

# **WORK VALUES AND THEIR EFFECT ON FOLLOWERSHIP BEHAVIOR**

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## **Abstract**

Leaders contribute only 20 percent to the success of an organization, while followers are responsible for the remaining 80 percent. Since still little empirical attention has been paid to followers, much more academic research into followership is essential. This research reveals new insights by studying the relation between followers' work values and follower behaviors. The methods used include: (1) video-observations of Transactional and Transformational follower behaviors, systematically coded by trained interdependent coders during regular staff meetings and (2) surveys among 163 followers, measuring a self-rating of work values. As hypothesized, a positive significant relation is found between holding the work value Openness to change and exposing Transformational followership behavior. For the remaining three hypotheses: Self-enhancement and Conservation being positively related to Transactional follower behavior, and Self-transcendence being positively related to Transformational behavior, no significant relations are found. However, the analyses did reveal a negative relation between having Conservation work values and exposing Transformational followership behavior. Concluding on these results, individual work values of followers only can't fully predict followership behavior. Future research should take organizational context influences, e.g. leaders' work values, shared organizational work values and the perceived degree of hierarchy into account in the attempt to predict followership behavior.



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## Introduction

Despite the fact that followers in the leadership equation have long been recognized (Hollander 1992; Follett, 1949; Carsten, Uhl-Bien, West, Patera & McGregor, 2010), historically, research on leadership has been heavily leader-focused and only little empirical attention has been paid to followers (Collinson, 2006). Following Collinson's statement that 'the essence of leadership is followership and that without followers there can be no leaders' (Collinson, 2006: p179) much more academic research into followership is essential for a better understanding of follower identities (Collinson, 2006; Lord & Brown, 2004; Carsten et al., 2010); Hence that more knowledge about followership is important, is shown by one of the earliest studies in the field of followership. Kelley (1992) concluded that leaders contribute only 20 percent to the success of an organization, while followers are responsible for the remaining 80 percent.

Already a number of studies are conducted that highlight followership from various perspectives. According to Uhl-Bien, Riggio, Lowe and Carsten (2014) studies that have taken place into followership can be divided into 5 approaches on followership. The leader-centric approach sees followers as recipients or moderators of the influence of their leaders (Uhl-bien et al., 2014). The follower-centric approach, used by Meindl (1995) is about how followers perceive their leaders. And the relational-view sees followers and leaders mutually influencing the process (Uhl-bien et al., 2014). However, these three approaches do discuss followers but do not necessarily study followership (Uhl-bien et al., 2014). The constructionist approach by Derue and Ashford (2010), indicates leadership as a co-creation of leading and following. However, in this current research followership is seen as an independent factor in the followership – leadership relation. Therefore followership will be defined on the basis of the role-based approach. This role-based approach implies 'reversing the lens' (Shamir, 2007) to see followers as independent variables and leaders as dependent

variables or moderators of followership outcomes. The focus of this research is in line with this role-based approach because it focuses on followers characteristics (values) and followership style/ role orientations (followership style) (Collinson, 2006; Lord & Brown, 2004).

To get a better understanding of followership this research will dive into the work values of the follower and to what extent these values will result into a different set of actual follower behaviors. According to Meglino and Ravlin (1998) and Shin and Zhou (2003) knowledge on the influence of work values can be very beneficial. It will help leaders to understand attitudes, motivational processes, important organizational outcomes and how followers will respond on different styles of leadership. In this current research the influence of work values will be examined in relation to followership behaviors. Therefore this research will contribute to the knowledge of followership by indicating if work values can predict followership behaviors. Knowledge on the influence of work values on follower behavior can be beneficial because it gives insight in reasons why followers expose a certain behavior. Plus, if a relation between work values and followership behavior will be found, one will be able to predict follower behavior based on an indication of followers work values.

Several types of relations between values and work-related behaviors have been found already (Dawis, 1991, Rokeach, 1973, Cooper, Pandey & Quick, 2012; Brown, 1995, 1996; Brown & Grace, 1996; Johnson, 2001a, 2001b, 2002; Mortimer & Lorence, 1979; Super, 1957, 1990, 1992, 1995). Results of these studies suggest that values and work behavior mutually influence another (Porfeli, 2008). Research of (Rokeach (1973) and Bass and Steidlmeier (1999) confirms these findings by noticing a possible explanation for this relation. They state that people are feeling the need for consistency between their values and behavior. Studies examining the relation between values and work behavior have so far only been performed in the context of leader behavior and leadership. Conducting research into the



relation between followers work values and followers work will therefore contribute to the existing knowledge about the relation between work values and behaviors.

In summary, the research question in this thesis is: ‘Can individual work values predict followership behaviors?’. The relation between work values and behavior has already been studied. So, why will this study contribute to the existing literature that assumes that work values explain behavior; i.e. how you behave is based on your own specific value-constellation? The existing literature which examines this linkage had focussed predominantly on leader behavior. Plus, studies in this field tend to relate to “shared” rather than to “individual” level values of team members (Offermann & Hellmann, 1997; Schaubroeck, Lam, & Cha, 2007). In a study that relates value constellations to behavior styles, researchers often use perceptual measures of behavior style, which differ too much from actual behaviour (Carsten & Uhl-Bien, 2012). This study will contribute to the existing literature by measuring this work values - behavior relation for followers (instead of leaders) through an observational method. This method captures actual follower behaviors instead of mere perceptions of behaviors; we link these follower behaviors to individual-level follower work values.

## **Theoretical Framework**

Since follower behavior is a relatively new topic in the field of leadership research, there is still much to discover. In order to let this research contribute to the widening of the current knowledge of followership, follower behavior and the influence of work values on this behavior, first the existing scientific knowledge is being examined in this theoretical framework.

### **What is Followership?**

Despite the fact that followership is still an understudied discipline (Mushonga & Torrance, 2008; Chou, 2012), throughout the years, followership already has been defined from several point of views. In traditional leadership theories, follower characteristics are seen as dependent variables that are affected by the leader (Dvir & Shamir, 2003). Situational leadership theories gave followership a more central and active role in the leader-follower relation by defining follower characteristics as moderators of leadership (Fiedler, 1964; House, 1971; Vroom & Yetton, 1973). There are also a few studies that examine followership by placing follower characteristics as independent variables that influence leader behavior (Chou, 2012; Merton, 1957; Osborn & Hunt, 1975). In this current research followers and their behaviors will be examined as being a stand-alone concept from a followership perspective instead of a leadership perspective. Because this research focuses on the relation between follower work values and individual follower behaviors, followership will be approached from a role-based point of view. This role-based approach implies a focus on followers' characteristics and followership style/ role orientations (Collinson, 2006; Lord & Brown, 2004). This approach correspond with 'reversing the lens' (Shamir, 2007) to see followers as independent variables and leaders as dependent variables or moderators of followership outcomes. However, this research will only focus on characteristics of the follower as defined in work values and their relation with followership behavior. The

definition of followership used in this research is: “a role and a set of behaviors or behavioral styles of individuals” (Uhl-bien et al., 2014: p89), which is in line with the role-based approach.

### **Leaders and followers, do they expose the same behavioral repertoire?**

According to Carsten et al. (2010) it is necessary to have a better understanding of what followership is in order to address behaviors and issues related to followership. Now that our definition of followership is clear, a deeper dive into the literature should reveal what behaviors may be relevant to followership.

Boccialetti (1995) van Vugt, Hogan and Kaiser (2008) suggest that followership styles are at least as variable and differentiated as leadership styles. From the ‘reversing the lens’ point of view which implies followership to influence leader attitudes, behaviors, and outcomes instead of the other way around as traditionally suspected, this statement is convincing. To deepen the knowledge of these followership styles, similarities between leadership and followership have been studied (Crossmann & Crossmann, 2011).

Earlier managerial behavior research has shown that leaders next to leader behaviors also engage in follower behaviors. For example they can defer their leading tasks to followers (Fairhurst & Hamlett, 2003; Larsson & Lundholm, 2013). By making this statement they automatically imply that followers also engage in leader behaviors. What can be derived from these statements is that there is a thin line between leader and follower behaviors and that this sometimes means that due to this thin line leader and follower switch roles. These assumptions can be supported by Howell and Mendez (2008) who indicate a follower role, called the shifting role. This shifting role refers to followers who alternate between the leader and follower role. This shifting role can be related to, what Carson, Tesluk and Marrone (2007) call shared leadership. They define shared leadership as “an emergent team property

that results from the distribution of leadership influence across multiple team members” (Carson et al., 2007: 1218). According to Crossman and Crossman (2011), Scientist Rost already mentioned this overlap of rolls in 1995 by stating that “followers do leadership not followership” (Rost, 1995, p112), meaning that followers are not only passive recipients of the leader’s influence, they are active agents in the follower – leader relationship. This claim is confirming the earlier statement of Hollander (1992) that the follower role has the potential to assess and execute leadership functions. Which is also consistent with the findings of Carsten et al. (2010): followership is upward leadership, which means that followers can influence leaders and therefore can contribute to achieving group and organizational goals.

