	0,024 (0,488)	-0,514 (0,564)
In-Role Behavior	0,045 (0,364)	-0,224 (0,448)	0,392 (0,581)	0,340 (0,496)	-0,337 (0,573)
Constant	4,964* (2,427)	4,815 (2,986)	6,769 (3,871)	0,634 (3,307)	7,717* (3,819)
R ²	0,461	0,354	0,603	0,224	0,362
Adjusted R ²	0,191	0,031	0,404	-0,164	0,043

APPENDIX 7: SCATTER PLOT / ANALYSIS OF RESIDUALS

Scatterplot



APPENDIX 8: REGRESSION RESULTS ORIGINAL FRL MODEL

Regression	OCB	Conscientiousness	Sportsmanship	Courtesy	Altruism
Transformational Leadership	0,569 (0,553)	0,389 (0,716)	0,268 (0,936)	0,147 (0,808)	1,480** (0,816)
Contingent Reward	-0,355 (0,410)	-0,124 (0,531)	-0,440 (0,694)	0,001 (0,599)	-0,865* (0,605)
Management-by-Exception Active	-0,239 (0,222)	0,033 (0,288)	-0,515 (0,376)	0,183 (0,325)	-0,660** (0,328)
Management-by-Exception Passive	0,061 (0,160)	0,196 (0,207)	-0,197 (0,271)	0,159 (0,234)	0,084 (0,236)
Laissez-Faire Leadership	-0,408* (0,270)	-0,326 (0,349)	-1,001** (0,457)	-0,181 (0,394)	-0,122 (0,398)
Constant	4,347 (1,496)	3,060 (1,936)	8,322*** (2,531)	2,423 (2,184)	3,596 (2,205)
R ²	0,509	0,350	0,593	0,189	0,490
Adjusted R ²	0,263	0,025	0,390	-0,217	0,235
Transformational Leadership	0,659 (0,502)	0,460 (0,719)	0,333 (0,967)	0,275 (0,738)	1,575** (0,802)
Contingent Reward	-0,635 (0,401)	-0,347 (0,574)	-0,642 (0,773)	-0,399 (0,589)	-1,162* (0,641)
Management-by-Exception Active	-0,196 (0,202)	0,067 (0,289)	-0,485 (0,389)	0,244 (0,297)	-0,615** (0,323)
Management-by-Exception Passive	0,009 (0,147)	0,155 (0,211)	-0,234 (0,284)	0,085 (0,217)	0,029 (0,235)
Laissez-Faire Leadership	0,000 (0,332)	0,001 (0,475)	-0,706 (0,639)	0,403 (0,488)	0,312 (0,530)
Trust	0,591* (0,326)	0,473 (0,467)	0,427 (0,629)	0,847* (0,480)	0,629 (0,521)
Constant	1,582 (2,037)	0,850 (2,917)	6,328 (3,926)	-1,536 (2,994)	0,655 (3,254)
R ²	0,640	0,416	0,613	0,398	0,561
Adjusted R ²	0,400	0,027	0,355	-0,004	0,269
Transformational Leadership	0,689 (0,621)	0,282 (0,809)	0,609 (1,022)	0,397 (0,892)	1,471* (0,928)
Contingent Reward	-0,431 (0,451)	-0,056 (0,588)	-0,655 (0,742)	-0,157 (0,648)	-0,859 (0,674)
Management-by-Exception Active	-0,197 (0,245)	-0,005 (0,320)	-0,395 (0,404)	0,272 (0,353)	-0,663* (0,367)
Management-by-Exception Passive	0,037 (0,173)	0,217 (0,225)	-0,264 (0,284)	0,110 (0,248)	0,086 (0,258)
Laissez-Faire Leadership	-0,266 (0,394)	-0,452 (0,513)	-0,598 (0,648)	0,115 (0,566)	-0,133 (0,589)
In-Role Behavior	0,200 (0,389)	-0,178 (0,507)	0,566 (0,640)	0,416 (0,559)	-0,015 (0,581)
Constant	3,031 (2,998)	4,231 (3,908)	4,586 (4,934)	-0,322 (4,309)	3,696 (4,482)
R ²	0,523	0,359	0,626	0,236	0,490
Adjusted R ²	0,204	-0,069	0,376	-0,273	0,150