

Didrik Sandaker Bye  
Kathrine Berg Syversen

BI Norwegian Business School – Master Thesis

*What makes a helpful and improvement-oriented  
colleague? The role of Perceived Supervisor-  
Organization Value Congruence in the relationship  
between Leader-Member Exchange and  
Organizational Citizenship Behaviour*

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Anders Dysvik

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Thank you!

Didrik Sandaker Bye

Kathrine Berg Syversen

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**Abstract**

This study investigated whether perceived supervisor-organization value congruence (PVC) may serve as a moderator in the relationship between leader-member exchange (LMX) and organizational citizenship behaviour (OCB). The researchers used a recent conceptualization of social leader-member exchange (SLMX) and economic leader-member exchange (ELMX) as two separate dimensions of LMX, and differentiated between citizenship behaviour aimed towards the organization (OCB-O) and the immediate supervisor (OCB-I). A cross-lagged study among 192 employees from seven different organizations in Norway showed a positive relationship between SLMX and both OCB-I, and OCB-O, and a negative relationship between ELMX and OCB-I. Further, our findings suggest that PVC moderates the relationship between ELMX and OCB-O. We found that employees who have a relationship with their supervisor characterized by high levels of ELMX, and at the same time perceive a low degree of value congruence between their immediate supervisor and employing organization, are less likely to engage in citizenship behaviour benefitting the organization, compared with those in low-level ELMX relationships. Future research directions, implications for practice and limitations are discussed.

*Keywords:* perceived supervisor-organization value congruence; leader-member exchange; social exchange; organizational citizenship behaviour.

## **Introduction**

The leadership literature paints a nuanced picture of how leaders should behave and relate to their employees in order to foster for instance motivation, satisfaction and identification, and ultimately positive outcomes for the organization they work for. Organizations could benefit greatly from having improvement-oriented employees who engage in actions and behaviours that go beyond what is required of them in order to help the organization reach their goals (Podsakoff, Whiting, Podsakoff, & Blume, 2009). Examples of such behaviour could be to speak favourably about one's employing organization or putting in extra work hours without expecting any specific rewards in return (Organ, 1997). In order for the employees to work towards reaching organizational goals, leaders should provide an appealing vision and link the goals of the organization with those of their employees (Hoffman, Bynum, Piccolo, & Sutton, 2011). Moreover, leaders often play an important role in creating the enthusiasm needed to fuel these sorts of efforts among their employees. In order to facilitate such actions leaders may need to lead by example and "walk the talk". By this we mean that leaders should strive to act as role models of the behaviour they want to see among their employees. Since managers can be assumed to possess more power to influence subordinates than vice versa (Beyer, 1981 as cited in Posner, 1992), it could be important for organizations to make sure that newly hired managers have a good fit with the organization's values and at the same time are able to act according to these values. This is also in line with the notion that subordinates tend to behave in accordance with the values of their supervisors (Beyer, 1981, as cited in Posner, 1992). In this study, we emphasize the importance of creating a clear alignment between the values of the organization, the values of the leader, and those possessed by the employees.

According to Kristof-Brown et al. (2005), existing research suggests that many managers today face the challenge of minimizing the effects of poor fit between their employees and the organization. In this study we try to address this challenge by arguing that it is not enough for leaders to have social relationships with their subordinates, or to merely communicate what the organizational values are. Our claim is that leaders need to live by, and act according to, these values as well. More specifically, they need to be *perceived* as acting in accordance with these values. By doing this, employees might perceive their leader to possess the same

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values as the organization, and thus view him or her as a genuine and credible visionary. Shared values are important in order to secure the long-term health of organizations (Kouzes & Posner, 2010), and since the leader is often the one to communicate the values on behalf of the organization (Hoffman et al., 2011), attention towards which values the leader is perceived to enact is thus important. Credibility is said to be the very foundation of leadership, meaning that, as a leader, you should “do what you say you will do” (Kouzes & Posner, 2010, p. 28). Employees’ perceptions of enacted values were found by Dulebohn, Bommer, Liden, Brouer, and Ferris (2011) to be related to how employees experienced the relationship with their supervisor, and a study by Howell, Kirk-Brown and Cooper (2012) found value congruence between leaders and employees to be related to organizational outcomes such as organizational commitment among employees. Whether or not leaders themselves believe they share the same values as the organization might be irrelevant if their subordinates do not perceive them as acting according to these values. Combined, these arguments underscore the importance for leaders to share, and act in accordance with, the same values as the organization, and for organizations to hire the right type of people for leadership positions.

Previous research has investigated how exchange relationships between leaders and employees may relate to employee outcomes, where organizational citizenship behaviour has been positioned as a consequence of high-quality exchange relationships (Lapierre & Hackett, 2007). However, to the best of our knowledge, limited research has investigated how employee perceptions of leaders’ enacted values might moderate this relationship. A study by Eisenberger, Karagonlar, Stinglhamber, Neves, Becker, Gonzalez-Morales, and Steiger-Mueller (2010) addressed the implications of whether or not a leader is perceived by employees to “be” the organization. Our objective is to contribute to this discussion by investigating how relationships between managers and subordinates may influence employee behaviour benefitting the organization and the immediate supervisor, and whether this relationship can be moderated by employees’ perceptions of similarities between their supervisor’s values and those of the organization. In order to answer the call by Eisenberger et al. (2010), who suggested that future research might assess the similarities of supervisors’ values

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and those widely shared in the organization, we draw on leader-member exchange (LMX) theory and organizational citizenship behaviour (OCB) theory.

Until recently, most research within this field has viewed LMX as a one-dimensional construct ranging from low to high (e.g. Graen & Uhl-Bien 1995; Liden, Sparrowe, & Wayne, 1997). However, more recent research by Kuvaas et al. (2012) proposed the idea of differentiating between social (SLMX) and economic (ELMX) leader-member exchange, and claim that one can experience being either high or low on both of these two dimensions independently. Our research has several main theoretical contributions. First, by separating between social (SLMX) and economic leader-member exchange (ELMX) we wish to extend the work of Kuvaas et al. (2012) by focusing on how different relationships between leaders and employees can be related to individual and organizational outcomes. Second, by separating between employee behaviour aimed at benefitting the supervisor (OCB-I) and behaviour aimed at benefitting the organization (OCB-O), we extend the work of Ilies, Nahrgang, and Morgeson (2007) and Wayne and Green (1993), who found that individual-targeted behaviour and organizational-targeted behaviour could have different relationships with the antecedents of organizational citizenship behaviour. Third, in order to contribute further to this discussion, we introduce the concept of perceived supervisor-organization value congruence (PVC). Prior research within the fit literature has defined value congruence as a way of measuring person-organization fit (e.g., Cable & Judge, 1996; Chatman, 1989). Drawing on the three-item scale of person-organization fit by Cable and DeRue (2002), we developed an 11-item scale of perceived value congruence in order to assess the extent to which employees perceive their leader to act in accordance with the values of the organization. We argue that when PVC is high, the employees perceive the leader to act in accordance with the values of the organization. In contrast, when PVC is low, the employees perceive the leader's actions not to be congruent with the values of the organization. Our aim is to investigate whether PVC can moderate the relationship between leader-member exchange (LMX) and organizational citizenship behaviour (OCB), as shown in our conceptual model below.

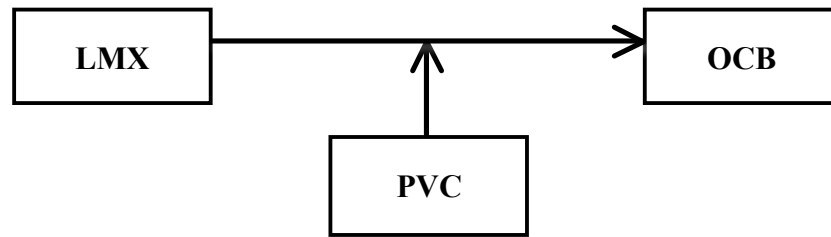


Figure 1: Conceptual model

## Theory and hypotheses

### Leader-Member Exchange Relationships

The theory of LMX describes the “quality of the exchange relationship that develops between employees and supervisors” (Liden, Sparrowe, & Wayne 1997, as cited in Eisenberger et al., 2010, p. 1085). Such relationships develop gradually over time as the leader and employee interact, and require extensive personal and emotional investment from both parties (Shore, Tetrick, Lynch, & Barksdale, 2006; Graen & Uhl-Bien, 1995). Exchange relationships are often long-term and based on mutual trust and a rational of taking care of each other (Kuvaas, Buch, Dysvik, & Haerem, 2012). One important aspect of this theory is that one leader can develop unique social relationships with different employees (Gerstner & Day, 1997; Liden, Sparrowe, & Wayne, 1997); while some employees enjoy a high quality relationship with their supervisor, others do not (Graen & Uhl-Bien, 1995). A high quality LMX relationship is often characterized by high levels of trust, frequent interaction, and support (Dienesch & Liden, 1986, as cited in Ilies, Nahrgang, & Morgeson, 2007), while low quality relationships are characterized by an economic exchange based on formality, little mutual trust, low levels of loyalty from the employee’s hand (Cogliser et al., 2009), and a balance between what one gives and what one expects to get in return (Dulebohn, 2011).

### *Economic and Social Leader-Member Exchange*

Most research within the LMX field emphasizes that relationships are either characterized by high or low quality, meaning they contain either interpersonal aspects or economic elements, but not both at the same time. However, Dulebohn et al. (2011) found that social relationships contained both factors, such as trust and support as well as factors normally classified as belonging within a low quality exchange relationship. This could indicate that the construct of LMX



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could in fact consist of two separate constructs (Shore et al., 2006), namely social and economic exchange, which relates to transformational and transactional leadership styles, respectively. Kuvaas et al. (2012) support this notion and contend that one should view social leader-member exchange (SLMX) and economic leader-member exchange (ELMX) as two independent and unique leadership styles with different qualities, rather than different levels of quality. The major difference between the two constructs is that within an SLMX relationship both parties have a long-term orientation where trust and investment make up important aspects of the exchange (Shore et al., 2006), while within an ELMX relationship the focus is more on tangible, or contractual (Sparrowe & Liden, 1997) aspects of the work and its outcomes, and employees obey their leader due to formal requirements rather than mutual respect and interest (Buch, 2012).

According to Buch (2012), SLMX aligns well with the descriptions of high quality LMX relationships, and ELMX relates to low- to medium-quality LMX relationships. SLMX has been found to be positively associated with work effort among employees, whereas ELMX were found to be negatively related to such work efforts (Buch, Kuvaas, Dysvik, & Schyns, 2013). According to Buch (2012), ELMX was also positively related to turnover intentions and negatively related to commitment and job satisfaction. Although these researchers found ELMX to have a negative relationship to organizational effectiveness, some researchers have argued that both social and economic exchanges may motivate productive behaviour (Judge & Piccolo, 2004, as cited in Kuvaas et al., 2012). According to Shore et al. (2006), ELMX relationships should encourage subordinates to engage in behaviours that meet, but not exceed, the organizational expectations. Moreover, as one of the theoretical features of an ELMX relationship is the balance between what one gives and gets in return, we may assume that employees might engage in activities that go beyond the formal job description resulting in OCB. However, according to Kuvaas et al. (2012), this is only if the subordinates know exactly what to get in a relatively immediate return. Accordingly, if the mechanisms underlying an economic relationship with a leader apply to the exchanges with an organization as well, we may not expect employees in ELMX relationships to engage in activities that promote OCB (Kuvaas et al., 2012). Empirical research has supported these arguments; while

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SLMX was positively related to outcomes such as OCB and work performance, the opposite was found for ELMX relationships (Kuvaas et al., 2012). The results of Kuvaas et al.' (2012) research underpin the notion that SLMX and ELMX should be viewed as separate constructs with differing outcomes. In order to investigate the mechanisms operating within exchange relationships in a work setting we argue that a distinction between SLMX and ELMX is warranted, and this will lay the foundation for how we will view exchange relationships between leaders and employees in the present study.

To sum up, the relationship between employees and managers could be important, not only at the individual level, but also for the entire organization. On the individual level, high quality relationships positively relate to follower commitment, job satisfaction, and motivation among employees (Henderson, 2009), and subordinates generally perform better under the condition of having a high quality LMX relationship with their supervisor (Yukl & Heaton, 2002). Regarding the organizational level, a frequently studied outcome of LMX involves OCB (e.g. Ilies, Nahrgang, & Morgeson, 2007; Kuvaas et al., 2012; Podsakoff, MacKenzie, Paine, & Bachrach, 2000; Lapierre & Hackett, 2007). Here, employees perform activities that go beyond the general job descriptions or formal reward systems in order to benefit the organization (Organ, 1988, as cited in Ilies, Nahrgang, & Morgeson, 2007). According to social exchange theory, employees exhibit actions positively affecting the organization due to feelings of obligation and a need to reciprocate rewards given by a social relationship with one's supervisor (Ilies, Nahrgang, & Morgeson, 2007). Extensive research on LMX relationships seems to emphasize the importance for leaders to strive for developing high-quality relationships with their subordinates in order to create both a positive working environment between the leader and the employee, as well as in order to benefit the organization. In the following we will take a closer look at the theories surrounding OCB.

### **Organizational Citizenship Behaviour**

According to Organ's original definition (1988, as cited in Organ 1997), OCB is "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (p. 2). These behaviours may include volunteer

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work, speaking favourably of ones organization and supervisor, voluntarily putting in extra hours to meet tight deadlines, and sacrificing ones own interests for the good of the group or organization (Organ, 1997). One of the key dispositional correlates of OCB includes LMX relationships and its corresponding quality (Hackett et al., 2003, as cited in Lapierre & Hackett, 2007). Researchers have investigated how social exchange relationships are related to employee outcomes, where OCB has been positioned as a consequence of a high-quality LMX relationship (Lapierre & Hackett, 2007). Liden et al. (1997) found that high quality LMX relationships were positively related to both organizational commitment and job satisfaction among employees.

One of the main reasons for the interests in this field is because OCB is expected to be positively related to measures of organizational effectiveness (Podsakoff et al., 2009). A recent meta-analysis by Podsakoff et al. (2009) found OCB to be related to different organizational outcomes such as productivity, efficiency, and reduced costs. As such, these findings underscore the importance for managers and organizations to pay attention to the potential effects of OCB, as it appears to have important relationships with organizational measures of “bottom line” effectiveness (Podsakoff et al., 2009).