To summarize this current scientific knowledge about followership, a quote of Bass and Stogdill (1990) can be used: “followership and leadership are often perceived as being ‘highly similar” (Crossman and Crossman, 2011: p484). According to Foster’s (1989) findings, the concepts leadership and followership are exchangeable for the most part. In this current research followership will be seen as highly similar to leadership, therefore there can be assumed that leaders and followers expose a similar repertoire of behaviors. This corresponds with Crossman and Crossman (2011) ideas that the greatest differentiation between follower- and leader behaviors appears to be concerned with the proportion of time spent in leading, coupled with the power differentials involved.

### **Can Transformational and Transactional leadership styles be applied to follower behaviors?**

To support the assumption that leaders and followers expose similar behavior repertoires, this chapter will try to find further foundation for applying leadership styles in the followership literature. The leadership paradigm of Burns (1978) will be used in this research

because the robustness of the Transformational and Transactional leadership styles has been proved by numerous investigations (Dorfman, 1996). Below, there will be examined to what extent previously found follower behaviors can be related to these leadership styles.

### **Transformational Followership**

In Transformational leadership, the leader tries to influence followers to identify with the group by transforming their values, beliefs, and attitudes such that these become aligned with the missions, goals and values of the organization (e.g. Shamir, House & Arthur, 1993; Van Knippenberg, Van Knippenberg, De Cremer & Hogg, 2004; De Cremer & Van Vugt, 1999; Avolio, 2011; Bass, 1985; Bass & Riggio, 2006; Van der Kam, Janssen, van der Vegt & Stoker, 2014). Burns (1978) held a somewhat broader view on Transformational leadership “transforming leadership is a dynamic, reciprocal process in which both leaders and followers are transformed by each other” (Burns 1978, p61). This transforming reciprocal process implies that followers have the potential of performing leadership functions, and therefore could also engage in these leader behaviors (Hollander, 1992, p72). According to Bass (1985), Transformational leadership includes four dimensions: Inspirational Motivation, Idealized Influence, Intellectual Stimulation and Individualized Consideration.

Inspirational motivation and idealized influence imply the degree, by which a leader articulates a vision, emphasizes a collective vision or goal and behaves in a charismatic manner (Hetland & Sandal, 2003). Because being charismatic is not a stand-alone behavior, rather an attitude this charisma won't be measured in this study. In this study inspirational motivation and idealized influence are merged together into the overarching behavior ‘visioning’ (Explaining long term goals and directions; Giving own opinion), which according to Van der Weide (2007) an observable behavior . According to Lapierre, Naidoo and

Bonaccio (2012), Morrison and Milliken (2000), Van Dyne and LePine (1998) and Uhl-Bien et al. (2014) followers are able to show this behavior as well. Proactive followers voice their ideas and concerns to leaders when they disagree or when leaders' decisions are not consistent with the groups' missions. Also Carsten et al. (2010) recognize this visioning behavior as being a follower behavior. However, Carsten et al.'s definition of this behavior is called "expressing opinion: Individual makes known his/her opinions and feelings to the leader and the group. Constructively challenges leader's ideas, decisions, initiatives, etc." (Carsten et al., 2010, p549).

This definition of Carsten can also be related to the third dimension of Transformational leadership: intellectual stimulation. "Intellectual stimulation is the degree to which leaders challenge assumptions, take risks and solicit followers' ideas" (Piccolo & Colquitt, 2006, p328). Not only Carsten et al. (2010), also La Pierre et al. (2012) and Chaleff's (2009) assume that followers will challenge the ideas of their leaders and to participate in change processes when needed.

The fourth dimension of Transformational behavior is individualized consideration. "Individualized consideration is the degree to which leaders attend to followers' needs, act as mentors or coaches, and listen to followers' concerns" (Piccolo & Colquitt, 2006: p328). Smith, Montagno, and Kuzmenko (2004) state that Transformational leaders make use of two-way communication, on a personal level, with their followers. According to research of Deluga (1992), Wang, Law, Hackett, Wang and Chen (2005) and Seltzer and Bass (1990) individualized consideration can be seen as a dyadic relationship between leader and follower. Jung, Bass and Sosik (1995) and Bass (1985) confirm this assumption by stating that Individualized consideration is an ongoing process of dyadic communication between the leader and the follower. Because of this dyadic relation on a personal level between leader and follower it can be assumed that not only leaders will show this individualized behavior,

also followers will engage in this behavior. Individualized consideration (Showing personal interests/ Showing empathy) is mentioned in the coding scheme of Van der Weide (2007) to be an observable behavior.

### **Transactional Followership**

According to Fein, Vasiliu & Tziner (2011) the aim of Transactional leadership behavior is to structure the work environment. Behaviors such as clarifying employee role and task requirements, providing performance-based reinforcement, and assisting employee self-regulation are examples of behaviors that are aimed to achieve this goal.

Bass (1985) divided Transactional behavior into 3 dimensions: contingent reward, active management, and passive management. However, for example the dimension passive management is hard to measure by observation in one single team meeting. Passive management can be explained as “Passive leaders fail to intervene until problems become serious. “They wait to take action until mistakes are brought to their attention” (Bass, 1997: p134). This behaviors dimension takes place over time and thus needs a longitudinal measurement approach. Because these dimensions of behaviors are hard to measure in an objective observation of a team meeting, in this research we focus on the aim of Transactional leadership behavior: structuring the work environment.

A leadership style which compromises this aim of structuring is Initiating structure, found by Hemphill and Coons (1957). Like Transactional behavior, this leadership style is focused on task-oriented behavior (Brown, 2003; Bass, 1990; Hemphill, 1950). According to Seltzer and Bass (1990), the initiation scale measures behaviors such as clarifying task requirements, providing information and structuring the task. The behaviors in this initiation scale where defined for measurement by perception, in order to make these behaviors

observable for the purpose of this study, 3 behaviors are defined consistent with the coding scheme for leader behaviors of Van der Weide (2007): informing (Giving factual information), directing (Dividing tasks upon other meeting members) and structuring (Shifting to the next agenda point or calling upon another person to speak).

Now it is clear that leaders expose these particular behaviors, evidence has to be found in order to prove that also followers expose these specific behaviors. According to Crossman and Crossman (2011), Thody (2003) has built an effective follower type concept which is called the Transactionals. This concept acknowledges “the use of delegated power by the follower (Beatty & Lee, 1992), the importance of lower-level exchanges (Hoskins, 1988) and subordinate perceptions of subordinate strategic choice (Pratt, 1984)” (Thody, 2003, p146). This study combines research of Thody (2003) with research of Uhl-Bien et al. (2014), who mentioned in their study that proactive follower behaviors include taking charge behavior (Morrison & Phelps, 1999), which corresponds to the directing behavior, as formulated in this study on the basis of Van der Weide (2007), and to the delegated power mentioned by Beatty & Lee (1992). Uhl-Bien et al. (2014) also mentioned influencing work structures (Parker, Wall, & Jackson, 1997), which corresponds with the structuring behavior Van der Weide (2007). Finally, the behavior informing is measured in this study on the basis of the coding scheme of Van der Weide (2007). That followers, next to leaders, exhibit informing behavior is probably a movement recent times (Bjugstad, Thach, Thompson and Morris, 2006). Brown (2003) observed that leaders are “no longer the exclusive source of vital information about their companies or fields; therefore they can no longer expect to be followed blindly by their now well-informed, more skeptical ranks” (Brown, 2003, p 68). Followers can now access information about their company and the competitors more easily via the internet (Cross & Parker, 2004; Brown, 2003; Bjugstad et al., 2006). This observation can be confirmed by Sampietro and Villa (2014), they state that the quantity of available information for followers



has been increasing exponentially.

### **Values, Work Values and their relation to Followership styles**

According to Maio and Olson (1998), Schwartz and Bilsky (1990) Fein et al. (2011), and Tziner, Kaufmann, Vasiliu and Tordera, (2011) value systems can be very effective in predicting significant work-related behaviors. As already mentioned, the aim of this research is to study the relation between follower's individual values and followership behaviors. Because of the statement of Maio and Olson (1998), Schwartz and Bilsky (1990) Fein, et al. (2011), and Tziner, et al. (2011), we hypothesize that value systems, in this study the higher-order values of Schwartz (1992) can be very effective in predicting the commonly used Transformational and Transactional work-related behavior styles, which in this study are being applied to followers. In order to establish more specific hypotheses, first more information is needed on the concept of work values.

