

Leader-Member Exchange and Affective Supervisor Commitment: How does Supervisor's Organizational Embodiment influence the relationship?

J cpf/kp'f cvg<
2302; 04234

Eco r wu<
DKP qty gi kcp'Dwulpguu Uej qqn

Gzco kpcvkqp"eqf g"cpf 'pco g<
I TC'3; 222'O cuvgt "Vj guku

Uwr gtxkuqt<
Tqdgtv'Dwej

Rtqi tco o g<
O cuvgt "qh'Uekppeg'kp'Ngcf gtuj kr "cpf "Qti cpk cvkqpcn'Ru{ej qmri {

\$Vj ku'yj guku'ku'r ctv'qh'yj g'O Ue'r tqi tco o g'cv'DKP qty gi kcp'Dwulpguu'Uej qqr0'Vj g'uej qqn'vcngu"pq
tgur qpukdkrkv{ 'hqt'yj g'o gjj qf u'wugf . 'tguwmu'hqwpf "cpf "eqpenwukqpu'f tcy p\$

Abstract

The purpose of our study was to investigate the relationships between Leader-Member Exchange (LMX), more specifically its social (SLMX) and economic (ELMX) dimensions, and Affective Supervisor Commitment (ASC) as well as the degree to which Supervisor's Organizational Embodiment (SOE) will moderate this relationship. The empirical research was based on data from 208 respondents, either alumni of BI Norwegian Business School or employees of Oslo's TNS Gallup branch. We employed a cross-lagged design by including a time lag of 14 days between measuring independent and dependent variables. As expected, the results of our study show a positive relationship between SLMX and ASC. Contrary to our expectations, we did not obtain empirical support for our hypothesis regarding the negative relationship between ELMX and ASC. Furthermore, SOE does not statistically significantly moderate these two relationships. The possible reasons for these results as well as the implications for practice and future research are discussed.

Keywords: Social Leader-Member Exchange, Economic Leader-Member Exchange, Affective Supervisor Commitment, Supervisor's Organizational Embodiment.

1. Introduction

Research has established a positive link between Leader-Member Exchange (LMX) relationships and Affective Organizational Commitment (AOC) (Wayne, Coyle-Shapiro, Eisenberger, Liden, Rousseau, and Shore 2009; Eisenberger et al. 2010). Considering the leader-subordinate relationship, as conceptualized by LMX theory, and its influences in an organizational context, seems only consequent due to the crucial role that is assigned to leaders. Indeed, supervisors are not only individuals that guide their employees, but also the most proximal representatives of an organization. Eisenberger, Stinglhamber, Vandenberghe, Sucharski, and Rhoades (2002), for instance, identified the supervisor as the most critical agent of the organization. Affective commitment, on the other hand, has been determined as a vital element for organizations' continued success. It refers to the positive emotional attachment and thus, "desire" to stay and help the target of the commitment (Allen and Meyer 1990; Mowday, Porter, and Steers 1982). Employees' affective commitment has been associated with beneficial outcomes relevant for effectiveness and superior performance, such as knowledge creation and sharing, acceptance of change, and organizational citizenship behaviour (OCB) (Iverson and Buttigieg 1999; Meyer, Stanley, Herscovitch, and Topolnysky 2002). Hence, a thorough understanding of sources, drivers, and targets of affective commitment are of great value to organizations in order to foster and benefit from such commitment.

The LMX-AOC relationship, however, is not always a straight forward one. In their meta-analysis Gerstner and Day (1997) found unexplained variation in the strength of this relationship. Possible explanations relate to the role that the supervisor assumes. Eisenberger et al. (2010) suggest that employees associate their supervisors as more or less in alignment with the organization, a concept introduced as Supervisor's Organizational Embodiment (SOE). SOE is defined as the extent to which employees identify the values of the organization with the values of their supervisor (Eisenberger et al. 2010). Consequently, the more similar supervisor and organization are perceived, the less do employees differentiate between the two entities. Eisenberger et al. (2010) found a positive relationship between LMX and AOC. Regarding the hypothesized moderator SOE, they found that high levels had a positive effect on the LMX-AOC relationship. Low levels, however, were found to be statistically insignificant.

(Eisenberger et al. 2010) This, thus, suggests that organizations would benefit more from high SOE-scenarios compared to low SOE-scenarios.

This research, though, investigated only the association between LMX and AOC. Moreover, research generally finds LMX to be advantageous for organizations (Gerstner and Day 1997; Shore, Tetrick, Lynch, and Barksdale 2006; Ilies, Nahrgang, and Morgeson 2007). Hence, based on the multi-foci approach which stipulates that it is necessary to distinguish between different organizational entities, it is also necessary to distinguish between affective commitment as extended to different organizational entities. Thus, aside from AOC, affective supervisor commitment (ASC) should also be considered. Accordingly, we propose that SOE will also moderate the relationship between LMX and ASC. Depending on the context, varying levels of SOE might positively affect ASC or counterbalance influences that negatively affect ASC, thus leading to the prior mentioned positive outcomes, albeit motivated by a different source. Hence, depending on the type of employee-supervisor relationship and how it is perceived, organizations might overall be able to experience positive effects in case of both high and low SOE.