### ***OCB-O and OCB-I***

The literature and research on OCB has found empirical relationships with both individual and organizational outcomes. According to Williams and Anderson (1991), OCB can be organized into categories based on the target or direction of the behaviour. These authors argue that behaviour directed towards the benefit of other individuals is labelled OCB-I, which may be the case where an employee helps a co-worker or a supervisor with a problem he or she is facing. On the other hand, behaviour directed towards the benefit of the organization is called OCB-O, which may occur in a situation where an employee makes suggestions for how to improve the organization. Some authors (e.g. LePine, Erez, & Johnson, 2002, as cited in Podsakoff et al., 2009) have argued that this distinction is rather unnecessary since there are few differences in the nature of the relationships between the predictors of OCB-I and OCB-O. Although results from the meta-analysis conducted by Podsakoff et al. (2009) showed that OCB-I and OCB-O were relatively strongly correlated ( $r_c = .75$ ), less than 57% variance is shared

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between the two dimensions. As such, OCB-I and OCB-O might have different relationships with some of the antecedents of OCB, and we argue that a distinction between OCB-I and OCB-O is warranted in order to capture a thorough investigation of the relationship between LMX and OCB. This argument is in line with the study by Ilies, Nahrgang, and Morgeson (2007) who found that LMX predicted individual-targeted behaviour more strongly than organizational behaviour. This notion is also supported by Wayne and Green (1993) who found that “the employee behaviors that were significantly related to LMX were those that directly supported the supervisor” (p. 1438). Ilies, Nahrgang, and Morgeson (2007) argue that this is because LMX is interpersonal, which means that employees are motivated to reciprocate support and rewards from the supervisor with citizenship behaviour that benefit the supervisor (Ilies, Nahrgang, & Morgeson, 2007). OCB is not part of the formal reward system, however, through OCB-I, employees may be informally rewarded by the LMX relationship, and as such maintain a balanced social exchange with their supervisor (Wayne & Green, 1993; Ilies, Nahrgang, & Morgeson, 2007). Although research has shown that LMX predicts OCB-I more strongly than OCB-O, we will not differentiate between the degrees of prediction and will expect LMX to be positively related to both types of OCB. Based on the notion that SLMX relates to high-quality LMX relationships (Buch, 2012) and that such high-quality relationships are found to relate positively to OCB (Wang et al., 2005), we expect SLMX to be positively related to both OCB-I and OCB-O. Consequently, we hypothesize:

Hypothesis 1: *SLMX will be positively related to a) OCB-I and b) OCB-O.*

Although Buch (2012) stated that ELMX relates to medium- to low quality LMX, and previous research has shown negative relationships between low levels of LMX and OCB (e.g. Liden et al., 1997; Lapierre & Hackett, 2007), there is still a need for more research investigating the direct relationship between ELMX and OCB. Kuvaas et al. (2012) examined this relationship and found ELMX to relate negatively to OCB. Based on the arguments above we consequentially hypothesize the following:

Hypothesis 2: *ELMX will be negatively related to a) OCB-I and b) OCB-O.*

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**The role of values**

Values are said to be key determinants of individuals' intentions and behaviour (Schwartz, 1992), and may thus influence the extent to which employees reciprocate with citizenship behaviour towards their leader or the organization. The literature regarding this concept broadly concerns the extent to which there is compatibility between an individual and his or her work environment, and is said to occur when their characteristics are well matched (Kristof-Brown, Zimmerman, & Johnson, 2005). A frequently studied area within the realm of the fit literature is that of person-organization (PO) fit, which deals with the degree of compatibility between people and entire organizations (Kristof-Brown et al., 2005). According to Erdogan, Kraimer and Liden (2002), PO fit can be defined as "the match between the organization's values (or culture) and the individual's values" (p. 1). Later, the concept of value congruence has been accepted as the defining operationalization of PO fit (Kristof-Brown et al., 2005). Values, in this respect, have been defined as "general beliefs about the importance of normatively desirable behaviors or end states" (Edwards & Cable, 2009, p. 655). The reason why values have been used to form the foundation of PO fit is because they are said to be enduring characteristics of individuals and organizations (Chatman, 1991). Moreover, research within this field has shown that value congruence has yielded significant effects on a variety of outcomes (Kristof-Brown et al., 2005). In relation to congruence between employees and organizations, research has pointed towards favourable outcomes suggesting that employees are more satisfied with their jobs, identify with the organization, and promote extra-role behaviour when their values match those of their employing organization (Edwards & Cable, 2009). Moreover, compatibility between individuals and organizations has shown to be positively related to organizational commitment and citizenship behaviour (Lauver & Kristof-Brown, 2001; Cable & DeRue, 2002, both cited in Ostroff, Shin, & Kinicki, 2005). In relation to the literature within the field of leadership, value congruence offers an explanation for why followers relate, pledge loyalty to, and support their leaders (Hoffman et al., 2011). The underlying assumption of the person-person fit literature contends that individuals feel more comfortable with, and are more attracted to, people who are similar to themselves (Ostroff et al., 2005). Findings from research also indicate that value congruence between leaders and followers is associated with the quality of the LMX relationship. According to Ashkanasy and O'Connor (1997), higher-quality

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relationships between leaders and followers are found when both exchange partners share similar values. Moreover, research has shown that value congruence between leaders and subordinates is related to employee satisfaction and commitment (Meglino, Ravlin, & Adkins, 1989), and follower effort and performance (Klein & House, 1995, as cited in Jung & Avolio, 2000).

Within the domain of leadership, theories regarding transformational leadership have frequently been used to explain the properties of value congruence and its role in the relationship between leaders and followers (e.g. Hoffman et al., 2011; Krishnan 2002; Jung & Avolio; Ostroff et al., 2005). Transformational leadership includes behaviour such as articulating an appealing vision that emphasizes the way in which the goals of the collective is compatible with follower values (Hoffman et al., 2011). By behaving consistently with the vision, and encouraging the acceptance of group goals, leaders may influence followers to regard organizational goals and values as their own. As a result, when followers perceive their leader to act in accordance with the organization's values, they may submit extra effort toward organizational goals and accomplishments (Bono & Judge, 2003, as cited in Hoffman et al., 2011). Accordingly, transformational leaders play an important role in the value congruence process between employees and the organization, as the behaviour of the leader may facilitate an alignment between the values of the employees and the values of the organization (Hoffman et al., 2011). Klein and House (1995) further argue that transformational leaders have the ability to frame and link work values with the values of the employees, so that they become more compatible from the employees' perspective. As such, a leader's ability to influence and take part in the shaping of organizational members' values, suggest important considerations for organizations. A misalignment between the leader's values and those of the organization may for example result in mixed messages, which could lead to confusion for the employees in terms of where they should direct their efforts (Hoffmann et al., 2011). Accordingly, the extent to which employees perceive the values of the leader to be congruent with those of the organization seems pivotal.

To sum up, studies within the person-environment fit literature have investigated different areas of interest. Erdogan et al. (2002) measured PO fit to investigate employee-organization value congruence, Hoffman et al. (2011) assessed congruence between employees with the organization and their leader, while

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Krishnan (2002), Ashkanasy and O'Connor, (1997) and Meglino et al. (1989) measured value congruence between supervisors and subordinates. Moreover, other studies have investigated value congruence between supervisors and organizations (Kristof-Brown et al., 2005). However, to the best of our knowledge, limited research seems to exist when it comes to the investigation of employee's perceptions of value congruence between their leader and the organization, and its role in the LMX-OCB relationship. Based on this discussion we will in the following section introduce the concept of perceived supervisor-organization value congruence (PVC), and argue for its importance.

### ***Perceived Supervisor-Organization Value Congruence (PVC)***

The authors of this study propose that employees form perceptions of their supervisor's enacted values. Based on the findings by Dulebohn et al. (2011), the leader's behaviour and their *enacted* values, rather than *espoused* values, were found to relate to how employees experienced the LMX relationship. Furthermore, employees' perceptions of enacted values were also found by Howell, Kirk-Brown and Cooper (2012) to be related to organizational outcomes such as organizational commitment among employees. According to Ostroff et al. (2005), it is often the manager who defines the values of the organization for the employees. Moreover, Beyer (1981, as cited in Posner, 1992) contends that people behave in accordance with the values and ideologies of powerful superiors. Accordingly, we argue that leaders cannot, to a full extent, expect followers to be good citizens of the organization if they are not good citizens themselves. Thus, we argue that it may be beneficial to look at employees' perceptions of enacted values as a measure of value congruence between supervisors and organizations. Emphasis will be on employee perceptions of the enacted values of the supervisor, rather than their espoused values, because research has shown that people often seem to be overly positive when it comes to self-assessment of their own abilities (Kruger & Dunning, 1999). As such, whether leaders share the values of the organization or not should be assessed from the employees' point of view. Although leaders may feel that they are acting according to the organization's values, we believe it is how their actions are perceived by the employees that ultimately apply. By introducing the concept of perceived supervisor-organization value congruence (PVC), we aim to help explain how work-related relationships and perceptions of values might influence employee behaviour. We argue that the

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extent to which employees perceive their leader to act in line with the values of the organization may differ, which ultimately could moderate the relationship between LMX (i.e. SLMX, ELMX) and OCB (i.e. OCB-I, OCB-O). We argue that when PVC is high, the employees perceive that the leader is acting in accordance with the values of the organization. In contrast, when PVC is low, the employees perceive the leader's actions not to be congruent with the values of the organization. More specifically, we propose that employees perceive their leader to act according to the values of the organization (PVC) based on a comparison between the enacted values of the supervisor and what they perceive to be the values of the organization.

### **The moderating role of PVC in the LMX-OCB relationship**

Based on the literature review above, it seems there is still a need for more research examining the relationship between LMX and OCB. While some researchers claim that the follower-organization relationship is affected by the leader-follower relationship (Shore et al., 2006; Kuvaas et al., 2012; Buch, 2012; Yukl & Heaton, 2002; Wang et al., 2005; Henderson, 2009; Liden et al., 1997), others claim that the leader-organization relationship also has an influence on the follower-organization relationship (Hoffman et al., 2011; Ashkanasy & O'Conner, 1997). Others (e.g. Krishnan, 2002) again state that the leader-follower relationship may not influence the follower-organization relationship. The results of Krishnan's (2002) study indicated that "the dyadic or one-to-one relationship between transformational leader and follower does not affect the relationship between the follower and the organization" (p. 31). Our aim is to expand his findings by looking at the link between LMX, OCB, and employee perceptions of value congruence between the leader and the organization.

According to Kuvaas et al. (2012), SLMX relationships were positively related to outcomes such as OCB. We argue that when a manager enjoys an SLMX relationship with a specific employee, and at the same is perceived by that employee to exert values that are congruent with the perceptions of the organization's values, the OCB-O and OCB-I of that employee will increase correspondingly. This is based on the belief that OCB-O to some extent depends on managers being able to link the organizational values with the values of the



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followers, while at the same time having close social relationships with their employees. According to Einarsen, Aasland and Skogstad (2007), constructive leaders are “concerned with the welfare of their subordinates while simultaneously being focused on goal attainment and the effective use of resources in the service of the legitimate interests of the organization” (p. 214). Research by Meglino et al. (1989) found that value congruence between employees and supervisors was significantly related to employee satisfaction and commitment. Moreover, Posner (1992, as cited in Krishnan, 2002) found perceived value congruence between followers and leaders to be directly related to positive work attitudes. These findings underscore the importance for leaders to share values with their followers.

### ***PVC as a moderator between SLMX and OCB-I and OCB-O***

Subordinates who experience having a high quality LMX relationship with their leader show higher levels of OCB (Wang et al. 2005). High quality LMX relationships align well with SLMX (Buch, 2012), and, as previously argued, we therefore expect to find a similar relationship between SLMX and OCB. Social exchange theory states that employees in such relationships experience feelings of similarities and an obligation to reciprocate rewards given by a social relationship with one’s supervisor and may therefore exhibit actions positively affecting the organization (Ilies, Nahrgang, & Morgeson, 2007). According to Krishnan (2002), the extent to which followers identify themselves with their leader can be attributed to the extent to which the leader fits into the culture and values of the organization, and such perceptions of compatibility between individuals and organizations has been found to positively relate to citizenship behaviour (Lauver & Kristof-Brown, 2001, as cited in Ostroff et al., 2005). As such, followers are more likely to assimilate the values of their leader if they are in line with the value system of the organization (Krishnan, 2002). Accordingly, these arguments suggest that in order to increase the value congruence between followers and leaders, which has shown to produce positive organizational outcomes, it is imperative for leaders to be perceived as sharing the same values as the organization and show this explicitly towards their subordinates through their actions and behaviour.

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We argue that what Einarsen, Aasland and Skogstad (2007) refer to as pro-subordinate behaviour can be seen in relation to such SLMX relationships in that they are characterized by “behaviors that foster the motivation, well-being, and job satisfaction of subordinates, including taking care of and supporting subordinates” (p. 211-212). If employees, in addition to enjoying an SLMX relationship with their supervisor, also perceive their leader as acting in a pro-organizational manner (Einarsen, Aasland, & Skogstad, 2007) and leading by example, we find it reasonable to assume that they will exert both OCB-I and OCB-O. This is based on the assumption that employees here see a clear link between their own goals and values, those possessed by their leader, and those of the organization. Hoffman et al. (2011) stated that employees who view the organizational goals as their own may put in extra efforts in order to reach them. If employees have an SLMX relationship with their leader, we believe actions aimed at benefitting the organization or their leader will likely occur, due to a felt need to give something in return (Kuvaas et al., 2012). Although Ilies, Nahrgang and Morgeson (2007) found that high quality LMX predicted OCB-I more strongly than OCB-O, they also state that in cases where employees perceive the supervisor to act in accordance with the values of the organization, they might reciprocate with organization-targeted behaviour as well. Kuvaas et al. (2012) found that SLMX was positively related to outcomes such as OCB and work performance, and we believe perceptions of value congruence between leaders and the organization could strengthen the relationship between SLMX and both OCB-O and OCB-I among employees. Based on the discussion above it is our belief that a combination of having an SLMX relationship with one’s leader and at the same time perceiving a high degree of leader-organization value congruence (PVC) will yield positive outcomes regarding both OCB-O and OCB-I. This is in line with Einarsen, Aasland and Skogstad’s (2007) claim that constructive leaders need to be characterized by behaving in a pro-subordinate manner, while at the same time maintaining pro-organizational behaviour. Consequently, we hypothesize the following:

*Hypothesis 3: The relationship between SLMX and a) OCB-I and b) OCB-O is moderated by PVC; the higher the PVC, the more positive the relationship between SLMX and a) OCB-I and b) OCB-O.*

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***PVC as a moderator between ELMX and OCB-I and OCB-O***

Buch (2012) found ELMX to be negatively related to commitment, and Kuvaas et al. (2012) found ELMX to be negatively related to OCB. According to Shore et al. (2006), ELMX relationships should encourage subordinates to engage in behaviour that meets organizational expectations. However, these behaviours will only meet, rather than exceed, the organizational expectations and can therefore not be seen as high levels of OCB. Although ELMX might motivate productive behaviour among employees when expectations of rewards are present (Kuvaas et al. 2012), we believe any potentially positive relations between ELMX and OCB might be cancelled out if PVC is high. We might expect employees who have a transactional relationship with their supervisor, and at the same time perceive the values of their leader and those of the organization to be congruent, to develop a transactional relationship with the organization as well. We argue that the feelings and attitudes an employee has towards their leader could rub off onto the attitudes one has towards the organization. Thus, we expect employees in such relationships to exhibit low levels of both OCB-I and OCB-O when PVC is high. Based on this, our fourth hypothesis is as follows:

*Hypothesis 4: The relationship between ELMX and a) OCB-I and b) OCB-O is moderated by PVC; the higher the PVC, the more negative the relationship between ELMX and a) OCB-I and b) OCB-O.*

## **Methodology**

### **Participants and procedure**

During the early spring of 2013 two web-based questionnaires (Qualtrics) were distributed to seven different organizations located in Norway. The responding organizations included in the sample represent a wide range of professions within the private sector. The participants were informed that the survey was approved by the Norwegian Social Science Data Services (NSD), and that confidentiality in their responses was assured in order to reduce the presence of response distortion (Chan, 2009). In order to reduce potential common method variance we administered the two surveys to the same respondents with a four-week time interval (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). The research design

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was cross-lagged, where the first distribution included measures of leadership (SLMX and ELMX) and person-organization value congruence (PVC) in addition to the control variables. The employee outcome measure, organizational citizenship behaviour (OCB-O and OCB-I), was collected in the second distribution. At both distributions the respondents were given two weeks to complete the questionnaires. Further, we sent a reminder to the employees who had not responded in order to increase the response rate. The first distribution included a total of 1019 questionnaires, resulting in 289 (28.36 per cent) complete responses. After the second distribution we received a total of 192 complete responses corresponding to a total response rate of 18.84 per cent.

The respondents were composed of 92 women (48 per cent) and 100 men (52 per cent), with an average age of 36 years. With respect to education, average education corresponded to upper secondary school (48.7 per cent), and 70 per cent of the respondents had higher employment fractions. Of the respondents, 76 per cent had no managerial responsibilities, average tenure was 7.14 years, and average dyad tenure was 3.7 years.

### **Measures**

For all instruments, we scored the items on a five-point Likert scale ranging from one (strongly disagree) to five (strongly agree).