### **Basic Individual Values and Higher-order Values**

Based on theory of Rokeach (1973) and Kluckhohn (1951), Schwartz (1996) defined values as “desirable, trans situational goals, varying in importance, that serve as guiding principles in people's lives” (Schwartz, 1996: p2). This definition of values is very similar to the conceptualization of Rokeach (1973), however, there is one fundamental difference. Rokeach (1973) mentions the distinction between instrumental values and terminal values. Schwartz, questions this distinction because of his reflection one single value could be both instrumental and terminal at the same time. Schwartz could not find any empirical evidence for the distinction of Rokeach (1973), therefore Schwartz didn't take this instrumental – terminal distinction between variables into account in his research.

Schwartz (1992) listed ten motivationally distinct types of values. These ten basic individual values (Power, Achievement, Hedonism, Stimulation, Self-direction, Universalism, Benevolence, Tradition, Conformity and Security) are based on the reasoning that values represent three universal requirements of human existence: biological needs, requisites of coordinated social interaction and demands of group survival and functioning (Schwartz, 2006). In order to examine and interpret how the full set of value priorities relate to other variables, for example behavior, Schwartz generated 2 dimensions containing 4 opposing higher order values. These high-order dimensions will be used to link basic individual values to individual work-values. The assumption that each value has psychological, practical and social consequences that may conflict, or may be compatible with another value or other values is how Schwartz divided these values into 2 dimensions. The description of this distinction into 2 dimensions and 4 higher-order values will be described with the reference to Ros, Schwartz & Surkis (1999).

The first dimension opposes higher-order values Openness to change to Conservation. Openness to change combines self-direction and stimulation values, which emphasizes following your own independent thought and favours change. The higher-order work value Conservation includes the basic individual values Security, Conformity and Tradition and therefore emphasizes protection of stability, obedient self-limitation and continuing traditional practices. The second dimension opposes Self-enhancement to Self-transcendence value types. Self-enhancement combines Power and Achievement and therefore emphasizes the urge to prevail one's own success and dominance over others. Fu, Tsui, Liu & Li (2010) define Self-enhancement as a combined set of values that emphasize the pursuit of one's own success, happiness, and dominance over others. In contrast, Self-transcendence contains the values Universalism and Benevolence and emphasizes considering other people as equals and concerns about others their well-being (Ros et al., 1999). The definition of Self-transcendence

of Fu et al. (2010) is almost similar: “Self-transcendent values emphasize the enhancement of others’ happiness, the transcendence of selfish interests, and the acceptance of others as equals” (Fu et al., 2010: p226). At this point there are 9 values distributed among the four higher-order values. The tenth work value, Hedonism, is exceptional because it belongs to both dimensions. According to Ros et al. (1999), the definition of Hedonism is “Pleasure and sensuous gratification for oneself (Pleasure Enjoying Life)” (Ros et al., 1999: p52) and can be assigned to both the higher-order values Openness to change and Self-enhancement.

### **Work Values**

Ros et al. (1999) defines work values as “beliefs pertaining to desirable end-states (e.g. high pay) or behavior (e.g. working with people)” (Ros et al., 1999: p54). Additionally, they state that work values are specific expressions of general values in the work environment. Therefore the well-founded and commonly used Universal Values theory of Schwartz will serve as the basis of this research.

Schwartz (1992, 1996) developed a measurement scale to study the self-measurement of values on the basis of his own Universal Values theory, as described above. According to Brown and Treviño (2009) The four higher-order values, Self-enhancement, Self-transcendence, Openness to change and Conservation correspond well to values that may be emphasized by leaders in an organizational environment by a direct report. However, according to Brown and Treviño (2009) this measurement scale of Schwartz (1992, 1996) does not completely fit for the study of values in an organizational work environment. Therefore, Brown and Treviño (2009) adapted the measurement of Schwartz (1992, 1996) to be more relevant to organizational environments. They omitted items with little relevance to an organizational environment and added four work-related items of the study of O’Reilly, Chatman, and Caldwell (1991), teamwork, conformity, experimentation and taking initiative.

These work-related items of O'Reilly et al. (1991) can all four be subscribed to a higher-order value of Schwartz (1992, 1996). "Teamwork (working together, cooperation)" (Brown and Treviño, 2009: p482) fits into the higher-order value Self-transcendence. "Experimentation (trying new things)" (Brown and Treviño, 2009: p482) can be linked to Openness to change. "Conformity (following the rules, fitting in)" (Brown and Treviño, 2009: p482) can be associated with Conservation. And finally, "Taking Initiative (enterprising, inventiveness)" (Brown and Treviño, 2009: p482) belongs to the higher-order value Self-enhancement.

### **Do work-values influence followership styles?**

According to Fein, et al. (2011) values determine behaviors across a wide range of situations. Bardi and Schwartz (2003); Roccas and Sagiv (2010); Sagiv, Sverdlik and Schwartz (2011) and Verplanken and Holland (2002) even state that values pertain to the most important predictors of individual behaviors. These findings are in line with the assertion of Ros et al. (1999) that work values are beliefs that pertain behavior (e.g. working with people) and the statement of Maio and Olson (1998), Schwartz and Bilsky (1990) Fein, et al. (2011), and Tziner, et al. (2011) that value systems can be very effective in predicting significant work-related behaviors.

According to Kluckhohn's (1951) early statement, the relation between personal values and behaviors exist because internalized values function as personal behavioral norms. This statement is consistent with findings by Meglino and Ravlin (1998), Roe and Ester (1999), Lord and Brown (2001) and Van Quaquebeke, Zenker and Eckloff (2009), who declare that work values express a persons internalized belief about how people should, or how they are obliged, to behave at work. Bardi and Schwartz (2003) try to explain why people behave in line with their values by means of two possible reasons. The first possible

reason is that people are feeling the need for consistency between their values and behavior (Rokeach, 1973; Bass and Steidlmeier, 1999). Kluckhohn (1951) states that if people show behaviors that are inconsistent with their values, these people will experience feelings of guilt, shame, or self-depreciation. It's plausible to assume that people want to avoid these unpleasant feelings and therefore feel the need to act consistent to their values. The second possible reason is that performing behavior which is consistent with their values is rewarding, it helps people to achieve what they want (Bardi and Schwartz, 2003). However, these two reasons are results of studies on hypothetical behaviors, in order to estimate the strength of the relations between values and behavior it is necessary to measure actual behavior (Bardi and Schwartz, 2003).

### **Hypotheses**

Now it's clear that it's plausible to assume a relation between systems of work values and work behavior in general it's also likely that systems of work values (4 higher-order values) are predictors of follower work behaviors (followership styles) in particular. This assumption can be supported by the research of for example Fu et al. (2010) who already reported the assumption that higher-order values influence moral dimensions of leadership (Fu et al., 2010; Kanungo and Mendonca, 1996; Ros et al., 1999) and therefore influence leadership styles. Because earlier in this theoretical framework there is underpinned that leadership styles can be applied on followership, plus the evidence found for the assumption that work value systems are predictors of work behaviors studies like the study of Fu et al. (2010) seem to form a good foundation for drafting hypotheses in this current research of the relation between higher-order work values and followership styles. In order to measure this assumed relation, four hypotheses are drawn.

Starting with the higher-order value Self-enhancement, Fu et al. (2010) argues that this value can't be related to the Transformational leadership style. This is because Self-enhancement emphasizes the urge to prevail one's own success, happiness, power and influence over others, which is in big contrast to the collectivistic nature of the Transformational behaviors. As already noted, Transformational followership style is about getting values, beliefs, and attitudes aligned with the missions, goals and values of the organization. Therefore people have to denounce their exclusive pursuit of their own goals (Bass and Steidlmeier, 1999), what stands in sharp contrast with the work value Self-enhancement. Besides, since it is assumed that people will experience feelings of guilt, shame, or self-depreciation when acting inconsistent to their values (Kluckhohn, 1951), it isn't likely that this Self-enhancement value will predict Transformational follower behavior. According to Cohen (2012) people who score high on Self-enhancement values prefer Transactional contracts. This statement of Cohen (2012) can be supported by the characterization of Transactional leadership by Burns (1978) and Brown (1985) that leaders and followers not cooperate on the basis of shared goals, but rather, on the basis of their own goals and self-interest. Altogether, I assume that when a follower scores high on the work value Self-enhancement, this follower will perform much Transactional followership behavior and vice versa. This assumption leads to the first hypothesis of this study:

### **H1. Self-enhancement has a positive relation with Transactional follower behavior.**

In contrast to Self-enhancement, "Self-transcendent values emphasize the enhancement of others' happiness, the transcendence of selfish interests, and the acceptance of others as equals" (Fu et al., 2010, p226). Therefore Self-enhancement is according to Fu et al. (2010) consistent with Transformational behaviors. This statement of Fu et al. (2010) can be supported by Groves and LaRocca (2012) who agree that Transformational behaviors include behaviors that denounce their self-gain to behave in favour of the goals and missions

of the team and organization and that these selfless actions could be based on the value Self-transcendence (Kanungo & Mendonca, 1996). Therefore I hypothesize that when a follower scores high on the value Self-transcendence, this follower will perform much Transformational followership behavior and vice versa.