#### ***Social and Economic Leader-Member Exchange***

A recent study by Kuvaas et al. (2012) emphasized the importance of having separate measures of the social and economic exchange aspects of the leader-follower relationship in order to capture the followers' psychological sense-making. However, as some of the items for both ELMX and SLMX used in the study were excluded from the final measurement model due to weak factor loadings, the authors encouraged further development of the scales in order to better capture all the aspects of ELMX and SLMX relationships (Kuvaas et al., 2012). Accordingly, Buch, Kuvaas and Dysvik (2011) recently developed additional items for the ELMX scale on the basis of the theoretical distinction between social and economic exchange in the literature (Blau, 1964). In the present study we have based our measures of SLMX and ELMX relationships on a revised version of this scale developed by the same authors because this scale

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seems to better capture all of the aspects of SLMX and ELMX relationships (Buch, personal communication). The scale consists of 8 and 11 items for SLMX and ELMX, respectively. Three items from ELMX were however removed for our analysis, as the scale appears to work better without them (Buch, personal communication). As such, our final scale consisted of 8 items for both ELMX and SLMX. A sample item for ELMX include: “I only want to do more for my immediate supervisor when I know in advance what I will get in return” (Kuvaas et al., 2012, p. 763).

### ***Organizational Citizenship Behaviour towards the Organization***

We measured citizenship behaviour toward the organization by having employees fill out an 8-item scale used by Lee and Allen (2002). Example of an item included was: “Expresses loyalty toward the organization” (Lavelle, McMahan, & Harris, 2009, p. 2427).

### ***Organizational Citizenship Behaviour towards the Supervisor***

We based our measure on citizenship behaviour toward the immediate supervisor on five items previously used by Rupp and Cropanzano (2002) since these items specify the supervisor as the intended beneficiary (Lavelle, McMahan, & Harris, 2009). Example of an item included was: “I accept added responsibility when my immediate supervisor is absent” (Lavelle, McMahan, & Harris, 2009, p. 2427).

### ***Perceived Supervisor-Organization Value Congruence***

Since earlier research has defined person-organization fit as value congruence (e.g., Cable & Judge, 1996; Chatman, 1989), we based our measure on a three-item person-organization fit scale developed by Cable and DeRue (2002) in order to assess perceived supervisor-organization value congruence (PVC). Sample items include: “The things I value in life are very similar to the things that my organization values”, and “My personal values match my organization’s values and culture” (Cable & DeRue, 2002, p. 879). The internal consistency (Cronbach’s alpha) for this three-item scale was .91. In collaboration with our thesis supervisor we developed 8 additional items to the scale with the aim of capturing the construct more fully, as the original scale only consisted of three items (Dysvik, personal communication). The scale used for our analysis thus consisted of 11 items where three items were reversed in order to control for response bias (George & Mallery, 2009). Since we wanted to measure employee

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perception of supervisor-organization value congruence, we asked the respondents to rate to what extent they perceived their immediate supervisor to act according to the values of the organization. For most of the items we thus replaced “I” with “my immediate supervisor”, for instance “the things my immediate supervisor values in life are very similar to the things that my organization values”. The internal consistency (Cronbach’s alpha) for the 11-items scale was .97.

### ***Control variables***

We used several factors as control variables in order to increase the internal validity as they might confound our results (Cogliser, Schriesheim, Scandura, & Gardner, 2009). The follower individual difference factors of gender, age, education, employment fraction, management responsibilities and tenure in the organization were included because the literature has found subordinate characteristics to influence the interaction between supervisor and subordinate, and thus affecting the LMX relationship (Kuvaas & Dysvik, 2011; Cogliser et al., 2009). We controlled for gender by the inclusion of a dichotomous variable where gender was coded 1 if the respondent was male, and coded 2 if the respondent was female. We wanted to control for gender because the study by Kuvaas et al. (2012) found that ELMX was significantly predicted by the subordinates’ gender. Their findings suggest that male subordinates are more inclined to develop ELMX relationships than females, as they might have a preference for equity, or quid pro quo exchanges (Kuvaas et al., 2012). Education was measured by four levels ranging from lower and upper secondary school to graduate studies. Since employees with management responsibilities have experience being a leader, it is likely that they will respond differently to ELMX and SLMX perceptions (Buch et al., 2013). As such, we controlled for managerial responsibilities by the inclusion of a dichotomous variable where we coded “managerial responsibilities” as 1 and “no managerial responsibilities” as 2. Regarding tenure, followers who have been employed longer in the organization might also respond differently to ELMX and SLMX relationships (Buch et al., 2013) and we thus controlled for tenure in the organization (“less than one year” was coded 1, “1 year” was coded 2, “2 years” was coded 3, etc.). As our sample consisted of 7 different organizations operating in different industries, we also controlled for organization in order to improve the external validity of our findings.

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## Analyses

The data of this study was analysed in several phases. In order to determine item retention, we first conducted a factor analysis (exploratory principal component analysis with Promax rotation) on all multiple scale items in the measurement model (Medsker, Williams, & Holahan, 1994). Findings from different researchers (Bernerth, Armenakis, Feild, Giles, & Walker, 2007; Liden & Maslyn, 1998) suggest that discriminant and convergent validity can be assessed by comparing the factor loadings obtained from exploratory factor analysis with those expected from theory (Buch, Kuvaas, & Dysvik, 2011). As PVC is a measure of employee perceptions of supervisors' value congruence with the organization, it should theoretically be distinct from both measures of OCB-I and OCB-O, as well as from ELMX and SLMX. Moreover, ELMX and SLMX should also be theoretically distinct from each other (Buch, Kuvaas, & Dysvik, 2011). Following the advice by Brannick and Williams (cf. Hurley et al., 1997) and Farrell (2010) we thus performed an exploratory factor analysis since this is a well suited approach for evaluating and increasing convergent and discriminant validity (Kuvaas, Buch, & Dysvik, 2013). As we relied on self-reported measures in this study, we used relatively conservative rules of thumb and only retained items with a loading of .44 or higher on the target construct in order to avoid confounded measures and to address the concern of discriminant validity (Hair, Black, Babin, Anderson, & Tatham, 2010). Further, we only retained items with cross loadings less than .35 on other included factors (Kiffin-Petersen, & Cordery, 2003), and a differential of .20 or higher between the included factors (Van Dyne, Graham, & Dienesch, 1994). Second, in order to test our moderation hypotheses, we used hierarchical moderated regression (Cohen & Cohen, 1983). Interaction terms often create multicollinearity problems as a result of their correlations with main effects (Kuvaas, Buch, & Dysvik, 2012). Before computing the interaction terms we thus centred the variables by subtracting the mean of the variable from each score (Aiken & West, 1991). This procedure reduces the potential for multicollinearity issues (Aiken & West, 1991), in addition to facilitating the interpretation of the interaction (Meyers, Gamst, & Guarino, 2006, as cited in Buch, 2012). In the hierarchical regression analysis we followed the recommended practice by Aiken and West (1991), and first entered the control variables in step one, followed by the independent variable (SLMX and ELMX)

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in step two, the moderation variable (PVC) in step three, and the interaction terms in step four.

## Results

### Exploratory factor analysis

The exploratory factor analysis revealed that three items did not meet our inclusion criteria (appendix 1). One of the SLMX items was removed due to a differential of less than .20 between its target construct and one of the other constructs. One of the OCB-I items was removed due to a cross loading above .35, and one of the OCB-O items was removed because it had a loading of less than .44 on the target construct. In order to increase convergent and discriminant validity these items were removed before we computed the final scales by averaging the preserved items. The final scales demonstrated high internal consistency, with reliability estimates ranging from .87 to .97. The rotated component matrix (appendix 1) shows factor loadings above .40 after rotation, as loadings above this level could be considered significant (Field, 2009). Descriptive statistics, correlations, and Cronbach's  $\alpha$ 's are reported in Table 1.

In order to determine discriminant and convergent validity of the constructs we compared the factor loadings from the factor analysis with what we would expect to find theoretically (Buch, Kuvaas, & Dysvik, 2011). We expected the measure of PVC to be distinct from measures of OCB-I, OCB-O, SLMX, and ELMX. As previous research has found a weak negative correlation between SLMX and ELMX (Buch, Kuvaas, & Dysvik, 2011), we also expected SLMX and ELMX to be negatively correlated and to be distinct from each other. Since previous research has found OCB-I and OCB-O to be relatively strongly correlated (Podsakoff et al., 2009), we expected to find a somewhat higher correlation between these two than between SLMX and ELMX. As shown in Table 1, PVC had a negative correlation with ELMX ( $-.29, p < .01$ ) and a positive correlation with SLMX ( $.69, p < .01$ ). We also found PVC to have a positive correlation with measures of OCB-O ( $.33, p < .01$ ) and OCB-I ( $.37, p < .01$ ). As expected, we found a negative correlation ( $-.20, p < .01$ ) between SLMX and ELMX, and a positive correlation ( $.47, p < .01$ ) between OCB-I and OCB-O.



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The correlation between PVC and SLMX (.69,  $p < .01$ ) is slightly higher than expected, and could be due to some common aspects that are covered by both constructs. SLMX is related to transformational leadership (e.g. Kuvaas et al., 2012), which includes behaviour such as articulating the visions of the organization and linking these with the values of the employees (e.g. Hoffman et al., 2011; Klein & House, 1995). PVC measures to what extent an employee perceives their leader to share the same values as the organization, and it is therefore plausible to expect to see certain similarities between these two constructs. However, as none of the constructs correlated higher than .70 with each other, they are within the range of low to moderate, and should therefore not pose any threats to further statistical investigations (Field, 2009). Results from the factor analysis also indicate that the five constructs seem to be distinct from each other (appendix 1).

#### **Hypothesis-testing by Hierarchical moderated regression analysis**

Before conducting the analysis we used collinearity diagnostics in SPSS to investigate pairwise and multiple variable collinearity. The lowest tolerance value obtained for OCB-I and OCB-O was .34. This is above the commonly used cut-off point of .10, which indicates no problems of multicollinearity (Hair et al., 2010). The summarized results of the regression analyses are presented in Table 2.

**Table 1.**  
**Descriptive statistics, correlations, and scale reliabilities**

Variable	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	
1. Organization 1	0.9	.28	-																			
2. Organization 2	.21	.41	-.16*	-																		
3. Organization 3	.04	.20	-.06	-.11	-																	
4. Organization 4	.37	.48	-.24**	-.40**	-.16*	-																
5. Organization 5	.11	.32	-.11	-.19**	-.08	-.28**	-															
6. Organization 6	.03	.16	-.05	-.09	-.03	-.13	-.06	-														
7. Organization 7	.15	.35	-.13	-.22**	-.09	-.32**	-.15*	-.07	-													
8. Gender <sup>a</sup>	1.48	.50	-.23**	-.42**	.17*	.37**	.02	.04	.05	-												
9. Age	35.93	13.43	.06	.25**	-.23**	-.50**	.28**	-.14*	.28**	-.31**	-											
10. Education Level <sup>b</sup>	2.43	.82	-.02	-.15*	-.11	-.21**	.33**	.03	.24**	-.07	.15*	-										
11. Employment Fraction <sup>c</sup>	3.25	1.20	-.05	.32**	-.11	-.54**	.23**	.02	.25**	-.32**	.50**	.12	-									
12. Tenure	7.14	8.12	.23**	-.08	-.13	-.29**	.20**	-.05	.21**	-.15*	.62**	.03	.23**	-								
13. Dyad Tenure	3.67	3.61	.16*	.05	-.13	-.26**	-.06	-.09	.34**	-.28**	.42**	.16*	.25**	.64**	-							
14. Managerial Responsibility <sup>d</sup>	1.76	.43	.00	.05	-.01	.00	.01	.02	-.08	.20**	-.09	-.32**	-.31**	-.01	-.11	-						
15. Perceived Supervisor-Organization Value Congruence (11)	3.76	1.01	-.05	-.21**	-.07	.14*	.32**	-.03	-.15*	.17*	-.03	.14	-.10	.04	-.09	-.13	-.97)					
16. Economic Leader	1.96	.85	.18*	-.03	.18*	.07	-.23**	.15*	-.18*	-.01	-.37**	-.11	-.31**	-.19**	-.11	.21**	-.29**	-.92)				
17. Member Exchange (8)	3.48	.85	.01	-.13	-.03	.15*	.13	-.04	-.14*	.12	-.05	.12	-.04	.02	.00	-.17*	.69**	-.20**	-.88)			
18. Social Leader	3.77	.63	-.05	.08	-.01	-.15*	.13	.05	.00	-.06	.21**	.07	.35**	.09	.08	-.33**	.33**	-.31**	.41**	-.87)		
19. Organizational Citizenship Behavior toward the organization (7)	4.10	.77	-.10	.08	-.07	.05	.03	-.03	-.03	-.05	.03	.00	.26**	-.13	-.05	-.27**	.37**	-.37**	.46**	.47**	-.87)	
20. Organizational Citizenship Behavior toward the supervisor (4)																						

Note: Coefficient alphas are displayed on the diagonal. Number of items included in the final scales in parentheses. N=192

\*p<.05; \*\*p<.01; \*\*\*p<.001

<sup>a</sup>Gender; Men = 1, Women = 2.

<sup>b</sup>Educational Level: coded from 1 (basic mandatory education) to 4 (higher degree from university or college; 4 years or more).

<sup>c</sup>Employment fraction: coded from 1 (0-25%) to 4 (76-100%).

<sup>d</sup>Managerial Responsibility; Managerial Responsibility = 1, No managerial responsibility = 2.

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**Regression analyses**

In our first hypothesis we proposed that SLMX would be positively related to a) OCB-I and b) OCB-O. The second step of the regression analysis (table 2) revealed that SLMX was significantly positively related to both OCB-I ( $\beta = .402$ ;  $p < .001$ ) and OCB-O ( $\beta = .396$ ;  $p < .001$ ). We thus found support for hypothesis 1. Our second hypothesis proposed that ELMX would be negatively related to a) OCB-I and b) OCB-O. The second step of the regression analysis showed that ELMX was negatively related to both OCB-I ( $\beta = -.222$ ;  $p < .01$ ) and OCB-O ( $\beta = -.157$ ;  $p > .05$ ), but only the relationship between ELMX and OCB-I was significant. Thus, we only found partial support for hypothesis 2. In our third hypothesis we proposed that the relationship between SLMX and a) OCB-I and b) OCB-O would be moderated by PVC; the higher the PVC, the more positive the relationship. The fourth step in the regression analysis revealed that the interaction term for SLMX was not significant for either OCB-I ( $\beta = .056$ ;  $p > .05$ ) or OCB-O ( $\beta = -.042$ ;  $p > .05$ ). Thus, we did not find support for our third hypothesis. Our fourth hypothesis proposed that the relationship between ELMX and a) OCB-I and b) OCB-O would be moderated by PVC; the higher the PVC, the more negative the relationship. In step four of the regression analysis we found the interaction term for ELMX not to be significant for OCB-I ( $\beta = -.061$ ;  $p > .05$ ), but we did find a significant relationship for OCB-O ( $\beta = .142$ ;  $p < .05$ ). However, the results displayed in Figure 2 suggest a significant negative relationship between ELMX and OCB-O for employees *low* in perceived supervisor-organization value congruence, but they suggest no relationship for employees *high* in perceived supervisor-organization value congruence, as we hypothesized. Thus, we did not find support for the fourth hypothesis. To sum up, we did find support for hypothesis 1, we found partial support for hypothesis 2, but we did not find support for hypothesis 3 and 4.