## **H2. Self-transcendence has a positive relation with Transformational follower behavior.**

Another value of which is expected that it relates to Transformational follower behavior is Openness to change. This expectation is supported by research of Groves and LaRocca (2012) and Sosik (2005). They state that Transformational leaders are willing to depart from status quo, which is consistent with the value Openness to change. Also Egri & Herman (2000) support the thought that Transformational leaders link their behaviors, and are committed to, the values Openness to change and Self-transcendence. Especially the Transformational behaviors Intellectual stimulation and Inspirational motivation can be linked to the work value Openness to change. Intellectual stimulation and Inspirational motivation challenge the existing assumptions of people in an organization which will be stimulated by the work value Openness to change (Groves and LaRocca, 2012). Because of these findings, I draw the hypothesis that when a follower scores high on the value Openness to change, this follower will perform much Transformational followership behavior and vice versa.

## **H3. Openness to change has a positive relation with Transformational follower behavior.**

Finally, a relation between the work value Conservation and Transactional follower behavior is assumed. Groves and LaRocca (2012) and Kark and Van Dijk (2007) confirm this assumption by stating that leaders who are holding values of Conservation and a prevention focus are most likely to make use of a Transactional leadership focus. Also Friman (2001) found a relation between the values of security and conformity and Transactional leadership.

These findings support the results of the study of Eyal and Kark (2004) who indicated that monitoring leadership, which is consistent with Transactional leadership, is related to a low degree of entrepreneurship. This low level of entrepreneurship could indicate a prevention focus of the leader by maintaining traditions and the status quo, which can be caused by values of Conservation. On the basis of these findings I assume that when a follower scores high on the value Conservation, this follower will perform much Transactional followership behavior and vice versa.

#### **H4. Conservation has a positive relation with Transactional follower behavior**

All four higher-order dimension values of Schwartz (1996) are now assumed to be related to a Transformational or Transactional followership style. This complete set of hypotheses will be tested in this current research.



## **Methods**

In this explanatory research, both a video observation method and a survey have been used to get a deeper understanding of follower behaviors and the extent to which follower work values influence the followers their behavioral style.

### **Sampling and Measures**

The follower sample consists of 163 followers including, 113 men and 50 women. The average age of the followers is 49.27 ( $SD = 10.41$ ) and the average job tenure is 24.29 years ( $SD = 13.50$ ). The average number of years working within the team is 6.45 years ( $SD = 7.94$ ). The level of education of the followers was measured in terms of the type of education: Secondary education (3.9%), LBO (59.4%), MBO (21.3%), HBO (1.9%), BSc (12.9%), MSc (0%) and PHD (0%). The average group size is 15 ( $SD = 4.47$ ). The 26 teams that have been invited to be a part of this study are randomly selected. Only 14 teams decided to participate in this study, so the response rate on the video-observation is 53.9%. Right after the video-taped meeting, the followers were asked to fill in the survey. Due to the commitment of the leaders in the meetings, the response rate of this survey is 100%.

### **Video-observation method**

“Video is an important, flexible instrument for collecting aural and visual information” (Powell, Francisco, & Maher, 2003: p407). According to Clement (2000) this type of data collection makes it possible to examine rich behavior and complex interactions and it allows investigators to view the behaviors as frequently as necessary and in flexible ways like “real time, slow motion, frame by frame, forward, backward” (Bottorff, 1994: p246). Because of

these possibilities, and because of the objectivity of video, the video-observation method is used in order to examine follower behaviors

In this study video observation will be used to measure follower behaviors during meetings with leaders and fellow followers. In order to measure follower behaviors in an objective way it is necessary to develop a coding scheme of follower behaviors, which can be used by independent coders. To the best of my knowledge, observations of actual follower behavior have never been studied before. However, in contrast, actual leader behaviors in relation to followers have been studied before on the basis of a coding scheme of Van der Weide (2007). This coding scheme is, inter alia, based on the managerial behavioral study of Burns (1978), Bass (1985) and Yukl (1989) which revealed the well-known leadership styles; Transformational and Transactional behaviors. Therefore it is possible to measure Transformational and Transactional leader behaviors on the basis of the coding scheme of Van der Weide (2007). However, since the aim of this study is to measure follower behaviors, the Theoretical Framework chapter justifies the decision to measure Transformational and Transactional followership on the basis of the coding scheme of Van der Weide (2007).

The video observations took place during 14 different staff meetings of a large Dutch organization in the public-sector. In these video observations, the follower behavior was systematically and precisely coded. Before the start of every meeting, 3 cameras had been installed in the meeting room to catch every team member on film. In order to analyse the data, "The Observer XT" (Noldus, Trienes, Hendriksen, Jansen, & Jansen, 2000) is used. This is an internationally used behavioral software program specifically designed for the purpose of coding video's. The coders, a group of 8 specially selected Business Administration students, coded follower behaviors in terms of both frequency and duration. All coders have had an intensive training in how to use The Observer XT by a researcher who is specialized in the video-coding of this behavior. Another important part of the training was the detailed

explanation of how to work with the behavioral coding scheme of Van der Weide (2007). The carefully developed coding scheme contains 17 mutually-exclusive behaviors. The coded followership behavior both reflects the Transactional and Transformational behaviors and are rooted in previous leadership theorizing.

The total duration of the 14 videos is 1675 minutes. The total duration of the observed follower behavior is 1252.52 minutes. In this study the frequency of the exposed observed behavior types is reported, because according to Shipper (2004), Bernardin & Beatty (1984), Schriesheim & Kerr (1974), Shipper (1991), Van Velsor & Leslie (1991) and Yukl (1994) the majority of the studies about managerial behavior are based on the frequency of behavior. Even though the current research is about follower behavior on the work floor, frequency seems the most accurate way to measure Transformational and Transactional behavior.

In order to make it possible to compare the taped video, the percentage of each type of behavior per follower is calculated, relative to the total duration of the measured follower behaviors in the meeting. All behaviors are coded according to the coding scheme of Van der Weide (2007). In this study, only the Transformational and Transactional behaviors are used which are shown in table 1 of the appendix. The Transactional behaviors that are measured during the observation are Directing, Structuring the meeting and Informing. Intellectual stimulation, Visioning and Structuring the meeting are measured as being Transformational behaviors. However, according to Yukl (2006) the component behaviors of Transformational behaviors are often so inter-correlated that it's not possible to study their separate effects. Therefore, in this study a composite score of these behaviors will be used in order to measure Transformational behavior. In order to make the comparison with Transactional behaviors, using a composite score on Transactional behaviors as well seems to be necessary.

Every video-tape is coded independently by two students. Afterwards, they compared their results in the so-called confusion error matrix and the inter-rater reliability outputs generated by “The Observer XT”. The inter-rater conformity by the two independent coders is assessed by computing the Kappa Index (Cohen, 1960). When the results of both rates differed significantly from each other, the inconsistencies were discussed by both students while reviewing the fragments on the basis of the codebook. If the coders could agree on the behavior, the fragment had been recoded. In this study, the obtained average inter-rater reliability was 94.96% (Kappa = .95).

### Survey

Right after the recorded meeting, leaders asked their followers to fill in the questionnaire. The questionnaire consists of 3 subscales. The first scale is to measure in what degree the videotaped meeting is representative of the regular meetings. The question asked in this subscale is: “How different from normal was your behavior during this taped meeting?”. This question is asked in order to examine to what extent the participants were influenced by being aware of being video-taped. According to Pringle and Stewart-Evans (1990) and Adair (1984) social science researchers should examine thoughtfully any methodological bias, and especially be aware of the so called Hawthorne effect (Adair, 1984). According to Buchanan and Huczynski (1997) “The Hawthorne effect refers to the tendency of people being observed in a research context to behave differently from the way they would otherwise” (Eckmanns, Bessert, Behnke, Gastmeier & Rüden, 2006: p.931). Why this effect occurs is not fully understood (Adair, 1984). According to Adair (1984) there is a lack of agreement of how this effect is mediated. Another, bias which has to be examined is the social desirability bias. Social Desirability bias refers to “the pervasive tendency of individuals to present themselves

in the most favorable manner relative to prevailing social norms and mores” (King & Bruner, 2000: p80). In order to examine if this Hawthorne effect or social desirability bias influences this research, a number of questions had been added to the survey. A sample item is: “How different was the filmed meeting compared to non-filmed meetings?”.

The followers could rate these questions on a 7-point Likert scale, ranging from 1 (not representative) to 7 (highly representative). On average their score on these items (M) was 5.82 (SD = 1.23). This means, rounding up to an average of 6, the follower behavior is rated as not much different from other (not videotaped) staff-meetings.