**Table 2.**  
**Regression analyses**

Variable	OCB-I				OCB-O			
	Step 1	Step 2	Step 3	Step 4	Step 1	Step 2	Step 3	Step 4
Gender <sup>a</sup>	.172*	.074	.071	.064	.140	.051	.047	.067
Age	.096	.058	.068	.054	.121	.100	.112	.140
Education Level <sup>b</sup>	-.082	-.104	-.099	-.091	-.099	-.123	-.118	-.133
Employment Fraction <sup>c</sup>	.279**	.243**	.275**	.285**	.206	.181	.219	.203
Tenure	-.249	-.274**	-.283**	-.274**	-.062	-.086	-.096	-.117
Dyad tenure	.087	.054	.067	.071	.082	.049	.064	.063
Managerial Responsibility <sup>d</sup>	-.235**	-.119	-.106	-.096	-.329***	-.225**	-.209**	-.229**
Organization 1	-.055	-.012	-.012	-.028	-.006	.025	.025	.062
Organization 2	-.055	-.010	-.010	-.027	.070	.110	.110	.138
Organization 3	-.106	-.051	-.043	-.039	.017	.062	.073	.064
Organization 4								
Organization 5	-.034	-.071	-.116	-.134	.092	.060	.006	.048
Organization 6	-.053	-.007	-.010	-.008	.080	.117	.114	.113
Organization 7	-.172	-.080	-.083	-.082	-.090	.000	-.002	-.004
SLMX		.402***	.303***	.320***		.396***	.277**	.272**
ELMX		-.222**	-.189**	-.200**		-.157	-.118	-.081
PVC			.171	.190			.204	.183
SLMX x PVC				.056				-.042
ELMX x PVC				-.061				.142*
$\Delta R^2$	.187	.200	.013	.006	.218	.171	.018	.019
R2	.187***	.387***	.400	.406	.218***	.389***	.407*	.426
F	3.140***	7.408***	7.283***	6.563***	3.813***	7.460***	7.499***	7.135***

Note: N = 192; Standardized regression coefficients are shown. SLMX = Social leader member exchange; ELMX = Economic leader member exchange; PVC = Perceived supervisor-organization value congruence.

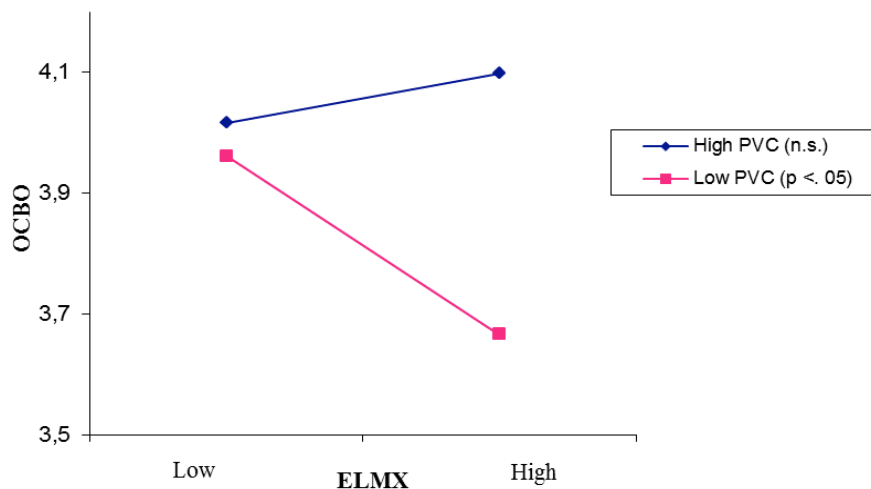
\*p<.05; \*\* p<.01; \*\*\* p<.001

<sup>a</sup>Gender; Men =1, Women = 2

<sup>b</sup>Education Level; coded from 1 (basic mandatory education) to 4 (higher degree from university or college; 4 years or more).

<sup>c</sup>Employment fraction; coded from 1 (0-25%) to 4 (76-100%).

<sup>d</sup>Managerial Responsibility; managerial responsibility = 1, no managerial responsibility = 2.



**Figure 2.** The moderating role of perceived supervisor-organization value congruence on the relationship between economic leader-member exchange and organizational citizenship behaviour towards the organization.

## **General discussion**

In the current study, we sought to contribute with new insights to the leader-member exchange theory by exploring how organizations can influence organizational citizenship behaviour among their employees. The purpose was to empirically investigate the relationship between economic and social leader member exchange, and organizational citizenship behaviour towards the organization and the immediate supervisor. Furthermore, we investigated whether employee perceptions of their immediate supervisor's value congruence with the organization could moderate this relationship. Findings from our study revealed that employees who experience high levels of SLMX engage in behaviours benefitting both the immediate supervisor and the organization. We also found that employees who experience high levels of ELMX are less likely to engage in activities benefitting the immediate supervisor. Further, our findings suggest that employees who have a relationship with their supervisor characterized by high levels of ELMX, and at the same time perceive a low degree of value congruence between their immediate supervisor and employing organization, are less likely to engage in citizenship behaviours benefitting the organization.

## **Theoretical contributions**

This study has made several theoretical contributions. In line with our first hypothesis, we found a significant positive relationship between SLMX and both organizational citizenship behaviour towards the organization and immediate supervisor. This finding is in line with previous meta-analytic findings indicating that followers high in SLMX seem to be more inclined to engage in behaviour that goes beyond the formal job description for the benefit of the employing organization and immediate supervisor (Gerstner & Day, 1997; Ilies, Nahrgang, & Morgeson, 2007). Prior findings (Ilies, Nahrgang, & Morgeson, 2007; Wayne & Green, 1993) suggest that high-quality LMX relationships predict individual-targeted behaviour more strongly than organizational-targeted behaviour. Although some argue that LMX is interpersonal, meaning that employees are more motivated to reciprocate support and rewards from the supervisor with citizenship behaviour benefitting the supervisor (Ilies, Nahrgang, & Morgeson, 2007), our data suggest that employees in a SLMX relationship also reciprocate with behaviours that benefit the organization. This finding constitutes a valuable contribution to the existing literature. A possible explanation for this finding may

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be seen in relation to organizational support theory (Eisenberger, Aselage, Sucharski, & Jones, 2004), and psychological contract theory (Rousseau, 1989; 1998). According to these accounts, employees view the supervisor as a representative of the organization, and thus generalize their exchange relationships from their supervisor to the organization (Eisenberger et al., 2010). Accordingly, employees in an SLMX relationship may thus reciprocate with behaviours benefitting the organization if they see their immediate supervisor as a representative of the organization. Moreover, employees in an SLMX relationship may see organizational-targeted behaviour as an indirect way to reciprocate towards their supervisor. Combined, these findings are important as they contribute to the existing research on both the LMX and OCB literature. These findings contribute to the field of social exchange theory because they show that an SLMX relationship between managers and employees can yield organizational, as well as individual, benefits. Our findings suggest that leaders may benefit from developing social exchange relationships with their employees, which ultimately may reap potential benefits for the organization by way of increasing organizational citizenship behaviour among employees.

With respect to our second hypothesis, we only found a significant negative relationship between ELMX and OCB-I. This could indicate that leaders who engage in relationships with their employees characterized by tangible resources and low levels of trust (Markham, Yammarino, Murray, & Palanski, 2010) may not expect their employees to engage in activities that are not defined by the formal reward system to benefit them as a leader. The fact that we did not find support for our hypothesized direct relationship between ELMX and OCB-O could, on the one hand, be due to characteristics of our sample. On the other hand, it could also strengthen our study and underpin our claim that OCB-I and OCB-O may have different relationships with the antecedents of OCB and should therefore be distinguished from each other as two separate constructs. By separating between individual- and organizational-targeted behaviours, our study thus contributes to the investigation of the relationship between LMX and OCB by extending the current line of research. Conceptually, and in line with previous research (Kuvaas et al., 2012; Kuvaas & Dysvik, 2011), our findings may imply that the traditional notion implied by social exchange theory (Blau, 1964), saying that both social and economic exchange relationships as a general rule motivate

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constructive organizational behaviour, should perhaps be reconsidered (Kuvaas & Dysvik, 2011).

Regarding our third hypothesis, we hypothesized that employees' perceptions of value congruence between their immediate supervisor and their employing organization would moderate the positive relationship we found between SLMX and a) OCB-I and b) OCB-O. However, we did not find support for this hypothesis. These unexpected results may be due to contingencies and specific to our sample, however, other explanations are also plausible. First, this could indicate that other moderators are likely to be more important for the relationship between SLMX and OCB. Further, a social exchange relationship between a leader and an employee may function as an antecedent to organizational citizenship behaviour regardless of the perceptions an employee might have about their leader's enacted values or whether these are in line with the organizational values. Second, the correlation matrix revealed a significant correlation between SLMX and PVC ( $r = .69, p < .01$ ). This may represent another possible explanation for the unexpected results, indicating that PVC might indirectly affect OCB-O and OCB-I through SLMX. As such, the concepts of SLMX and PVC might be differently related than we proposed in our conceptual model. According to Bezuijen, Dam, Berg and Thierry (2010), leaders in high-quality LMX relationships exhibit more feedback and goal setting behaviour with their followers. Since the leader is often the one to communicate the values on behalf of the organization (Hoffman et al., 2011), subordinates might thus experience higher congruence between their immediate supervisor's values and those of the organization through increased feedback and goal setting behaviour from their supervisor. The employees' immediate leader plays an essential role as a member in the high-quality exchange relationship, and consequently, employees may not be able to separate the perception of their relationship with their immediate supervisor from the perception of the values the leader and the organization represent. This may thus lead to a blurred experience of these concepts, affecting the employees' responses.

As can be seen from the correlation matrix (Table 1), we found ELMX to be relatively weakly correlated with SLMX ( $r = -.29, p < .01$ ). This finding is a valuable contribution to the LMX literature, as it extends the work of Buch,

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Kuvaas, & Dysvik (2011) and Kuvaas et al. (2012) indicating that SLMX and ELMX should be viewed as two independent and unique leadership styles with different qualities, rather than different levels of quality. Thus, a positive relationship between SLMX and OCB-I and OCB-O does not necessarily induce a negative relationship between ELMX and OCB-I and OCB-O, and vice versa. According to our findings, SLMX seems to be a good predictor for both OCB-I and OCB-O, whereas ELMX is not a predictor for the same type of commitment (i.e. ELMX was only negatively related to OCB-I). This may indicate that the two concepts predict different outcomes. For example, ELMX might be a predictor of continuance commitment, where employees engage in a cost-benefit analysis where they evaluate the gains and losses of working in an organization (Allen, & Meyer, 1990). For future research, it could then be interesting to examine the relationship between ELMX and continuance commitment toward the organization, and the supervisor.

The most interesting result we derived from our data is found in relation to hypothesis four. Here, we did not find support for our hypothesized negative relationship between ELMX and OCB-I and OCB-O when PVC is high. What we did find, however, was a negative relationship between ELMX and OCB-O when PVC was low. Our results show that, under the condition of low PVC, the employees who score themselves low on having a relationship with their supervisor characterized by economic exchange exert higher levels of OCB-O than do those that had higher scores on ELMX. It seems that low PVC is detrimental for OCB-O for employees who perceive a high level of ELMX. Our results indicate that employee perceptions of congruence between the values of their leader and the organization could influence employee behaviour, and represent a significant contribution to this field of research. The results of this study also show that high levels of ELMX, under the condition of low PVC, have different relationships with OCB-I and OCB-O. These findings contribute to the work of Ilies, Nahrgang, and Morgeson (2007) and Wayne and Green (1993), who stated that OCB-I and OCB-O might have different relationship with the antecedents of OCB. Our findings also give support to Kuvaas et al.'s (2012) argument that ELMX could, under certain conditions, be related to productive behaviour among employees. Based on our findings, we do not encourage leaders to intentionally develop relationships with their subordinates characterized by



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high levels of ELMX, but, if such relationships are already present, leaders should strive to avoid situations where their subordinates perceive their values not to be congruent with the organizational values.

There could be several reasons for why we have found the results that we have. Regarding those who scored themselves high on ELMX, it could be that the transactional aspect of ELMX causes the type of exchange relationship one has with one's supervisor to rub off onto the relationship one has with the organization. According to Krishnan (2002), employee perceptions of the organization are largely influenced by the extent to which their leader fits into the organization. He also states that followers are likely to assimilate the values of their leader, and it is therefore not unimaginable to expect an employee who has an economic exchange with one's supervisor to develop a similar relationship with the organization.

When it comes to those employees who scored low on ELMX and low on PVC, there could be several explanations for the results that we found. First, it could be that these employees have a quite neutral relationship with their supervisor and are thus more motivated by other factors in their everyday work life such as for instance role clarity or individual traits (e.g. Chahal & Mehta, 2010; Alizadeh, Darvishi, Nazari, & Emami, 2012), or justice perceptions (e.g. Karriker & Williams, 2009). Second, it could also be that the work tasks themselves, in the form of job satisfaction, is the main motivational factor (e.g. Organ, Podsakoff, & MacKenzie, 2006; Smith, Organ, & Near, 1983), or perhaps the organizational climate make up the main reasons for their citizenship behaviour (e.g. Farooqui, 2012). Perhaps some employees are more task-oriented than person-oriented, or intrinsically motivated, and therefore are not as affected by their leader's values as others might be. Third, it could also be the case that these employees see their own values as being well aligned with the organization's values and perceive the manager's values as being somewhat misaligned in this respect. Maybe these employees exert OCB due to their own values without being dependant on the values of their supervisor. According to Ye (2012), organizational citizenship behaviour is directly impacted by organizational values and organizational identification. In this sense, perceptions of misalignment between the values of one's leader and the organization could cause the employee to assume extra

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responsibility and engage in activities promoting the organization in an attempt to rectify the perceived lacking engagement from the supervisor's hand. This could also be due to professional attitudes and work ethics from the employee's hand; one simply does one's job well regardless of whether or not one perceives the values of the leader to be congruent with those of the organization. However, more research is needed in order to draw any firm conclusion regarding the influence of ELMX. The findings in this study could contribute to the field by unveiling new insights into how the character of relationships between managers and employees, and perceptions of value congruence between supervisors and the organization, interact with organizational citizenship behaviour among employees.

### **Limitations and research directions**

The results obtained in this study should be interpreted in light of several limitations. First, although our research design was cross-lagged and the data was gathered at two consecutive points in time, and the causal flow depicted by our model is anchored in theory and research, we cannot demonstrate causality or rule out the possibility of reverse causality (Shadish, Cook, & Campbell, 2001). This means that we do not know whether subordinates' perceptions of LMX form their subsequent organizational citizenship behaviours, or whether these behaviours form their perceptions of LMX (Buch, 2012). Thus, regarding the first and second hypothesis, our results should rather be interpreted as evidence that the model is only one viable representation of the causal relationships among the constructs we examined (Edwards & Cable, 2009). Further, despite controlling for various control variables, we cannot rule out the possibility for alternative explanations for our findings (Shadish, Cook, & Campbell, 2001). Accordingly, future research should seek to use longitudinal or experimental studies in order to account for these shortcomings. However, since exchange relationships may reflect an "on-going and interdependent exchange in which both parties make contributions in a non-sequential manner that reflects the tenor of the relationship" (Shore, Coyle-Shapiro, Chen, & Tetrick, 2009, p. 292, as cited in Buch, 2012), they may be considered as non-recursive. Since these sequences may be continuous, it may be hard to arrange them into discrete steps, meaning that it is not given that experimental studies would have provided stronger validity (Buch, 2012).