### **Work values**

To measure the individual work values of followers, Brown and Treviño’s (2009) work-value items are used. This set of 18 items is based on earlier work of Schwartz (1996) and O’Reilly, et al. (1991). According to Brown and Treviño (2009) the measurement scale of Schwartz (1992, 1996) does not completely fit for the study of values in an organizational work environment. Therefore Brown and Treviño (1996) adapted the measurement scale of Schwartz (1992, 1996) by omitting items of the original measurement of Schwartz (1992, 1996) which do not apply to the organizational environment. 14 Items remained of Schwartz’s original measure and were used by Brown and Treviño (2009). The other 4 items, used by Brown and Treviño (2009) are teamwork, experimentation, conformity, and taking initiative. Those items were adapted from O’Reilly et al.’s (1991) measure, which was based on their values structure ‘The Organizational Culture Profile’. A factor analyses carried out by Brown and Treviño (2009) revealed that these 18 items can be divided into 4 subscales: Self-transcendence, Self-enhancement, Openness to change and Conservation, which are consistent with Schwartz’ four theoretical dimensions. Like Brown and Treviño (2009), also

in this study the scale of Schwartz (1996) is used to let the followers rate their own work-values as a self-report. Their questions can be answered by means of the following 7-point Likert scale: -1 (opposed to my values) to 7 (of supreme importance). For the current study, the Cronbach's Alpha of the four dimensions can be rated as 'good'. For Self-enhancement the Cronbach's Alpha is .88; for Self-transcendence the Cronbach's Alpha is .89; for Openness to change the Cronbach's Alpha is .75 and finally for Conservation the Cronbach's Alpha is .92. This is in line with George and Mallery (2003) who use a threshold of .70.

### **Control variables**

The variables: 'Group size', 'Gender', 'Job tenure', 'Number of years within the team' and 'Level of education' are used as control variables in this regression model, to control for potential differences in values of behavior due to demographic differences. Also Kuvaas, Buch, Dysvik and Haerem (2012), who conducted a study into follower behavior and follower performance, took gender, job tenure and team size into account as control variables in their research. Antonakis and Atwater (2002) agreed the need to control for team size in this current research. They had noted that the number of followers per leader could affect the interaction frequency and therefore we assume it could affect the observed frequency of Transformational or Transactional follower behavior. Furthermore, according to the research of Eagly, Johannesen-Schmidt and Van Engen (2003) and Druskat (1994) female leaders are found to exhibit significantly more Transformational leadership behaviors and significantly fewer Transactional leadership behaviors than male leaders. Therefore it's reasonable to assume that gender could also explain variance in the observed frequency of Transformational or Transactional follower behaviors. Finally, job tenure and number of years within the team are examined as control variables because values, and therefore potentially behaviors, can change over time due to socialization processes (Lord & Brown, 2001).

## **Statistical Analysis**

In order to examine if work values and followership behaviors co-vary, a correlation analysis has been run. The Spearman Rho's correlation analysis is chosen for this purpose because not all observed behaviors and measured higher-order work values are normally distributed. Therefore, the non-parametric Spearman Rho correlation analysis is used in this research. According to Gravetter and Wallnau (2006) the Spearman Rho correlation analysis can be used when the sampled data deviated from a normal distribution. The second step of the statistical analysis is the multivariate regression analysis. This regression analysis examines whether the four value systems can predict a Transformational or Transactional followership style.

## Results

In order to determine if the various work-values of followers could be associated with a certain follower behavior, a Spearman Rho correlation analysis is conducted.

	Mean	S.D.	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.
1. Transformational Follower Behavior	1.84	2.11										
2. Transactional Follower Behavior	2.72	3.29	.59**									
2. Self-enhancement	4.43	1.33	.20*	.10								
3. Self-transcendence	5.20	.97	-.01	-.05	.55**							
4. Conservation	4.14	1.03	-.20*	-.06	.37**	.52**						
5. Openness to change	4.77	1.29	.21*	.13	.65**	.58**	.31**					
6. Group size	15.19	4.47	-.25**	-.39**	-.24**	-.21**	-.07	-.26**				
7. Gender	1.30	.46	-.03	.06	-.06	.03	-.01	-.00	-.04			
8. Job tenure	24.29	13.50	.03	.05	-.11	-.03	.04	-.12	.23**	-.24**		
9. Number of years within this team	6.45	7.94	-.12	.01	-.09	-.04	.09	-.20*	.30**	-.05	.39**	
10. Level of education	2.70	1.27	.38**	.08	.34**	.09	-.25**	.22**	-.34**	-.13	-.23**	-.17*

**Table 2: Correlations between Followers' Working Values and Observed**

### **Transformational Follower Behavior**

\*p < .05, two-tailed

\*\*p < .01, two-tailed.

† p < .05, one-tailed



Table 2 presents all bi-variate correlations between the followers' self-report on being committed to work-values and their video recorded behavior during the meeting. Several significant correlations are found, however only one significant correlation is found that substantiates the assumption of the stated hypotheses.

The first hypothesis stated in this research assumes a relation between the higher-order work value Self-enhancement and Transactional follower behavior. No significant correlation ( $r_s = .10, ns$ ) is found on this assumption. However, in contrast to the stated hypothesis, this correlation analysis did reveal a positive significant association ( $r_s = .20, p < .05$ ) between the work-value Self-enhancement and Transformational behavior. This implies that when followers scored themselves high on feeling committed to the work-value Self-enhancement, more Transformational follower behavior is observed during the meeting or vice versa.

The second hypothesis assumes a positive relation between the higher-order work value Self-transcendence and the observed Transformational follower behavior. Also on this hypothesis no significant correlation ( $r_s = -.01, ns$ ) is found.

One significant correlation is found that substantiates a drafted hypothesis in this research. This significant positive correlation ( $r_s = .21, p < .05$ ) refers to the assumed positive relation between Openness to change and Transformational behavior in the third hypothesis. This correlation implies that when followers scored themselves high on feeling committed to the work-value Openness to change, more Transformational follower behavior is observed during the meeting and vice versa.

The fourth and last hypothesis assumes that the work value Conservation is positively related to the observed Transactional follower behavior. No significant correlation ( $r_s = -.06, ns$ ) is found on this assumption. However, this correlation analysis did reveal a negative significant relation between the work-value Conservation and Transformational behavior.

This implies that when followers scored themselves high on feeling committed to the work value Conservation, less Transformational follower behavior is observed during the meeting or vice versa.

Next to the independent variables, the 4 types of higher-order work values, a set of control variables has been added to this correlation analysis. Notable are the positive significant correlation between level of education and Transformational follower behavior ( $r_s = .38, p < 0.01$ ), the negative significant association between Group size and Transformational behavior ( $r_s = -.25, p < 0.01$ ). And a significant negative correlation is found between the Group size and the observed frequency of Transactional follower behavior ( $r_s = -.39, p < 0.01$ ). Finally, notable is the positive correlation ( $r_s = .59, p < 0.01$ ) between the observed Transformational follower behavior and the observed Transactional follower behavior.

## Hypotheses testing

Two multivariate regression analyses are conducted in order to test the drafted hypotheses in this research. In the first regression analysis, Transformational follower behavior has been taken as the dependent variable.

Variables	Step 1	Step 2	Step 3	Step 4	Step 5
Group size	-.34**	-.31**	-.32**	-.32**	-.32**
Gender	-.03	-.03	-.01	-.02	-.02
Job tenure	.18*	.19*	.19*	.19*	.18*
Number of years within this team	-.01	.01	.01	.02	.05
Level of education	.31**	.29**	.26**	.17†	.19†
Self-enhancement		.13	.19†	.24*	.14
Self-transcendence			-.12	-.02	-.08
Conservation				-.24*	-.23*
Openness to change					.19†
$\Delta R^2$	.27**	.02	.01	.03*	.02†
$R^2$	.27	.29	.30	.33	.35

**Table 3a: Regression Results on Transformational Follower Behavior, control variables and working values**

Note.  $n=126$ . Standardized beta coefficients are reported.

\* $p < .05$ , two-tailed

\*\* $p < .01$ , two-tailed.

†  $p < .05$ , one-tailed

Table 3a presents the results of the linear regression analysis. The regression revealed that all models tested in this analysis are significant: model 1:  $F(5, 116) = 8,733, p < .01$ ; model 2:  $F(6, 115) = 7.767, p < .01$ ; model 3:  $F(7, 114) = 6,927, p < .01$ ; model 4:  $F(8, 113) = 7.069, p < .01$ ; model 5:  $F(9, 112) = 6.713, p < .01$ . In the first model, the set of control variables in total explains 27% of the variance in the observed frequency of Transformational follower behavior. On the basis of the VIF's and Tolerance values of model 5, there can be stated that multi-collinearity is not a concern in this multivariate regression analysis (Group size, Tolerance = .77, VIF = 1.31; Gender, Tolerance = .89, VIF = 1.12; Job tenure, Tolerance = .82, VIF = 1.22; Number of years within this team, Tolerance = .83, VIF = 1.20; Level of education, Tolerance = .63, VIF = 1.59; Self-enhancement, Tolerance = .49, VIF = 2.06; Self-transcendence, Tolerance = .55, VIF = 1.82, Conservation, Tolerance = .61, VIF = 1.64; Openness to change, Tolerance = .48, VIF = 2.10)

This regression analyses provides insight into the second and third hypotheses. Hypothesis 2: 'Self-transcendence has a positive relation with observed Transformational follower behavior'. According to the results of the regression analyses Self-transcendence has no significant effect on the observed frequency of Transformational behavior ( $\beta = .14, ns$ ). Therefore hypothesis 2 will be rejected.