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Second, our study relied on self-reported questionnaire data, which makes our measures susceptible to the potential influence of common method bias and inflated ratings (Buch, 2012). This might be due to factors such as social desirability, or the implicit theories of the respondents (Podsakoff et al., 2003). Especially with respect to organizational citizenship behaviour, it is reasonable to believe that the measures may be upwardly biased because of social desirability, as a result of being self-reported. However, research on performance appraisal indicates that performance ratings by supervisors may be even more biased than self-reported measures (Levy & Williams, 2004; Murphy, 2008). This may indicate that supervisor ratings would not necessarily have produced better data (Buch, 2012). Moreover, the perceptual variables used in this study for the independent and moderating variable (social and economic exchange perceptions, and perceived supervisor-organization value congruence) are best represented by means of self-report measures (Buch, 2012). According to Shore et al. (2006), “it is the individual’s interpretation of the meaning of an exchange that defines the nature of the exchange relationship” (p. 842). In addition, reports from managers or peers may lack accuracy due to lack of information or motivation to rate accurately (Wagner & Crampton, 1993), and peer-ratings or supervisor-ratings would thus not necessarily have provided stronger internal validity. Further, we sought to address the problems associated with self-report data by following the advice by Podsakoff et al. (2003), whereby we separated the scale items for the predictors and the criterion variables by using a time lag. Moreover, we took steps to ensure the anonymity of the respondents in order to reduce the presence of response distortion (Chan, 2009). However, we obtained relatively high mean scores for SLMX ( $M = 3.48$ ), PVC ( $M = 3.76$ ), OCB-O ( $M = 3.77$ ) and OCB-I (4.10), which may suggest inflated ratings. These findings may pose a threat to the internal validity of our study if, for example, those who exhibit higher OCB inflate their ratings less than those who exhibit lower levels of OCB (Buch, 2012). The principal component analysis generated five factors with eigenvalues of one or above, with variance explained by the factors ranging from 24.29 per cent (factor 1) to 7.86 per cent (factor 5). Although this is only a diagnostic technique for addressing common method variance (Podsakoff et al., 2003), it seems that common method variance is not a severe issue in the present study (Podsakoff & Organ, 1986). As a dyadic relationship, LMX can be measured from both a supervisor and employee perspective. Research has shown that perceptions of the

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relationship may differ greatly between leaders and followers (London, 1995), where employees focus more on social dimensions whereas leaders are more concerned with work-related dimensions (Maslyn & Uhl-Bien, 2001). Accordingly, in order to obtain more accurate data and further diminish the potential threats of common method bias, future research may benefit from including self-report and peer-ratings assessing organizational citizenship behaviour, and measures from peers and supervisors to assess SLMX and ELMX (Buch, Kuvaas, & Dysvik, 2011). Further, longitudinal studies may be warranted in order to capture possible development processes over time (Zhou & Schriesheim, 2009).

Despite a sufficient sample size ( $N = 192$ ), another limitation of our study is that the generalizability of our findings may be constrained by the nature of our sample. Our data were only gathered from Norwegian organizations operating in the private sector, and the majority of the respondents were Norwegian. According to the findings by Fiske (1991), Americans tend to perceive support as an economic exchange, which could lower the positive relationship between SLMX and OCB-I and OCB-O. Thus, it would have been interesting to investigate whether studies in another cultural context and in another sector (i.e. public) would produce the same results as this study.

Finally, a limitation of this study is concerned with our measure of the moderating variable (PVC), which was operationalized using perceptions of congruence rather than an assessment of actual congruence. Based on the measure of this variable, we asked respondents to assess the perceived degree of value congruence between their immediate supervisor and the employing organization. However, as the scale did not include any predefined values, it is reasonable to assume that the employees' own interpretations may have affected the responses, and ultimately the findings of this study. More specifically, as the respondents were not asked to rate a specific set of values, they may have different opinions in terms of which values that are present at their employing organization, and it is possible that our results would differ if values were assessed objectively. An interesting avenue for future research could be to further develop the scale by having each respondent rate a specific set of organizational values in order to establish consensus and determine the values' importance to the organization. For instance, future research

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may benefit from following the procedure used by Edwards and Cable (2009) who used the Work Values Survey (WVS; Cable & Edwards, 2004) in their measure of value congruence. This scale measures eight core work values (e.g. altruism, relationships, pay) where respondents are asked to rate the importance of these values in their organization. This may provide future studies with better data by reducing the potential for subjective interpretations of organizational values. However, the assessment of perceptions used in our study is in line with prior research conceptualizing the primary function of leadership as a sense-making phenomenon (Festinger, 1954; Piccolo & Colquitt, 2006). Since the leader is often the one to communicate the values on behalf of the organization (Hoffman et al., 2011), and engages in socialization tactics to modify the values of new employees (Edwards & Cable, 2009), we may argue that the subordinates in the organization who shares the same supervisor have the same interpretation of the employing organization's values. From a practical perspective, we may argue that the rhetoric of a leader is often very "politically correct", and plays an important part in how the values of the organization are communicated and established. Accordingly, despite any predefined values, employees' perceptions may provide valuable insights.

### **Conclusion and practical implications**

This study set out to investigate the potential moderating role of employee perceptions of value congruence between managers and the organization on the relationship between exchange relationships between managers and employees, and organizational citizenship behaviour among employees. Despite the aforementioned limitations, the results of this study hold some potentially important practical implications for organizations and leaders. First, our findings suggest that it may be wise for leaders to develop social exchange relationships with their followers, as it may ultimately reap possible benefits (e.g. productivity, efficiency, reduced costs) for the organization and the supervisor by way of increasing organizational citizenship behaviour among employees. Therefore, leaders and organizations could benefit from developing strong and trustworthy relationships in the organization. By separating between individual- and organizational-targeted behaviours, our findings suggest that followers in a social exchange relationship reciprocate both towards the organization and the immediate supervisor. Accordingly, although it has been argued that employees

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are more motivated to reciprocate support from the supervisor with behaviours that benefit the supervisor (Ilies, Nahrgang, & Morgeson, 2007), the organization as a whole could also benefit from encouraging the development of social exchange relationships among their members. Second, regarding ELMX, our findings add support to the potential challenges about such exchange relationships (Kuvaas et al., 2012), where high levels of ELMX were found to be negatively correlated with citizenship behaviour targeted towards the supervisor. From a practical perspective, we may thus argue that in order to develop improvement oriented employees willing to reciprocate with behaviours benefitting the immediate supervisor, such relationships should not deliberately be developed. However, if such relationships already exist in the organization, it is our notion that leaders should avoid being perceived as not acting in accordance with the values of the organization.

Third, we also found that, under the condition of low levels of PVC, employees who score themselves high on ELMX exert lower levels of OCB-O than those who score lower on ELMX. This could indicate that the types of exchange relationships leaders have with their subordinates, and the way in which their actions are perceived, could influence citizenship behaviour among employees. Our findings suggest that leaders should try to avoid developing relationships with their subordinates that are solely based on contractual aspects, and instead try to create relationships characterized by trust and respect. These results indicate that employee perceptions of a leader's enacted values could be damaging for desired organizational outcomes if the employees perceive there to be a misalignment between the values of the organization and those expressed by their leader. Leaders should be aware of how their actions are perceived and assume more responsibility for how they may influence behaviour among their employees. Our study supports prior research by indicating that leaders should try to create social exchange relationships with their subordinates while at the same time make efforts to avoid being perceived as not acting in line with the organizational values if they wish to encourage organizational citizenship behaviour among the employees.

Fourth, another practical implication of our study could be for top management of organizations to pay close attention to how the actions of leaders further down in

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the hierarchy are perceived by employees, and to recognize that the enacted values of these leaders may influence employee behaviour and organizational outcomes. This is in line with previous research which has suggested that employees are more satisfied with their jobs, identify with the organization, and promote extra-role behaviours when their values match those of their employing organization (Edwards & Cable, 2009). If a leader's values are not perceived as being aligned with those of the organization, confusion among employees may develop as they experience difficulties regarding where to direct their efforts (Hoffman et al., 2011). Thus, it is important for organizations to make sure that they hire the right type of people for managerial positions, and that these managers recognize their responsibility regarding facilitating the value alignment process between employees and organization (Hoffman et al., 2011).

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**Appendices**

**Appendix 1: Rotated component matrix**

	Component				
	1	2	3	4	5
PVC_1	.865				
PVC_2	.875				
PVC_3	.882				
PVC_4	.880				
PVC_5	.880				
PVC_6	.886				
PVC_7	.898				
PVC_8	.887				
PVC_9	.695				
PVC_10	.750				
PVC_11	.733				
ELMX_1		.687			
ELMX_3		.810			
ELMX_4		.760			
ELMX_5		.774			
ELMX_6		.815			
ELMX_7		.753			
ELMX_8		.833			
ELMX_10		.861			
SLMX_1				.637	
SLMX_2	.405			.452	
SLMX_3				.629	
SLMX_4				.682	
SLMX_5	.463			.641	
SLMX_6	.416			.593	
SLMX_7	.445			.674	
SLMX_8				.679	
OCBI_1					.777
OCBI_2					.803
OCBI_3					.810
OCBI_4	.429				
OCBI_5					.573
OCBO_1			.536		
OCBO_2			.704		
OCBO_3			.733		
OCBO_4			.702		
OCBO_5			.733		
OCBO_6			.714		
OCBO_7			.774		
OCBO_8			.403		

*Note.* PVC = Perceived supervisor-organization value congruence; ELMX = Economic leader-member exchange; SLMX = Social leader-member exchange; OCBI = Organizational citizenship behaviour towards the supervisor; OCBO = Organizational citizenship behaviour towards the organization; Reversed items: PVC\_9, PVC\_10, PVC\_11, SLMX\_2; Removed items: SLMX\_2, due to a differential of less than .20 between constructs; OCBI\_4 due to a loading higher than .35 on another construct than the target construct; OCBO\_8 due to a loading of less than .44 on the target construct. Coefficients smaller than .40 have been suppressed.



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**Appendix 2:** Information letter, cover letters and reminder.**2 a)** Information letter**INVITASJON TIL Å DELTA I EN VITENSKAPELIG UNDERSØKELSE**

Denne undersøkelsen gjennomføres av masterstudentene Didrik Sandaker Bye og Kathrine Berg Syversen ved Handelshøyskolen BI, Institutt for Ledelse og Organisasjonspsykologi under veiledning av Anders Dysvik, Ph.D.

**TEMAET FOR UNDERSØKELSEN**

Temaet for denne oppgaven handler om hvordan ulike elementer i et arbeidsforhold kan være med på å påvirke adferd hos ansatte som kan være positiv for bedriften. I denne undersøkelsen ønsker vi å stille de ansatte spørsmål om blant annet alder, kjønn og ansiennitet i tillegg til å be dem indikere på en skal fra 1-5 hvor enig eller uenig de er i ulike utsagn. Dette er utsagn som omhandler de ansattes persepsjoner om sitt forhold til sin nærmeste leder, bemyndiggjørende lederadferd, den ansattes forhold til bedriften, samt i hvilken grad de ansatte oppfatter at det er samsvar mellom lederens og bedriftens verdier.

Ved å gi oss muligheten til å samle inn data hos dere, vil vi til gjengjeld kunne gi dere bedriftsspesifikke resultater fra undersøkelsen. Dette kan gi en pekepinn på hva som må til for å oppnå høyere grad av engasjement blant de ansatte, noe som igjen kan bidra til positive effekter for deres organisasjon. Resultatene fra denne undersøkelsen vil være anonyme.

**RESPONDENTER**

De vi først og fremst ønsker som respondenter til denne undersøkelsen er ansatte, da det er de ansattes oppfattelser vår forskning vil fokusere på. De ansatte vil bli bedt om å svare på to korte spørreundersøkelser som tar ca. 5 minutter hver. Dette kan enten gjøres ved at vi sender linken til undersøkelsen på mail til en ansvarlig hos dere som distribuerer denne videre internt til de ansatte, eventuelt kan vi motta en oversikt over de ansattes mailadresser for så å sende ut undersøkelsen til disse. Ideelt sett ønsker vi å kunne sende ut spørreundersøkelsene i begynnelsen av mars og ønsker å avslutte datainnsamlingen i starten av april.

**FRIVILLIG DELTAGELSE OG PERSONVERN**

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Undersøkelsen er meldt inn og vurdert av Personvernombudet for forskning ved Norsk Samfunnsvitenskapelig Datatjeneste (NSD). Det er frivillig å delta i denne studien, og deltakeren kan trekke tilbake sitt samtykke så lenge studien pågår, dvs., frem til 31. 08. 2013. Alle data behandles konfidensielt og følger de etiske retningslinjer som gjelder for slike undersøkelser. Datamaterialet vil bli anonymisert slik at ingen enkeltpersoner eller arbeidsgrupper vil kunne gjenkjennes i noen form for presentasjonen av resultatene. Prosjektet vil avsluttes innen august 2013.

Det vil bli samlet inn data på to tidspunkt, og du vil derfor motta ca. halvparten av spørsmålene ved tidspunkt 1 og resten etter ca. 3-4 uker. Det tar totalt ca. 10 minutter å svare på undersøkelsen (ca. 5 minutter første gang, og 5 minutter andre gang). Svarene hver enkelt gir vil bli koblet sammen og analysert under ett sammen med svarene fra andre respondenter. Verken den enkelte respondent eller organisasjon vil kunne identifiseres i masteroppgaven, eller i forbindelse med annen bruk eller publikasjon av denne forskningen. Alle opplysninger som samles inn vil anonymiseres og både studentene og veileder er pålagt taushetsplikt. Listen som kobler e-postadresser med kodenøkkelen som er brukt i undersøkelsen lagres kryptert og er kun tilgjengelig for studentene og veileder. E-postadresser vil bli slettet umiddelbart etter at datainnsamlingen er avsluttet.

## SPØRSMÅL

Har dere spørsmål, ta gjerne kontakt med

Didrik Sandaker Bye

Kathrine Berg Syversen

**2 b) Cover letter, first distribution**

Hei,

<Organisasjon> har sagt ja til å delta i en vitenskapelig undersøkelse innenfor temaet ledelse, og i den anledning ber vi deg trykke på lenken under for å besvare første del av undersøkelsen. Du vil motta del to av undersøkelsen innen 3-4 uker.

Frist for å besvare første del er <dato>.

Undersøkelsen er meldt inn og vurdert av Personvernombudet for forskning ved Norsk Samfunnsvitenskapelige Datatjeneste (NSD). Alle data behandles konfidensielt og følger de etiske retningslinjer som gjelder for slike undersøkelser. Datamaterialet vil bli anonymisert slik at ingen enkeltpersoner eller arbeidsgrupper vil kunne gjenkjennes i noen form i presentasjonen av resultatene.

Hvis du har spørsmål, eller problemer med tilgangen til spørreundersøkelsen, ber vi deg ta kontakt med oss så fort som mulig.

Tusen takk for at du tar deg tid til å besvare denne undersøkelsen!

Med vennlig hilsen

Didrik Sandaker Bye og Kathrine Berg Syversen

**2 c) Cover letter, second distribution**

Kjære deltaker!

For noen uker siden mottok du første del av en spørreundersøkelse til vår masteroppgave blant ansatte i <organisasjon>. Tusen takk for din deltakelse i undersøkelsen så langt!

Her kommer andre og siste del av vår spørreundersøkelse. Undersøkelsen vil ta 5-10 minutter å fullføre. Vi gjør oppmerksom på at det er helt avgjørende at du som har deltatt tidligere også deltar på denne delen av undersøkelsen. For at ditt bidrag skal telle er det altså nødvendig at du har fylt ut begge deler av undersøkelsen!

Denne siste delen av undersøkelsen går mer på din egen jobbatferd, og din opplevelse av ditt arbeidsforhold. Selv om du kanskje vil oppleve at flere av spørsmålene fremstår som relativt like er det viktig at du besvarer alle etter beste evne. Vi ber om at du svarer innen en uke fra du mottar denne e-posten, altså innen <dato>

Link til undersøkelsen:

Vi vil nok en gang understreke at det er frivillig å delta. Undersøkelsen er meldt inn og vurdert av Personvernombudet for forskning ved Norsk Samfunnsvitenskapelige Datatjeneste (NSD). Alle data behandles konfidensielt og følger de etiske retningslinjer som gjelder for slike undersøkelser. Datamaterialet vil bli anonymisert slik at ingen enkeltpersoner eller arbeidsgrupper vil kunne gjenkjennes i noen form i presentasjonen av resultatene. Svarene hver enkelt gir vil bli koblet sammen og analysert under ett sammen med svarene fra andre respondenter. Du har mulighet til å trekke deg fra undersøkelsen frem til <dato> ved å gi oss beskjed via e-post.

Dersom du har spørsmål, eller har problemer med tilgangen til undersøkelsen, vennligst kontakt oss via e-post.

Tusen takk for at du tar deg tid til å delta i denne undersøkelsen.

Med vennlig hilsen

Didrik Sandaker Bye og Kathrine Berg Syversen

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**2 d) Reminder**

Kjære deltaker!