On the other hand, hypothesis 3: 'Openness to change has a positive relation with Transformational follower behavior', can be accepted on the basis of the results of this regression analysis. The results of the analysis reveal a significant positive relation ( $\beta = .19; p < .05$ , one-tailed) between the higher-order work value Openness to change and Transformational follower behavior.

In total, 35% of the variance in Transformational follower behavior can be explained with the combined set of independent and control variables.

In the second multivariate regression analysis, Transactional follower behavior is taken as the dependent variable. This regression analysis will reveal results in order to draw conclusions on hypothesis 1 and 4.

Variables	Step 1	Step 2	Step 3	Step 4	Step 5
Group size	-.46**	-.46**	-.48**	-.48**	-.47**
Gender	.01	.01	.03	.03	.03
Job tenure	.15†	.15	.16†	.16†	.15
Amount of years within this team	.03	.03	.04	.04	.08
Level of education	-.15	-.15	-.18†	-.25*	-.23*
Self-enhancement		-.01	.09	.13	-.03
Self-transcendence			-.18†	-.11	-.18
Conservation				-.17	-.16
Openness to change					.20
$\Delta R^2$	.18**	.00	.02†	.01	.02
$R^2$	.18	.18	.21	.22	.24

**Table 3b: Regression Results on Transactional Follower Behavior, control variables and working values**

Note.  $n=126$ . Standardized beta coefficients are reported.

\* $p < .05$ , two-tailed

\*\* $p < .01$ , two-tailed.

†  $p < .05$ , one-tailed

Table 3b presents the results of the linear regression on work-values and control variables and their relation to Transactional follower behavior. The regression revealed that

all models tested in this analysis are significant: model 1:  $F(5, 116) = 5.149, p < .01$ ; model 2:  $F(6, 115) = 4.255, p < .01$ ; model 3:  $F(7, 114) = 4.213, p < .01$ ; model 4:  $F(8, 113) = 4.070, p < .01$ ; model 5:  $F(9, 112) = 3.966, p < .01$ . In the first model, the set of control variables in total explains 18% of the variance in the observed frequency of Transactional follower behavior. On the basis of the VIF's and Tolerance values of model 5, there can be stated that multi-collinearity is not a concern in this multivariate regression analysis (Group size, Tolerance = .76, VIF = 1.31; Gender, Tolerance = .89, VIF = 1.12; Job tenure, Tolerance = .82, VIF = 1.22; Number of years within this team, Tolerance = .83, VIF = 1.20; Level of education, Tolerance = .62, VIF = 1.60; Self-enhancement, Tolerance = .46, VIF = 2.17; Self-transcendence, Tolerance = .54, VIF = 1.85, Conservation, Tolerance = .60, VIF = 1.66; Openness to change, Tolerance = .47, VIF = 2.12;).

The results on the relation between higher-order work value Self-enhancement and the observed frequency of Transactional follower behavior reveal that there is no significant relation ( $\beta = -.03; ns$ ). Therefore no evidence is found to support the first hypothesis. Consequently, hypothesis 1 will be rejected.

Also for the fourth hypothesis 'Conservation has a positive relation with the observed frequency of Transactional follower behavior no significant relation ( $\beta = -.16; ns$ ) has been found by the regression analysis. Therefore also this fourth hypothesis will be rejected.

In total, 24% of the variance in Transactional follower behavior can be explained with the combined set of independent and control variables.

## Discussion

This study examined the predictive effect of higher-order work values on followership behavior. The data analysis shows that:

### *Main relations*

- Openness to change has a positive relation with Transformational follower behavior.
- Conservation has a negative relation with Transformational follower behavior.

### *Control variables*

- Job tenure and level of education have a positive relation with Transformational follower behavior
- Level of education has a negative relation with Transactional behavior.
- Group size has a negative relation with both Transformational follower behavior and Transactional follower behavior.

Before these results will be discussed, a helicopter view will be given to the contributions of this research to the Followership and Values – Followership literature. The relation between work values and behavior has already been found in several previous studies (Dawis, 1991, Rokeach, 1973, Cooper, Pandey & Quick, 2012; Brown, 1995, 1996; Brown & Grace, 1996; Johnson, 2001a, 2001b, 2002; Mortimer & Lorence, 1979; Super, 1957, 1990, 1992, 1995). Specifically, in the leader – follower literature it is proven that leaders' work values are indicators for a Transformational or Transactional leadership behavior (Fu et al., 2010). Also proven is the relation between followers' work values and preferred leadership behaviors (Ehrhart & Klein, 2001; Dvir & Shamir, 2003). Since the relation between work values and behaviors has been confirmed in several studies, it is likely to suspect a relation between work values and followership behavior, which has not been studied previously.

However, the results of this study disclose only two of the followers' work values, Openness to change (positively) and Conservation (negatively) being related to the Transformational followership behavior. Since only evidence is found for the predictive value of two higher-order work values on one followership style, there can be concluded that the Transformational and Transactional followership styles can't be predicted only on the basis of this set of four individually held higher-order work values. Future research could indicate if, for example the degree of hierarchy in the organization, the individually held work values of their leaders or the shared organizational values have a mediating impact on the follower work value – followership behavior relation. These variables could impact the follower work value – followership behavior relation thereby followers no longer expose behavior congruent on their own individually held values but for example congruent to the values of their leaders or co-followers. Another next step could be examining if value-follower behavior congruence is related to follower effectiveness. Is a follower more effective when their behavior is congruent to their own values or when it is congruent to their leaders' values or shared organizational values?

Besides these new insights into the relationship between work values and follower behavior, it gives new insights into the behavior of followers from a methodological perspective. The behavior of followers has only been studied by means of perceptual measurement of behavior. This current study is, to the best of my knowledge, the first in measuring follower behavior on the basis of rich and semi-objective data by video observation. Due this method, this study is the first that portrayed followership behavior in so much detail. Next to this methodological improvement, this is the first research that assumes that Transformational and Transactional behaviors are not only leadership styles, but also followership styles. As the independent coders of the observed behavior arranged an average inter-rater reliability of 94.96% it is plausible to assume that these behavioral styles are



applicable to followership. Future research should reveal the consistency of these Transactional and Transformational styles applied to followership.

Now the overall contribution of these results to the current literature is discussed, the specific results will be discussed one by one. This first finding confirms the fourth hypothesis which predicted a positive relation between work value Openness to change and Transformational follower behavior. The third hypothesis predicted a positive relation between Conservation and Transactional behavior. Results of this study revealed no significant relation between those two variables. However, what can be confirmed on the basis of the results is that followers who scored themselves high on the Conservation value will score low on exposing Transformational follower behavior. This result does not completely oppose the drafted hypothesis because a possible explanation of the negative relation between Conservation and Transformational followership behavior is in line with the earlier given explanation for the drafted third hypothesis. Namely, research of Eyal and Kark (2004) revealed that Transactional behavior is related to a low degree of entrepreneurship. This could indicate a prevention focus by maintaining traditions and the status quo, whereas Transformational behavior is associated with change and challenging the status quo. Transformational behavior includes the behavior Visioning which indicates offering vision of future changes in the organization (Oreg & Berson, 2011; Bass, 1985). Also the Transformational behavior Intellectual stimulation focuses on change by triggering innovative ideas and solutions. Thereby it tries to challenge the status quo (Oreg & Berson, 2011; Bass, 1985; Berson & Avolio, 2004). It's likely that these behaviors, focused on change, are going against the feelings triggered by the higher-order work value Conservation. This work value namely consists of the basic individual values Security, Conformity and Tradition and therefore emphasizes protection of stability, obedient self-limitation and continuing traditional

practices Ros, et al. (1999). All together it's not very surprising that the higher-order work value Conservation has a negative relation with Transformational followership behavior.

Next to the main relations, this study reveals significant relations of control variables job tenure, level of education and group size on followership behavior. Job tenure and level of education tend to have a positive relation with Transformational followership. To the best of my knowledge, influence of level of education and job tenure on followership behavior has never been studied. Therefore, these results will be compared with research in the leadership literature in order to give a possible explanation for this found relationship. Vecchio and Boatwright (2002) found in their research that higher levels of education and greater job tenure of followers are related negatively with the preference for leaders structuring behaviors, in this current research referred to as Transactional behavior. Plus, according to Vecchio and Boatwright (2002) it is reasonable to believe that 'years of experience in one's current position' can be used as an indication of task-relevant knowledge. This (task-relevant) knowledge, as indicated by educational level and job tenure, could be an indication for the negative relation with Transactional behaviors as informing and structuring because followers are already up to date with this information. Brown supports these findings by stating that "as an employee gains in maturity (i.e. capacity, ability, education, experience, motivation, self-esteem, confidence), the need for socio-emotional support increases, while the need for structuring declines" (Brown, 2003: p15). Thus, when followers gain in maturity by education and job tenure, they feel less need for structuring by the leader. It seems plausible to state that as a result of this effect, followers will express less structuring behavior themselves.

The experience and intelligence indicated by the education level and job tenure of the followers may be an indicator for Transformational followership, as noted by Brown (2003) who refers to this type of leadership by calling it socio-emotional support. This would support

the found positive effect between education level and job tenure on Transformational behavior. According to Bass (1999) advanced education could further improve Transformational characteristics of a leader. In addition, Dunham-Taylor (2000) found in her research that people who scored higher on transformational behavior, tended to have higher educational degrees. Another indication that could explain the positive relation between level of education, job tenure and Transformational behavior is that those two variables can be related to innovative behaviors (Pieterse, Van Knippenberg, Schippers, & Stam, 2010). As already mentioned, Transformational behaviors include change and challenging the status quo and triggering innovative ideas and solutions. An argument for this relation can be that one need to be creative in order to come with innovative solutions. According to Amabile (1998) creativity arises from a combination of creative thinking scales and expertise which is based on achieved education (level of education) and past experience (job tenure).

Finally this research revealed that group size has a negative relation with both Transformational follower behavior and Transactional follower behavior. A clear explanation can be given for these findings. Namely, it's seems logical that when team size increases, and the behavior percentages of the relative durations of the meeting are already taken into account, less follower overall behavior per follower can be observed. Therefore it is not surprising that group size of the team relates negatively to both followership styles.

However, interestingly is the found correlation between Transformational Follower behavior and Transactional Follower behavior. This strong significant correlation indicates the so called "augmentation effect". According to Bass (1985) The positive impact of transformational leadership augments the impact of transactional leadership, which implies that these leadership styles can be exposed together. The significant positive correlation between these two followership styles could emphasize that this augmentation effect also occurs in the followership context. In the leadership context the augmentation effect is linked

to effectiveness of leaders (Gupta, Wilderom, & Hillegersberg, 2009). It seems interesting to study this augmentation effect in the context of followership and follower effectiveness in future research.

All in all, this research is only a small start in the attempt to understand followership behavior. This study presents some interesting results that, at the same time, raise new questions for future research. More suggestions for future research will be discussed in the next chapter.

## **Limitations and Future Research**

Because personal values aren't the only predictors of behavior and followers are not just individuals, but a part of the team, this research has some limitations. To start, followers in this research are seen as a stand-alone concept without taking their fellow followers and leader behaviors into account. In reality followers are a part of a group with fellow followers and a leader, this implies that multi levels shape followership outcomes as this is also being stated for leadership by Tee, Paulsen and Ashkanasy (2013), House, Rousseau, and Thomas-Hunt (1995), Klein, Tosi, and Canella (1999) and Pearce (2007). Future research may show for example whether individual follower values can predict the collective behavior of the team, or if collective work values of the team can predict individual follower behavior, on the basis of a multi-level analysis.

I am aware that this current research includes nested data because it measures follower behaviors at an individual level within different team levels of the studied public organization. However, the sample size of the teams (N=14) was too small to run a multilevel analysis. I recommend future research to examine a larger sample size at team level in order to study the influence of work values on followership behavior.

After stating these analytical limitations and suggestions for future research, there are also a few theoretical limitations. As Williams stated that "to hypothesize an influence of values upon social behavior under specified conditions is not to make the absurd claim that all behavior is merely an expression of values and has no other determinants" (Williams 1979, p. 28). Maio, Olson, Allen and Bernard (2003) state that situational forces can overpower values. The organizational environment for example can force individuals to act contrary to their values. This assumption is in line with the findings of Bardi and Schwartz (2003) who indicated individuals will act contrary to their values when they feel normative pressures. In

order to widen the knowledge of how to predict follower behaviors, recommended is to take other situational forces into account. In addition, Rokeach (1973) states that people are likely to change values and behavior when they find their individually held values different from positive reference groups and closer to the negative reference group. Co-followers and leaders in a team can form a reference group for the individual follower and thus may have influenced the measured relation between individual work values and follower behavior in this research. These statements build evidence for the possible explanations for the poorly found relation between followers' work values and follower behavior as discussed in the Discussion chapter. Therefore it might be interesting to take group values and leadership values into account in future research.

Another variable that could have influence on follower behavior is the ratio of leader – follower behavior in a meeting. In this research, follower behavior covers 74,8 percent of the taped meeting. Is this ratio related to a certain followership style? Or does this ratio influence the effectiveness of follower behavior or the meeting as a whole?

Next to work value – behavior congruence and the effect on Follower effectiveness, as discussed in the Discussion chapter above, it could be interesting to study if congruence between leadership behavior and followership behavior contribute to follower and leader effectiveness, or the effectiveness of the team meeting. Now that this research is the first to assume that leaders and followers expose a same set of Transformational and Transactional behavior styles, this study makes it possible to study this behavioral congruence.

The last limitation to draw attention to is the limited generalizability of this study. Solely Dutch followers of a Dutch public service organization are used as respondents in this study. According to Schwartz (2006), Hofstede (1980), Inglehart (1977), Schwartz (1999), Weber (1958) and Williams (1958) the most central characteristic of culture is the prevailing

value system in society. Thereby, Schwartz (2006) names the relation between cultural values and behavior. Plus, according to Sagiv & Schwartz (2000), Schwartz (1999), and Hofstede (1980) value systems differ across national cultures. Therefore the generalizability is limited and not applicable to countries and organizational contexts with different cultures. Future research should examine the higher-order work values and their relation to followership behavior across similar followership situation in various national and organizational cultures to make research into this field of followership more generalizable.

## Conclusion

The study reported in this paper focused on examining higher-order work values predicting followership behavior. 163 Employees of a Dutch public organization participated in this study. The examination is conducted by a combination of a video-observation method, measuring followership behavior, and a survey, measuring a self-report on higher-order work values and a set of control variables.

A Spearman Rho correlation analysis revealed that Openness to change correlated significantly positively with Transformational follower behavior, as assumed in the fourth hypothesis. On the other three hypotheses (Self-enhancement – Transactional followership; Self-transcendence – Transformational followership; Conservation – Transactional followership), no significant correlation has been found.

To study the causal relations of the effect of higher-work values on followership behaviors as assumed in the hypotheses, a multivariate regression analysis has been used. This analysis revealed only Openness to change as a significant predictor of Transformational followership, as assumed in hypothesis 4. The significant positive relation found on this hypothesis implies that when a follower scored himself high on the Openness to change work value, this will predict more Transformational followership behavior of this follower. As suspected on the basis of the results of the Spearman Rho correlation analysis, the multivariate regression analyses did not reveal any significant relations to support hypotheses 1 to 3. Therefore, it can be concluded that work values Self-enhancement and Conservation do not predict Transactional followership and that Self-transcendence does not predict Transformational followership. Figure 1 (Appendix A) presents an overview of the hypothetical model and the revealed relations by the multivariate regression analysis. Surprisingly, the multivariate analysis did reveal a significant negative relation between a



higher-order work value and observed follower behavior which was not hypothesized. This finding concerns the relation between Conservation and Transformational followership behavior. This statistical evidence indicates that Conservation is a negative predictor of Transformational followership, meaning that when a follower scored himself high on the Conservation work value, this follower will exhibit less Transformational followership behavior.

Concluding on the research question “Can individual work values predict followership behaviors?”, this research only found evidence for the prediction of the Openness to change and Conservation work values on followership behavior. No support is found for work values Self-enhancement and Self-transcendence as being predictors of followership behavior.