Forrige mandag sendte vi ut en invitasjon til å fylle ut siste del av spørreundersøkelsen til vår masteroppgave blant ansatte i <organisasjon>.

Vi gjør igjen oppmerksom på at det er helt avgjørende at du som har deltatt tidligere også deltar på denne delen av undersøkelsen. **Dette fordi vi bare får brukt de spørreskjemaene der begge deler er ferdig utfylt. For at ditt bidrag fra første del skal telle er det altså nødvendig at du har fylt ut begge deler av undersøkelsen!** Ditt svar er derfor svært viktig for oss, og vi håper du vil ta deg tid til å fylle ut siste del av undersøkelsen vår.

Link til undersøkelsen finner du her:

Denne siste delen av undersøkelsen går mer på din egen jobbatferd, og din opplevelse av ditt arbeidsforhold. Selv om du kanskje vil oppleve at flere av spørsmålene fremstår som relativt like er det viktig at du besvarer alle etter beste evne.

Tusen takk for hjelpen!

Med vennlig hilsen

Didrik Sandaker Bye og Kathrine Berg Syversen

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**Appendix 3: Principal Component Analysis with Promax Rotation**


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<b>Items</b>	<b>PVC</b>	<b>SLMX</b>	<b>ELMX</b>	<b>OCBI</b>	<b>OCBO</b>
<b>PVC_1:</b> Min nærmeste leders verdier samsvarer godt med de verdiene og idealene som organisasjonen står for.	.87				
<b>PVC_2:</b> De verdiene min nærmeste leder verdsetter samsvarer med det organisasjonen står for.	.88				
<b>PVC_3:</b> De verdiene min nærmeste leder står for utgjør en god match med det organisasjonen står for.	.88				
<b>PVC_4:</b> De verdiene min nærmeste leder uttrykker er i tråd med de verdiene organisasjonen representerer.	.88				
<b>PVC_5:</b> Min nærmeste leder handler i tråd med verdiene til organisasjonen.	.88				
<b>PVC_6:</b> Den adferden min nærmeste leder viser samsvarer med organisasjonens verdier.	.88				
<b>PVC_7:</b> De verdiene min nærmeste leder gir uttrykk for stemmer godt overens med verdiene organisasjonen innehar.	.90				
<b>PVC_8:</b> Min nærmeste leder etterlever verdiene som organisasjonen står for.	.89				
<b>PVC_9:</b> De verdiene min nærmeste leder står for samsvarer ikke med de verdiene organisasjonen innehar.	.70				
<b>PVC_10:</b> Det er et gap mellom de verdiene organisasjonen står for og de verdiene min nærmeste leder innehar.	.76				
<b>PVC_11:</b> Min nærmeste leder etterlever ikke de verdiene som organisasjonen står for.	.73				
<b>SLMX_1:</b> Dersom jeg står på ekstra i dag er jeg temmelig sikker på at min nærmeste leder vil stille opp for meg hvis jeg har behov for det.				.63	
<b>SLMX_2:</b> Jeg er bekymret for at den innsatsen jeg gjør for min nærmeste leder aldri vil bli belønnet.					
<b>SLMX_3:</b> Relasjon til min nærmeste leder handler mye om gjensidig imøtekommenhet, noen ganger gir jeg mer enn jeg får og andre ganger får jeg mer enn jeg gir.				.63	

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<b>SLMX_4:</b> Siden jeg stoler på at min nærmeste leder vil ta godt vare på meg som medarbeider, velger jeg å se på stort på det om han eller hun ikke alltid gir meg den anerkjennelsen jeg mener jeg fortjener.	.68
<b>SLMX_5:</b> Relasjonen til min nærmeste leder er basert på gjensidig tillit.	.64
<b>SLMX_6:</b> Jeg opplever at min nærmeste leder har investert mye i meg.	.60
<b>SLMX_7:</b> Jeg forsøker å bidra til å ivareta min nærmeste leders interesser fordi jeg stoler på at han eller hun vil ta godt vare på meg.	.67
<b>SLMX_8:</b> Jeg tror at den innsatsen jeg legger ned i jobben i dag vil være fordelaktig for min relasjon til min nærmeste leder, også på noe lengre sikt.	.68
<b>ELMX_1:</b> Skal jeg bidra med noe ekstra for min nærmeste leder skal jeg på forhånd vite hva jeg får tilbake.	.69
<b>ELMX_2:</b> Skal jeg være sikker på å få noe tilbake for en tjeneste jeg har gjort for min nærmeste leder, må vi på forhånd bli enige om hva det er jeg skal få.	
<b>ELMX_3:</b> Jeg er kun villig til å stå på ekstra for min nærmeste leder dersom jeg tror det øker min mulighet for å oppnå personlige fordeler som for eksempel mer attraktive arbeidsoppgaver eller en forfremmelse.	.81
<b>ELMX_4:</b> Jeg er veldig nøye med at det er et samsvar mellom hva jeg gir og hva jeg får tilbake i min relasjon til min nærmeste leder.	.76
<b>ELMX_5:</b> Som regel forhandler jeg med min nærmeste leder om hva det er jeg skal få i gjengjeld for å gjøre en oppgave.	.77
<b>ELMX_6:</b> Jeg gjør sjelden eller aldri en tjeneste for min nærmeste leder uten å ha en klar forventning om at denne tjenesten vil gjengjeldes i løp av kort tid.	.82
<b>ELMX_7:</b> Dersom jeg skal bidra med noe ekstra for min nærmeste leder avveier jeg fordelene og ulempene ved å gjøre det	.75
<b>ELMX_8:</b> Jeg er nøye med at jeg får noe konkret tilbake når jeg gjør noe ekstra for min nærmeste leder.	.83
<b>ELMX_9:</b> Dersom min nærmeste leder gjør noe ekstra for meg, gjør jeg opp for meg så fort muligheten byr seg for å gjenopprette	

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balansen i vårt gi og ta forhold.

<b>ELMX_10:</b> Dersom jeg står på ekstra for min nærmeste leder er det for selv å få noe konkret tilbake.						.86
<b>ELMX_11:</b> Når jeg 'gir noe tilbake' til min nærmeste leder er det ikke nødvendigvis fordi jeg føler meg takknemlig eller fordi jeg føler jeg må, men fordi det kan ha negative konsekvenser for meg dersom jeg ikke gjør det.						
<b>OCBI_1:</b> Jeg aksepterer ekstra ansvar når min nærmeste leder er fraværende.						.78
<b>OCBI_2:</b> Jeg stiller opp når min nærmeste leder har mye å gjøre.						.80
<b>OCBI_3:</b> Jeg bistår min nærmeste leder med hans/hennes arbeidsoppgaver uoppfordret.						.81
<b>OCBI_4:</b> Jeg viser oppriktig interesse for min nærmeste leder som person.						
<b>OCBI_5:</b> Jeg sørger for å formidle jobbrelatert informasjon til min nærmeste leder.						.57
<b>OCBO_1:</b> Jeg ivaretar oppgaver som strengt tatt ikke er påkrevd, men som er nyttig for organisasjonen.						.54
<b>OCBO_2:</b> Jeg holder meg oppdatert på utviklingen i organisasjonen.						.70
<b>OCBO_3:</b> Jeg forsvarer organisasjonen når andre kritiserer den.						.73
<b>OCBO_4:</b> Jeg viser stolthet når jeg representerer organisasjonen offentlig						.70
<b>OCBO_5:</b> Jeg kommer med forslag og ideer for å forbedre funksjoner i organisasjonen.						.73
<b>OCBO_6:</b> Jeg uttrykker lojalitet ovenfor Organisasjonen.						.71
<b>OCBO_7:</b> Jeg gjør noe for å beskytte organisasjonen mot mulige problemer.						.77
<b>OCBO_8:</b> Jeg viser bekymring for hvordan organisasjonen fremstår utad.						
Eigenvalues	14.80	1.92	5.11	1.63	3.45	
% of variance	24.29	10.32	14.16	7.87	10.63	

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Factor loadings less than .40 are not shown.

PVC: Perceived supervisor-organization value congruence; SLMX: Social leader-member exchange; ELMX: Economic leader-member exchange; OCBI: Organizational citizenship behaviour towards the individual; OCBO: organizational citizenship behaviour towards the organization.



BI Norwegian Business School

Preliminary Thesis Report

*What makes a helpful and improvement-oriented  
colleague? The role of Perceived Supervisor-  
Organization Value Congruence in the relationship  
between Leader-Member Exchange and Organization  
Citizenship Behaviour*

Hand-in date:

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**Abstract**

Through quantitative methods the researchers aim to investigate the research question of whether Perceived Supervisor-Organization Value Congruence may serve as a moderator of the relationship between Leader-Member Exchange and Organization Citizenship Behaviour. The researchers differentiate between Economic and Social Leader-Member Exchange and Citizenship Behaviour aimed towards the organization and the individual. Four hypotheses of the proposed relationships have been derived, and the researchers expect a combination of a Social Leader-Member Exchange relationship and high levels of Perceived Leader-Organization Value Congruence to yield the highest levels of Organization Citizenship Behaviour among employees.

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## **Introduction**

The leadership literature paints a nuanced picture of how leaders should behave and relate to their employees in order to foster for instance motivation, satisfaction and identification, and ultimately positive outcomes for the organization they work for. Organizations could benefit greatly from having improvement-oriented employees who engage in actions and behaviours that go beyond what is required of them to help the organization reach their goals (Podsakoff, Whiting, Podsakoff, & Blume, 2009). Examples of such behaviour could be to speak favourably about one's employing organization or putting in extra work hours without expecting any specific rewards in return (Organ, 1997). In order for the employees to work towards reaching organizational goals, the leaders have to provide an appealing vision and link the goals of the organization with those of their employees (Hoffman, Bynum, Piccolo & Sutton, 2011). Yukl (2012) states that leadership is the "process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives" (p. 26). Moreover, leaders often play an important role in creating the enthusiasm needed to fuel these sorts of efforts among their employees. We believe that in order to facilitate these sorts of actions among employees, leaders need to lead by example and "walk the talk". By this we mean that leaders should strive to act as role models of the behaviour they want to see among their employees. In a company with a very strong CSR policy, it is easy to see how there could be conflicts in the work place if one of the leaders is more oriented towards earning profits rather than staying within the boundaries of the company's policies. If this person also enjoys good social relationships with their subordinates, this could cause unwanted behaviour to rub off on these subordinates. Seeing as how managers can be assumed to possess more power to influence a subordinate than vice versa, one practical implication for practitioners could be to make sure that newly hired managers have a good fit with the organization's values and at the same time are able to act according to these values. This is also in line with the notion that subordinates tend to behave in accordance with the values of their supervisors (Beyer, 1981, as cited in Posner, 1992).

We claim that it is not enough for leaders to have social relationships with their subordinates, or to merely communicate what the organizational values are. Our

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claim is that leaders need to live by these values as well. Or, as we will come back to, they need to be *perceived* as acting in accordance with these values. By doing this, the employees might perceive the leaders to possess the same values as the organization, and thus view their leader as a genuine and credible visionary. Shared values are important in order to secure the long-term health of organizations (Kouzes & Posner, 2010), and since the leader is often the one to communicate the values on behalf of the organization (Hoffman et al., 2011), attention towards which values the leader is perceived to enact is thus important. Employees' perceptions of enacted values were found by Dulebohn et al. (2010) to be related to how employees experienced the Leader-Member Exchange (LMX) relationship, and a study by Howell, Kirk-Brown and Cooper (2012) found value congruence between leader and employee to be related to organizational outcomes such as organizational commitment among employees. Practical implications of our study could be for top management of organizations to pay close attention to how the actions of leaders further down in the hierarchy are perceived by employees. If a leader's values are not perceived as being aligned with those of the organization, confusion among employees may develop as they experience difficulties regarding where to direct their efforts (Hoffman et al., 2011). We will argue that whether leaders believe to have the same values as the organization might be irrelevant if employees do not perceive them to act according to these values. Credibility is said to be the very foundation of leadership, meaning that, as a leader, you should "do what you say you will do" (Kouzes & Posner, 2010, p. 28). Combined, these arguments underscore the importance for leaders to share and act in accordance with the same values as the organization, and for organizations to hire the right type of people for leadership positions.

To the best of our knowledge, limited research within the fit literature have investigated perceptions of leaders' enacted values. According to Kristof-Brown et al. (2005), existing research suggest that many managers today face the challenge of minimizing the effects of poor fit between their employees and the organization. With our research, we aim at contributing to this discussion by investigating how relationships between managers and subordinates may influence organization-targeted behaviour among employees, and whether this relationship can be moderated by employee perceptions of similarities between

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their supervisor's values and those of the organization. In doing this, we will focus on social relationships between leaders and employees and how such relationships can be important for both the leader and for the organization as a whole. Researchers have investigated how social exchange relationships between leaders and employees are related to employee outcomes, where Organization Citizenship Behaviour (OCB) has frequently been positioned as a consequence of a high-quality LMX relationship (Lapierre & Hackett, 2007). In order to contribute further to this discussion, we introduce the concept of Perceived Supervisor-Organization Value Congruence (PVC) in order to investigate the extent to which employees perceive their leader to act according to the values of the organization. We will then assess whether PVC can moderate the relationship between Leader-Member Exchange (LMX) and Organization Citizenship Behaviour (OCB).

In this paper we will first provide a review of the main theoretical contributions within the field of LMX research and focus on why it is important for leaders to obtain and maintain such relationships with their employees. We will then review the main theories within the OCB literature, before turning our attention towards values and why we believe this may moderate the relationship between LMX and OCB. Further, we will present our hypotheses and describe how we will go about collecting data in order to investigate our research question.

### **Literature review**

In this part of the paper we will go through the three main theoretical concepts that our research question consists of, namely LMX, OCB and PVC. First, we will review relevant theories related to the social relationships found between leaders and followers in the work place. We will look at how such relationships have been defined, researched, and measured in the literature, before presenting different antecedents and outcomes of such relationships. Further, we will investigate the outcome variable in our study, namely the field of citizenship behaviour. Here, we will look at how this relates to interpersonal exchange relationships between supervisors and subordinates, as well as the implications it can have for both individuals and entire organizations. Last, but not least, we will shift our attention towards perceptions of value congruence. Here, we will describe why we believe

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this could serve as a moderator between LMX and OCB, and how this concept has been operationalized in the literature.

### **Leader-Member Exchange**

Within this theoretical domain, the one theory that has been researched the most is Leader-Member Exchange (LMX), which describes the “quality of the exchange relationship that develops between employees and supervisors” (Liden, Sparrowe, & Wayne 1997, as cited in Eisenberger et al., 2010, 1085). This theory originates from the Vertical Dyad Linkage theory (Graen & Uhl-Bien, 1995), which aimed at explaining how relationships at work could relate to, among others, follower effectiveness and organizational outcomes (Dansereau et al., 1975, as cited in Ilies, Nahrgang & Morgeson, 2007). Social exchange theory describes how relationships at work develop from a stage where the leader and the subordinate are new acquaintances and little information unrelated to the work is shared, to a stage where resources and personal information are shared and the relationship matures (Graen & Uhl-Bien, 1995; Mahsud, Yukl & Prussia, 2010). This change from a strictly work-related relationship to a social relationship characterized by loyalty, mutual respect and support develops gradually over time as the leader and employee interact, and requires extensive personal and emotional investment from both parties (Shore, Tetrick, Lynch & Barksdale, 2006; Graen & Uhl-Bien 1995). Such relationships are often long-term and based on mutual trust and a rational of taking care of each other (Kuvaas, Buch, Dysvik & Haerem, 2012). One important aspect of this theory is that one leader can develop unique social relationships with different employees (Gerstner & Day, 1997; Graen & Uhl-Bien, 1995; Liden, Sparrowe & Wayne, 1997). While some employees enjoy a high quality relationship with their supervisor, others do not (Graen & Uhl-Bien, 1995). On the other hand, relationships of low quality are often characterized by an “economic exchange based on formally agreed on, immediate, and balanced reciprocation of tangible assets” (Blau, 1964, as cited in Dulebohn, Bommer, Liden, Brouer & Ferris, 2011, p. 3). Such relationships are often associated with a transactional leadership style (Wang et al., 2005) with little mutual trust and low levels of loyalty from the employee’s hand (Cogliser et al., 2009). A high quality LMX relationship between the leader and the employee is often characterized by “high levels of trust, interaction, support, and formal and informal rewards” (Dienesch & Liden, 1986, as cited in Ilies, Nahrgang, & Morgeson 2007, p. 270). Most

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research within this field emphasize that relationships are either characterized by high or low quality, meaning that such relationships contain either interpersonal aspects or economic elements, but not both at the same time. However, Dulebohn et al. (2011) found that social relationships contained both factors, such as trust and support as well as factors normally classified as belonging within an economic exchange relationship. This could indicate that the LMX construct can be seen as a scale ranging from low to high, where high quality relationships also contain elements of low quality, but not the other way around. It could also mean that maybe the construct of LMX does in fact consist of two separate constructs that are related to different aspects of a work relationship. This thought will be discussed further in the following section.