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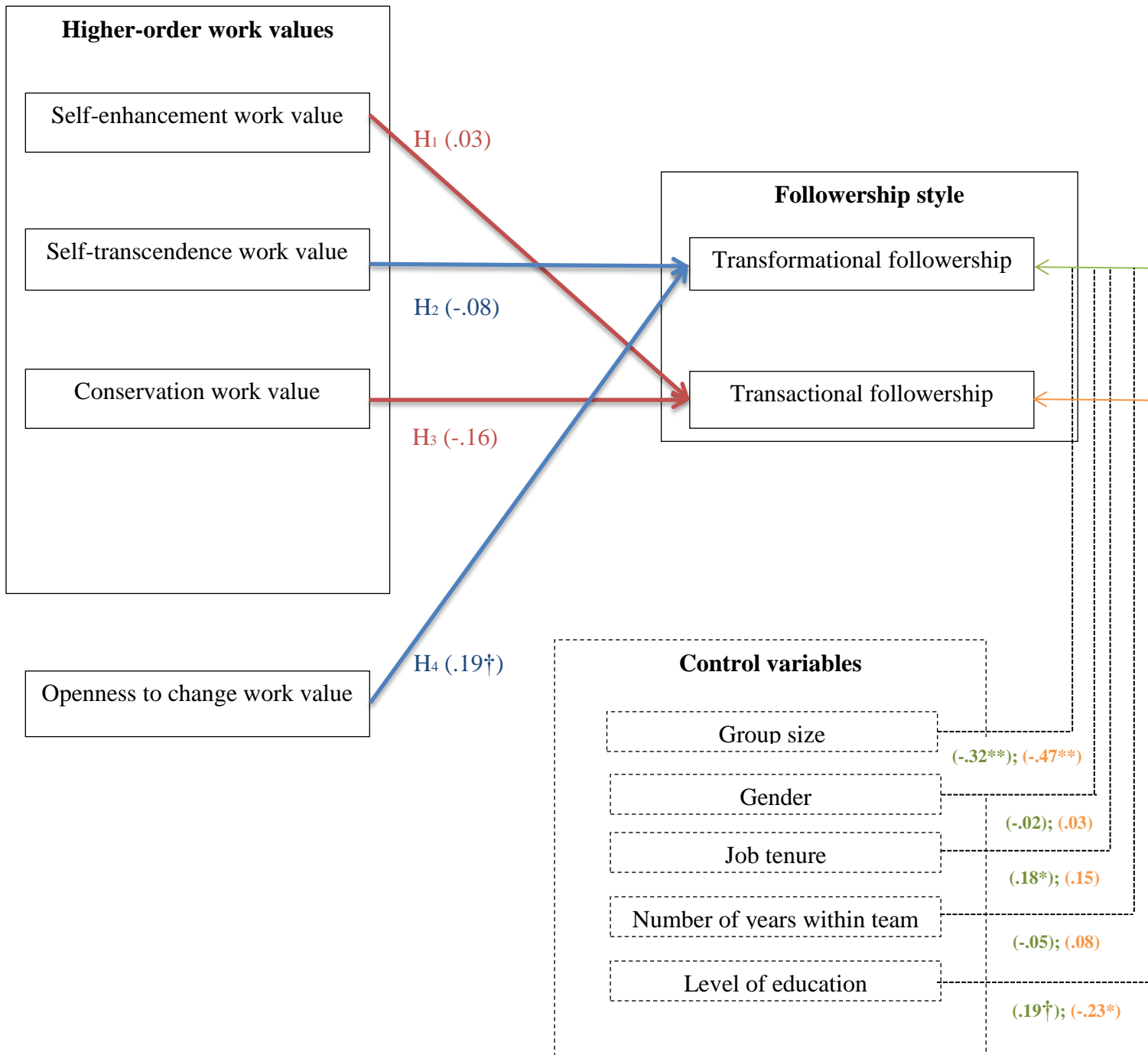
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**Appendix A – Hypothesized model**



**Figure 1. Hypothesized model of the relation between higher-order work values and followership styles.**

**NOTE:** \* $p < .05$ , two-tailed, \*\* $p < .01$ , two-tailed,  $^\dagger p < 0.05$ , one-tailed

Red signs illustrate the effect of Higher-order work values on Transactional followership.

Blue signs illustrate the effect of Higher-order work values on Transformational followership.

Green signs illustrate the effect of Control variables on Transactional followership.

Orange signs illustrate the effect of Control variables on Transformational followership.



## Appendix B – Coding Scheme

Table 1: Definitions based on Van der Weide (2007) and Examples of Video-observed Follower Behavior

	<b>Behavior</b>	<b>Definition</b>	<b>Examples of observed behavior</b>
<b>Transformational Followership</b>	1. Intellectual Stimulation	Challenging professionally; Asking for new idea's/ solutions	"Does anybody have a case where you want to exchange some views on?"
	2. Visioning	Explaining long term goals and directions; Giving own opinion	"We need to really grow into (specific desired situation)."; "I think we have quite a lot advantage in the field of intelligence at X, but sometimes it works against you."
	3. Individualized consideration	Showing personal interests/ Showing empathy	"Great, I think you've presented it well."
<b>Transactional Followership</b>	4. Directing	Dividing tasks upon other meeting members	"You have to go to (name) and ask him to connect it for you."
	5. Structuring the meeting	Shifting to the next agenda point or calling upon another person to speak.	"It seems best if we separately read the notifications."
	6. Informing	Giving factual information	"Last Friday we had (name) visited in the context of lean."

## Appendix C – Survey

### VRAGENLIJST

#### LEIDERSCHAPSONDERZOEK UNIVERSITEIT TWENTE

Omcirkel elke keer **één** antwoord: wij garanderen vertrouwelijkheid van uw antwoorden.

#### Introductie

	Helemaal anders	Wel anders	Enigszins anders	Neutraal	Enigszins gelijk	Niet anders	Helemaal niet anders
1. Hoe anders was de gefilmde vergadering in vergelijking met niet-gefilmde vergaderingen?	1	2	3	4	5	6	7
2. Hoe anders dan normaal was uw gedrag tijdens de gefilmde vergadering?	1	2	3	4	5	6	7
3. Hoe anders dan normaal was het gedrag van uw medewerkers tijdens de gefilmde vergadering (ten opzichte van niet-gefilmde vergaderingen)?	1	2	3	4	5	6	7

#### Persoonlijke gegevens

1 Geslacht	Omcirkel: M/V
2 Leeftijd	.. jaar
3 Hoeveel jaar bent u werkzaam binnen de Belastingdienst?	.. jaar
4 Hoeveel jaar ben u werkzaam binnen deze afdeling?	.. jaar
5 Hoeveel jaar bent u werkzaam binnen dit team?	.. jaar
6 Wat is uw hoogst genoten opleiding?	Omcirkel: LBO MBO HBO BSc MSc PhD

## Werkwaarden

In welke mate gebruikt u zelf de volgende waarden als leidraad voor uw werk?	Tege- n- gesteld aan mijn waarden	Niet belang rijk	Minder belang rijk	Matig belang rijk	Belang rijk	Nogal belang rijk	Erg belang rijk	Van zeer groot belang
Ambitie (hoge aspiraties hebben)	-1	1	2	3	4	5	6	7
Succes (prestatief, resultaatgerichtheid)	-1	1	2	3	4	5	6	7
Initiatiefrijk (ondernemend, inventief)	-1	1	2	3	4	5	6	7
Onbaatzuchtig (zorgzaam, anderen ondersteunen)	-1	1	2	3	4	5	6	7
Rechtvaardig (anderen eerlijk behandelen)	-1	1	2	3	4	5	6	7
Hulpvaardig (je inzetten voor het welzijn van anderen)	-1	1	2	3	4	5	6	7
Teamwork (samenwerken, coöperatief)	-1	1	2	3	4	5	6	7
Gelijkheid (zorg dragen voor gelijke kansen voor iedereen)	-1	1	2	3	4	5	6	7
Directief (willen dat anderen doen wat je zegt)	-1	1	2	3	4	5	6	7

Bewonderenswaardig (bewonderd willen worden)	-1	1	2	3	4	5	6	7
Wedijverig (gericht op onderlinge rivaliteit/concurrentie)	-1	1	2	3	4	5	6	7
Materialistisch (je wilt graag veel geld en/of dure dingen)	-1	1	2	3	4	5	6	7
Gehoorzaam (plichtsgetrouwen verplichtingen nakomen)	-1	1	2	3	4	5	6	7
Meegaand (de regels opvolgen, aanpassen)	-1	1	2	3	4	5	6	7
Traditioneel (gebruiken in stand houden)	-1	1	2	3	4	5	6	7
Zelf discipline (zelfbeheersing)	-1	1	2	3	4	5	6	7
Respectvol (oudere medewerkers het voordeel van de wijsheid geven)	-1	1	2	3	4	5	6	7
Experimenteel (nieuwe dingen uit proberen)	-1	1	2	3	4	5	6	7
Creatief (innovatief, het denken buiten bestaande paden)	-1	1	2	3	4	5	6	7

Zoeken naar afwisseling (op zoek gaan naar verandering en nieuwigheden)	-1	1	2	3	4	5	6	7
Durf (op zoek naar avontuur, risico's durven nemen)	-1	1	2	3	4	5	6	7
Nieuwsgierig (interesses navolgen, onderzoekend)	-1	1	2	3	4	5	6	7