### ***Economic and Social Leader-Member Exchange***

The LMX construct was originally seen as one-dimensional with low quality at one end and high quality at the other. As an alternative way of looking at dyadic social relationships in the workplace, recent research has proposed the idea of differentiating the LMX continuum into two separate constructs. Shore et al. (2006) suggested that there could be two relatively independent constructs operating within the exchange relationships between leaders and employees, namely Economic Leader-Member Exchange (ELMX) and Social Leader-Member Exchange (SLMX). They suggest that instead of measuring LMX as a unitary dimension ranging from low to high quality, one should rather view LMX as consisting of two independent leadership constructs. The major difference between the two constructs is that within a SLMX relationship both parties have a long-term orientation where trust and investment make up important aspects of the exchange (Shore et al., 2006), while within an ELMX relationship the focus is more on tangible aspects of the work and its outcomes, and employees obey their leader due to formal requirements rather than mutual respect and interest (Buch, 2012). ELMX and SLMX relates to transactional and transformational leadership styles, respectively. Kuvaas et al. (2012) also support this notion and contend that instead of measuring transactional and transformational leadership styles as two extremes at each end of the same scale, one should view them as unique leadership styles with different qualities rather than different levels of quality (Kuvaas et al., 2012). According to this theory, one can score either high or low on both leadership styles independently. Employees can have a relationship



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characterized by different degrees of social and economic exchange with their supervisor, and specific combination of the two will influence the behaviour of the subordinates and thereby also the organizational outcomes (Shore et al., 2006). Kuvaas et al. (2012) found that while SLMX was positively related to outcomes such as organization citizenship behaviour (OCB) and work performance, the opposite was found for ELMX relationships. According to Buch (2012), ELMX was also positively related to turnover intentions and negatively related to commitment and job satisfaction. He states that SLMX aligns well to the descriptions of high quality LMX relationships, and that ELMX relates to low- to medium-quality LMX relationships (Buch, 2012). This distinction between SLMX and ELMX will lay the foundation for how we will view social exchange relationships in our paper.

### ***Antecedents and outcomes of LMX***

An antecedent of high quality relationships is perceived similarities between supervisors and subordinates. A study by Dulebohn et al. (2011) found that people tend to prefer being in interpersonal relationships with other people who they feel share the same values and interests as themselves. According to Byrne (1971, as cited in Dulebohn et al., 2011), perceived similarities between people tend to foster mutual liking and attraction, which could lead to closer relationships between leaders and employees in the workplace. An important aspect of their findings is that they were concerned with perceptions of similarities, not the actual similarities. This constitutes one of the reasons why we find LMX so interesting to look at. If it is so that perceptions of the leader and the leader's behaviour influence the employee's perceptions of the LMX relationship (Dulebohn et al., 2011), we believe the same can be found for perceptions of the leader's value congruence with the organizational values and its influence on organizational outcomes such as OCB among employees. We will return to this notion when presenting our hypotheses.

Several researchers have emphasized the importance for leaders to pursue having high quality relationships with their employees as this has shown to have positive outcomes for both individuals as well as for the organization. Regarding the individual outcomes, Wang et al. (2005) found that high quality LMX relationships may serve as mediator between transformational leadership and increased levels of OCB and performance among employees. Yukl and Heaton

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(2002) found that subordinates generally perform better under the condition of having a high quality LMX relationship with their supervisor. He also found that such relationships were positively related to follower commitment and motivation. According to Henderson (2009), high quality LMX was found to be related to increased motivation, job satisfaction, and commitment among employees, which in turn could be beneficial for the organization.

A frequently studied outcome of LMX involves employees' organizational citizenship behaviour (e.g. Ilies, Nahrgang & Morgeson, 2007; Kuvaas et al., 2012; Podsakoff, MacKenzie, Paine & Bachrach, 2000; Lapierre & Hackett, 2007). Here, employees perform activities that go beyond the general job descriptions or formal reward systems in order to benefit the organization (Organ, 1988, as cited in Ilies, Nahrgang & Morgeson, 2007). Liden et al. (1997) found that high quality LMX relationships positively related to both organizational commitment and job satisfaction among employees. Wang et al. (2005) also found that subordinates who experienced having a high quality LMX relationship with their leader had higher levels of OCB. According to social exchange theory, employees exhibit actions positively affecting the organization due to feelings of obligation and a need to reciprocate rewards given by a social relationship with one's supervisor (Ilies, Nahrgang & Morgeson, 2007). Based on the findings of Dulebohn et al. (2011), the leader's behaviour and their enacted values, rather than their espoused values, were found to relate to how the employees experienced the LMX relationship. Employees' perceptions of enacted values were also found by Howell, Kirk-Brown and Cooper (2012) to be related to organizational outcomes such as organizational commitment among employees. Further, Ashkanasy and O'Conner (1997) state that values constitute key determinants of behaviour and could therefore influence the way employees view their leader and their organization. According to Hoffman, Bynum, Piccolo and Sutton (2011), employee perceptions of the similarities between themselves and their leader regarding values account for the effectiveness of transformational leadership. Hoffman et al. (2011) explain this phenomenon by the notion that leaders create a vision that incorporates the values of the organization and those of the employees into collective goals. In doing so, the employees view the organizational goals and their own as intertwined and therefore put in extra efforts in order to reach them (Hoffman et al., 2011).

We have argued that LMX relationships at work are important, not only at the individual level, but also for the entire organization. Extensive research on LMX relationships seems to emphasize the importance for leaders to strive for developing high-quality relationships with their subordinates in order to both create a positive working environment between the leader and the employee, as well as in order to benefit the organization. However, as transformational leaders need to be both motivational as well as inspirational (Dulebohn et al., 2011), we believe that leaders who manage to create close social relationships with their employees, while at the same being able to promote the organizational values through their behaviour, may influence their subordinates to engage in more OCB activities than if they only had social relationships. In the following we will describe how Organizational Citizenship Behaviour could benefit the organization, and how employees' perceptions of value congruence between their leaders and the organization could moderate the relationship between LMX and OCB.

### **Organizational Citizenship Behaviour**

As previously mentioned, OCB concern the behaviours that go beyond the general job descriptions or formal reward systems (Organ, 1988, as cited in Ilies, Nahrgang & Morgeson, 2007). According to Organ's original definition (1988, as cited in Organ 1997), OCBs are "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (p. 2). These behaviours may include volunteer work, speaking favourably of ones organization and supervisor, voluntarily putting in extra hours to meet tight deadlines, and sacrificing ones own interests for the good of the group or organization (Organ, 1997). Accordingly, one of the main reasons for the interests in this field is because OCBs are expected to be positively related to measures of organizational effectiveness (Podsakoff, Podsakoff & Blume, 2009). In this relation, a recent meta-analysis by Podsakoff et al. (2009) found OCBs to be related to different organizational outcomes such as productivity, efficiency and reduced costs. As such, these findings underscore the importance for managers and organizations to pay attention to the potential effects of OCBs, as they appear to have important relationships with organizational measures of "bottom line" effectiveness (Podsakoff et al., 2009).

Several researchers have investigated the different antecedents of OCB and how it can be increased (Lapierre & Hackett, 2007; Kuvaas et al., 2012). As previously argued, one of the key dispositional correlates of OCB includes leader-member-exchange relationships and its corresponding quality (Hackett et al., 2003, as cited in Lapierre & Hackett, 2007). Accordingly, researchers have investigated how social exchange relationships are related to employee outcomes, where OCB has frequently been positioned as a consequence of a high-quality LMX relationship (Lapierre & Hackett, 2007). Based on existing theoretical evidence regarding ELMX relationships, and social exchange theory, some researchers have argued that both social and economic exchanges may motivate productive behaviour (Judge & Piccolo, 2004, as cited in Kuvaas et al., 2012). According to Shore et al. 2006 (as cited in Kuvaas et al., 2012), ELMX relationships should encourage subordinates to engage in behaviours that meet, but not exceed the organizational expectations. Moreover, as one of the theoretical features in an ELMX relationship is the balance between what one gives and gets in return, we may assume that employees might engage in activities that goes beyond the formal job description resulting in OCB. However, according to Kuvaas et al. (2012), this is only if the subordinates know exactly what to get in a relatively immediate return. Accordingly, researchers have argued that if the mechanisms underlying an economic relationship with a leader apply to the exchanges with an organization as well, we may not expect the employees to engage in activities that promote OCB (Kuvaas et al., 2012). Empirical research have supported these arguments, where a study by Kuvaas et al. (2012) found ELMX relationships to be negatively related to OCB.

The literature and research on OCB has found empirical relationships with both individual and organizational outcomes. According to Williams and Anderson (1991), OCBs can be organized into categories based on the target or direction of the behaviour. The authors argue that behaviours that are directed towards the benefit of other individuals are labelled OCB-I, which may be the case where an employee helps a co-worker or supervisor with a problem he or she is facing. On the other hand, behaviours directed towards the benefit of the organization are called OCB-O, which may occur in a situation where an employee makes suggestions for how to improve the organization. Some authors (e.g. LePine et al., 2002, as cited in Podsakoff et al., 2009) have argued that this distinction is rather

unnecessary since there are few differences in the nature of the relationships between the predictors of OCB-I and OCB-O. Although results from the meta-analysis conducted by Podsakoff et al. (2009) showed that OCB-I and OCB-O were relatively strongly correlated ( $r_c = .75$ ), less than 57% variance is shared between the two dimensions. As such, OCB-Is and OCB-Os might have differential relationships with some of the antecedents of OCB, and we argue that a distinction between OCB-I and OCB-O is warranted in order to capture a thorough explanation of the relationship between LMX and OCB. This argument is based on the study by Ilies, Nahrgang and Morgeson (2007) who found that LMX predicted individual-targeted behaviours more strongly than organizational behaviours. These authors argue that this is because LMX is interpersonal, which means that employees are motivated to reciprocate support and rewards from the supervisor with citizenship behaviours that benefit the supervisor (Ilies, Nahrgang & Morgeson, 2007). OCBs are not part of the formal reward system, however through OCB-Is, employees may be informally rewarded through the LMX relationship, and as such maintain a balanced social exchange with their supervisor (Ilies, Nahrgang & Morgeson, 2007). Accordingly, we may assume that subordinates in a SLMX relationship will reciprocate with more OCB-Is than OCB-Os.

Although there are prevalent arguments in the discussion above, we believe another concept may contribute to the discussion regarding LMX and OCB. As such, the following section of this paper will discuss theories on values and value congruence, which we will argue may contribute to our understanding of the relationship between LMX and OCB. Values are said to be key determinants of individual's intentions and behaviour (Schwartz, 1992) and as such we believe they may influence the extent to which employees reciprocate with citizenship behaviours towards the individual or the organization.

### **Values**

The authors of this paper propose that a possible explanation for why researchers have experienced variations in the strength of the relationship between LMX and OCB might be rooted in theories of person-environment interaction. The literature regarding this concept broadly concerns the extent to which there is compatibility between an individual and his or her work environment, and is said to occur when their characteristics are well matched (Kristof-Brown, Zimmerman & Johnson,

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2005). A frequently studied area within the realm of the fit literature is that of person-organization (PO) fit, which deals with the degree of compatibility between people and entire organizations (Kristof-Brown et al., 2005). According to Erdogan, Kraimer and Liden (2004), PO fit can be defined as “the match between the organization’s values (or culture) and the individual’s values” (p.1). Later, the concept of value congruence has been accepted as the defining operationalization of PO fit (Kristof-Brown et al., 2005). Values, in this respect, have been defined as “general beliefs about the importance of normatively desirable behaviours or end states” (Edwards & Cable, 2009, p. 655). The reason for why values has been used to form the foundation of PO fit is according to Chatman (1991), because values are said to be enduring characteristics of individuals and organizations. Moreover, research within this field has shown that value congruence has yielded significant effects on a variety of outcomes (Kristof-Brown et al., 2005, as cited in Hoffman et al., 2011). Accordingly, research on value congruence has identified different areas of interest. In relation to congruence between employees and organizations, research have pointed towards favourable outcomes suggesting that employees are more satisfied with their jobs, identify with the organization, and promote extra-role behaviours when their values matches their employing organization (Edwards & Cable, 2009). Moreover, compatibility between individuals and organizations has shown to be positively related to organizational commitment and citizenship behaviour (Lauver & Kristof-Brown, 2001; Cable & DeRue, 2002, both cited in Ostroff, Shin & Kinicki, 2005). In relation to the literature within the field of leadership, value congruence offers an explanation for why followers relate, pledge loyalty to, and support their leaders (Hoffman et al., 2011). The underlying assumption of the person-person fit literature contends that individuals feel more comfortable, and are attracted to people who are similar to themselves (Ostroff et al., 2005). Findings from research also indicate that value congruence between leaders and followers is associated with the quality of LMX relationships. According to Ashkanasy and O’Connor (1997), higher-quality relationships between leaders and followers are found when both exchange partners share similar values. Moreover, research has shown that value congruence between leaders and subordinates is related to employee satisfaction and commitment (Meglino, Ravlin & Adkins, 1989), and follower effort and performance (Klein & House, 1995, as cited in Jung & Avolio, 2000).

Within the domain of leadership, theories regarding transformational leadership have frequently been used to explain the properties of value congruence and its role in the relationship between leaders and followers (e.g. Hoffman et al., 2011; Krishnan 2002; Jung & Avolio; Ostroff et al., 2005). Transformational leadership includes behaviours such as articulating an appealing vision that emphasizes the way in which the goals of the collective is compatible with follower values (Hoffman et al., 2011). By behaving consistent with the vision, and encouraging the acceptance of group goals, leaders may influence followers to regard organizational goals and values as their own. As a result, followers may submit extra effort toward organizational goals and accomplishments (Bono & Judge, 2003, as cited in Hoffman et al., 2011). Accordingly, transformational leaders play an important role in the value congruence process between the employee's and the organization as the behaviour of the leader may facilitate an alignment between the values of the employee and the values of the organization (Hoffman et al., 2011). Klein and House (1995) further argues that transformational leaders have the ability to frame and link work values with the values of the employee's, so that they become more compatible from the perspective of the employee. As such, a leaders ability to influence and take part in the shaping of organizational members values, suggest important considerations for organizations. A misalignment between the leader's values and those of the organization may for example result in mixed messages, which may lead to confusion for the employees in terms of where they should direct their efforts (Hoffmann et al., 2011). Accordingly, the extent to which employees perceive the values of the leader to be congruent with that of the organization seems pivotal.

To sum up, studies within the person-environment fit literature have investigated different areas of interest. Erdogan et al. (2002) measured PO fit to investigate employee-organization value congruence, Hoffman et al. (2011) assessed congruence between employees with the organization and their leader, while Krishnan (2002), Ashkanasy and O'Connor, (1997) and Meglino et al. (1989) measured value congruence between supervisors and subordinates. Moreover, other studies have investigated value congruence between supervisors and organizations (Kristof-Brown et al., 2005). However, to the best of our knowledge, limited research seem to exist when it comes to the investigation of employee's perceptions of congruence between their leader and organization and

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its contribution to the LMX-OCB relationship. A study by Eisenberger et al. (2010) introduced the concept of supervisor organizational embodiment (SOE) in order to explain the variation in the relationship between LMX and affective organizational commitment. These authors measured the extent to which employees identify their supervisor with the organization, where a high degree of SOE implies that the employee perceives the supervisor to share the characteristics of the organization (Eisenberger et al., 2010). More specifically, the study addressed the implications of whether a leader is perceived to “be” the organization or not. We believe our study may help to the contributions of SOE by investigating what happens when a leader’s values are perceived by their employees not to be in line with those of the organization. In doing so, we answer the call by Eisenberger et al. (2010) who suggest that future research might assess supervisor values and those widely shared in the organization. Based on this discussion we will in the following section introduce the concept of Perceived Supervisor-Organization Value Congruence (PVC), and argue for its importance.

### **Perceived Supervisor-Organization Value Congruence (PVC)**

The authors of this paper propose that the employees of the organization form a perception of their supervisor’s enacted values. More specifically, we believe that the extent to which employee’s perceive their leader to act in line with the values of the organization may differ, which ultimately will moderate the relationship between LMX (i.e. SLMX, ELMX) and OCB (i.e. OCB-I, OCB-O). We argue that when PVC is high, the employees perceive that the leader is acting in accordance with the values of the organization. In contrast, when PVC is low, the employee perceives the leader’s actions not to be congruent with the values of the organization. More specifically, we propose that the employee perceives the leader to act according to the values of the organization (PVC) based on a comparison between the enacted values of the supervisor and what the employee believes to be the values of the organization.

According to Kouzes and Posner (2010), credibility is the very foundation of leadership. They underline the importance that, as a leader you should “do what you say you will do” (p. 107). This argument touches upon a central property of leadership, which emphasizes the importance of leading by example. As such, we argue that a leader cannot, to a full extent, expect followers to be good citizens of



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the organization if he or she is not a good citizen. According to Ostroff et al. (2005), it is often the manager who defines the values of the organization for the employees, which is in line with the discussion regarding transformational leadership. Moreover, Beyer (1981, as cited in Posner, 1992) contends that people behave in accordance with the values and ideologies of powerful superiors. As such, we argue that a leader, who in his or her actions is suppressing the importance of for example a CSR policy, should not expect employees to support and act in line with the principles of this policy. Accordingly, this is why we believe it is necessary to use employees' perception of the supervisors' action as a measure of value congruence, because it can not be taken for granted that a leader always will act according to the values as those of the organization. Emphasis will here be on the enacted values of the supervisor, rather than the espoused values, because research has shown that people often seem to be overly positive when it comes self-assessment of their own abilities (Kruger & Dunning, 1999). As such, whether leaders perceive themselves to share values of the organization or not, should be assessed from employees' point of view. Leaders may feel that they are acting according to the organization's values, but it is how their actions are perceived by the employees that ultimately apply. By introducing the concept of Perceived Supervisor-Organization Value Congruence (PVC), we believe it can help explain how work related relationships and perceptions of values might influence employee behaviour.

### **The moderating role of PVC in the LMX-OCB relationship**

Based on the literature review above, it seems there is still a gap in the explained variance between LMX and OCB. While some researchers claim that the follower-organization relationship is affected by the leader-follower relationship (Shore et al., 2006; Kuvaas et al., 2012; Buch, 2012; Yukl & Heaton, 2002; Wang et al., 2005; Henderson, 2009; Liden et al., 1997), others claim that the leader-organization relationship also has an influence on the follower-organization relationship (Hoffman et al., 2011; Ashkanasy & O'Conner, 1997). Others (Krishnan, 2002) again state that the leader-follower relationship may not influence the follower-organization relationship. The results of Krishnan's (2002) study indicated that "(...) the dyadic or one-to-one relationship between transformational leader and follower does not affect the relationship between the follower and the organization" (p. 31). Our aim is to expand his findings by

looking at the link between LMX, OCB and perceptions of value congruence between the leader and the organization. We believe that PVC will moderate the relationship between SLMX and ELMX and OCB-O and OC-I, such that as when PVC increases, the relationship between LMX and OCB will be strengthened. In order to illustrate this notion, the following conceptual model has been derived:

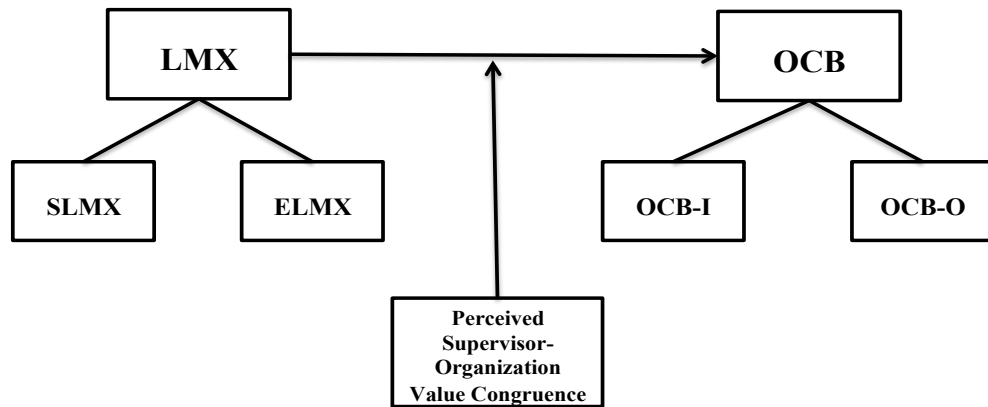


Figure 1: Conceptual model

According to Kuvaas et al. (2012), SLMX relationships was positively related to outcomes such as organization citizenship behaviour (OCB). We believe that when a manager enjoys an SLMX relationship with a specific employee, and at the same is perceived by that employee to exert values that are congruent with the perceptions of the organization's values, the OCB-O and OCB-I of that employee will increase correspondingly. This is based on the belief that OCB-O to some degree depends on managers being able to link the organizational values with the values of the followers, while at the same time having close social relationships with their employees. According to Einarsen, Aasland and Skogstad (2007), constructive leaders are "(...) concerned with the welfare of their subordinates while simultaneously being focused on goal attainment and the effective use of resources in the service of the legitimate interests of the organization" (p. 214). These authors differentiate between pro-and anti-organization behaviour and pro-and anti-subordinate behaviour. These different behaviours are all characterized by an active engagement in either constructive or destructive actions aimed towards either the subordinates or the organization. Research by Meglino et al. (1989) found that value congruence between employees and supervisors was significantly related to employee satisfaction and commitment. Moreover, Posner (1992, as cited in Krishnan, 2002) found perceived value congruence between followers and leaders to be directly related to positive work attitudes. These

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findings underscore the importance for leaders to share values with their followers.

### ***Hypothesis 1***

According to Krishnan (2002), the extent to which followers identify themselves with their leader can be attributed to the extent to which the leader fits into the culture and values of the organization. Lauver and Kristof-Brown (2001, as cited in Ostroff et al., 2005), state that compatibility between individuals and organizations has been found to positively relate to citizenship behaviour. As such, followers are more likely to assimilate the values of their leader if the values of the leader are in line with the value system of the organization (Krishnan, 2002). Accordingly, these arguments suggests that in order to increase the value congruence between followers and leaders, which has shown to produce positive outcomes, it is imperative for leaders to share values with the organization. We believe this in turn will increase the perceived value congruence between followers and the organization, which could result in higher levels of OCB-O as well as OCB-I. If employees have an SLMX relationship with their leader, actions aimed at benefitting the organization or the individual will likely occur, due to a felt need to give something in back (Kuvaas et al., 2012). If these employees in addition perceive their leader as acting in a pro-organizational manner and leading by example we find it reasonable to assume that the employees will assimilate this behaviour because they see a clear link between their own values, those possessed by their leader, and those of the organization.

Based on the discussion above it is our belief that a combination of having an SLMX relationship with one's leader and a high degree of PVC will yield positive outcomes regarding OCB-O as well as OCB-I among employees. This is in line with Einarsen, Aasland and Skogstad's (2007) claim that constructive leaders need to be characterized by behaving in a pro-subordinate manner, while at the same time maintaining pro-organization behaviours. Our first hypothesis is therefore as follows:

*SLMX and high levels of PVC will be positively related to both OCB-O and OCB-I among employees.*

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***Hypothesis 2***

Even when an SLMX relationship is present between a leader and an employee, the leader could still fail in achieving OCB-O behaviour from this employee by not being perceived as acting according to the organizational values. We argue that what Einarsen, Aasland and Skogstad (2007) refer to as pro-subordinate behaviour can be seen in relation to SLMX relationships in that it is characterized by “(...) behaviours that foster the motivation, well-being, and job satisfaction of subordinates, including taking care of and supporting subordinates” (p. 211-212). Similarly, we also claim to see similarities between high levels of PVC and Einarsen, Aasland and Skogstad’s (2007) definition of pro-organizational behaviour among leaders.

According to Wang et al. (2005), subordinates who experienced having a high quality LMX relationship with their leader had higher levels of OCB. Social exchange theory states that employees in such relationships experience feelings of obligation and a need to reciprocate rewards given by a social relationship with one’s supervisor and may therefore exhibit actions positively affecting the organization (Ilies, Nahrgang & Morgeson, 2007). Since increased employee job satisfaction is seen as an outcome of a high-quality relationship with their supervisor (Lapierre & Hackett, 2007), subordinates may reciprocate their higher job satisfaction by performing activities that go beyond what is required of them in order to maintain their relationship. On the other hand, Ilies, Nahrgang and Morgeson (2007) found that LMX predicted OCB-I more strongly than OCB-O. They state the one reason for this could be that such OCB-O behaviours may not result in immediate benefits for their supervisor. If an employee seeks to maintain a balanced social relationship with one’s supervisor, they might choose behaviours aimed at the individual rather than the organization. Based on this discussion we claim that an SLMX relationship alone is not enough in order to achieve OCB-O among employees, and therefore hypothesize the following:

*SLMX and low levels of PVC will be unrelated to OCB-O and positively related to OCB-I among employees.*

***Hypothesis 3***

Although Buch (2012) found ELMX to be positively related to turnover intentions and negatively related to commitment and job satisfaction, and Kuvaas et al.

(2012) found ELMX to be negatively related to OCB, we do not necessary expect a combination of ELMX and high levels of PVC to yield negative consequences for OCB. Hoffman et al. (2011) states that employees who view the organizational goals as their own may therefore put in extra efforts in order to reach them. However, Kuvaas et al. (2012) state that this only happens if the subordinates know exactly what to get in return. Even so, we may, theoretically, assume that employees might engage in activities that goes beyond the formal job description resulting in OCB-O even in situations where they have an ELMX relationship with their supervisor and their perceptions of leader-organization value congruence is high. In cases where the employees perceive the supervisor to act in accordance with the values of the organization, they might reciprocate with organization-targeted behaviour as well (Ilies, Nahrgang & Morgeson, 2007). However, we might expect employees who have a transactional relationship with their supervisor, while at the same time perceiving high levels of PVC, to develop a transactional relationship with the organization as well. Thus, employees in such situations may exhibit low levels of both OCB-I and OCB-O. It is important to note that an ELMX relationship between managers and employee is not seen as the same as what Einarsen, Aasland and Skogstad (2007) term anti-subordinate behaviour, which, according to them, contains elements of active actions destructive to the leader-subordinate relationship. We instead view ELMX as being a more passive absence of the characteristics normally associated with SLMX. We therefore propose the following hypothesis:

*ELMX and high levels of PVC will be negatively related to both OCB-O and OCB-I among employees.*

#### ***Hypothesis 4***

As previously discussed, we do not see ELMX as similar to Einarsen, Aasland and Skogstad's (2007) anti-subordinate behaviour, but rather as an absence of a transformational leadership style. Seeing as how Ilies, Nahrgang and Morgeson (2007) found that LMX predicted OCB-I we can assume that low quality LMX, or in our study ELMX, will be related to lower levels of OCB-I. When an employee experience having an ELMX relationship with one's leader while at the same time perceiving low levels of value congruence between the leader and the organization, we propose that the organizational outcomes could go in either direction. According to Shore et al. 2006 (in Kuvaas et al., 2012), ELMX

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relationships should encourage subordinates to engage in behaviours that meet organizational expectations. However, these behaviours will only meet, rather than exceed the organizational expectations. Seeing as how ELMX relationships and low levels of PVC can be seen as absence of motivational factors, it does not automatically mean that this will lead to demotivation among employees. Based on this, our fourth and final hypotheses is as follows:

*ELMX and low levels of PVC will be unrelated to OCB-O and will be negatively related to OCB-I among employees.*

## **Methodology**

In order to investigate the proposed research question, we wish to gather data about three different aspects of work life. First, we will collect data about characteristics of the work relationships that occur between leaders and followers. Second, we will gather information about to what extent the employees engage in activities which are aimed at supporting the organization and its goals. Third, we will measure the degree of value congruence between leaders and the organization, as perceived by employees. In addition we will also control for demographic variables such as tenure and team size (Kuvaas et al., 2012), gender, age, ethnicity, and educational background.

### **SLMX and ELMX**

In Eisenberger et al.'s (2010) study, subordinates' ratings were used to measure the LMX relationship with their supervisor. This could very well be a sufficient way of assessing the type of relationship shared between leaders and followers, however, we have chosen to make use of both subordinate and supervisor ratings. Since the Leader-Member Exchange theory investigates the dyadic relationship between two people (Gerstner & Day, 1997), we wish to measure the quality of such relationships by gathering data from both parties. This is done in order to avoid situations where the two parties might have differing views regarding the characteristics of their relationship. We wish to base our measure of SLMX and ELMX relationships on the scale developed by Kuvaas et al. (2012).

### **OCB**

We wish to distinguish between OCB-O, which is behaviour directed towards the organization, and OCB-I, which is behaviour aimed towards individuals (Hoffman

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et al. 2007). We will measure both by using supervisor as well as subordinate ratings. This decision is made based on the notion that a person's perceptions of their own actions and OCB activities might not always be in line with how others perceive them to be. In order to measure OCB-I and OCB-O we will use items developed by Williams and Anderson (1991), who classified employee behaviours that had a specific individual as the target (OCB-I) and those behaviours that were targeted at the organization. The scale includes seven items on OCB-I, and six items on OCB-O.

### **PVC**

The third variable we would like to gather data on is what we have termed Perceived Supervisor-Organization Value Congruence (PVC). Since the value congruence is seen from an employee's point of view, we will use subordinate ratings to measure this. To assess the PVC we wish to use the Work Values Survey (WVS) from Edwards and Cable (2009). The survey measures eight core work values, including: altruism, relationships, pay, security, authority, prestige, variety, and autonomy (Edwards & Cable, 2009). In their measure of perceived organizational values, the authors asked respondents to rate each WVS item in terms of "How important is this at your organization?" on a 5-point scale ranging from 1 (*not important at all*) to 5 (*extremely important*). According to Edwards and Cable (2009), "these measures are consistent with value congruence research, in which values are measured in terms of the importance of attributes to the person and organization" (p. 659). Since we wish to measure employee perception of supervisor-organization value congruence (PVC), we will have to change the referent of the scale from "organization" to "supervisor". As such, respondents (i.e. subordinates) are asked to indicate to what extent they perceive their supervisor to act according to the values of the organization by asking "How important is this for your supervisor?" According to Podsakoff, MacKenzie, Lee and Podsakoff (2003), measures of predictor and criterion variables at the same time in the same place may share systematic covariation. This is because the common measurement context may cause participants' responses of the predictor and criterion variables to be influenced by their short-term memory (Podsakoff et al., 2003). Thus, in our data collection it would be desirable to measure the criterion and predictor variables on different occasions in order to minimize the artificial covariation between the constructs.

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