Research thus far has mainly focussed on AOC or commitment in general and its relationship with concepts such as LMX or organizational support. ASC only occasionally appears in studies and then often as one component among many or as an antecedent. Landry and Vandenberghe (2009), for instance, investigated among other things the relationship between ASC and subordinate-supervisor relationship conflicts. Walumbwa, Cropanzano, and Goldman (2011) tested the relationship between LMX and effective workplace behaviours, finding that ASC was related to one of the processes by which LMX leads to OCB and heightened performance. However, to our knowledge until now there seems to be no research regarding the direct relationship between LMX and ASC and a potential influence of SOE. With supervisors acting as representatives of the organization and as the source of benefits sought by the employees, such as pay rises, promotions, or more sophisticated job assignments (Eisenberger et al. 2010; Janssen and Van Yperen 2004), it seems important to understand this relationship and its relevant influences. Understanding this distinct relationship seems even more crucial, since there seem to be interaction effects between the different types of commitment in

an organization and organizational outcomes (Vandenberghe, Bentein, and Stinglhamber 2004). The aim of this study is therefore to shed more light on the relationship between LMX and ASC as well as the moderating role of SOE. This will be achieved by two distinctions. First, the study differentiates between social and economic LMX by utilizing a newly established measure. This provides the opportunity to separate between the two dimensions of LMX which have been found to exist simultaneously. (Buch, Kuvaas, and Dysvik 2011; Kuvaas, Buch, Dysvik, and Hærem 2012) Thereby, we contribute to the existing literature by considering a potential LMX-ASC relationship as well as by considering the economic dimension of LMX separately which is usually not done in the LMX literature. Second, this study considers the relationship between the two LMX dimensions and affective commitment extended to the leader (ASC), as moderated by a potential alignment with the organization (SOE). Thus, this study might capture a broader and clearer picture of the manifold exchange relationships in an organization and the circumstances under which the organization can benefit from them.

In the following, the theoretical background and the hypotheses of the study are presented, followed by the methodology and data analysis as well as by the discussion and the limitations of the findings.

2. Theoretical Background and Hypotheses

2.1. The Relationship between SLMX / ELMX and ASC

2.1.1. *Social and Economic Leader-Member Exchange*

Social Exchange Theory (SET) describes the nature of exchanges made between employees and their employers and provides the basis for LMX theory (Blau 1964; Shore et al. 2006). Among other things, SET has been used to explain employee commitment, task performance, and OCB in several contexts, for instance, in response to the employee–organization relationship (Tsui, Porter, and Tripoli 1997; Eisenberger, Huntington, Hutchison, and Sowa 1986; Rousseau and Parks 1993). SET stipulates that employees orient their behaviour towards their organization and supervisor based on the treatment they receive (Song, Tsui, and Law 2009). Hence, based on the attention they experience, employees feel obligated to reciprocate the received treatment in the same manner. For instance, in case of fair and just treatment, employees might engage in behaviours that enhance the organizational environment and refrain from behaviours that might harm the organization (Piccolo, Bardes, Mayer, and Judge 2008; Moorman, Blakely, and Niehoff 1998; Byrne 2005; Berry, Ones, and Sackett 2007).

Following this notion, LMX theory represents a dyadic approach to studying the relationship between leaders and followers (Graen and Uhl-Bien 1995; Gerster and Day 1997). The core concept of this theory is the assumption that effective leadership processes arise when leaders and followers are able to develop mature partnerships and thus, gain access to the benefits of these relationships (Graen and Uhl-Bien 1991).

As proposed by Blau's (1964) SET, it is possible to differentiate between (a) social exchange relationships, which are characterized by trust, obligations involving socio-emotional resources, and long-term orientation, and (b) economic exchange relationships, characterized by short-term, tit-for-tat exchanges involving mostly economic resources. In its original conception, LMX relationships have been distinguished on a continuum reaching from high-quality social relationships to low-quality economic relationships (Buch, Kuvaas, and Dysvik 2011; Graen and Uhl-Bien 1995; Wayne et al. 2009). It is proposed that,

due to limitations in time and other resources, leaders develop high-quality social relationships with an “in-group” of employees and low-quality economic relationships with subordinates placed in their “out-group”, with members of the in-group showing, for instance, higher job satisfaction and commitment (Sparrowe and Liden 2005; Graen, Novak, and Sommerkamp 1982; Wakabayashi, Graen, Graen, and Graen 1988). Employees, however, encounter both kinds of exchange relationships in their work-life and also pursue the satisfaction of both social and economic needs (Blau 1964; Shore et al. 2006; Goodwin, Bowler, Whittington 2009). Additionally, Kuvaas et al. (2012) suggest that not only high-quality or social LMX has beneficial outcomes, economic LMX might also produce advantageous outcomes under certain circumstances.

Empirical evidence for the existence of independent social and economic dimensions in the employer-employee relationship was found by Shore et al. (2006), who distinguish the two dimensions based on established relationships, exchanged resources, and entered obligations. Research, conceiving LMX as a continuum reaching from high- to low-quality relationships (Graen and Uhl-Bien 1995; Scandura and Schriesheim 1994), usually equates low levels of social leader-member exchange (SLMX) with high levels of economic leader-member exchange (ELMX) and vice versa. This, however, is unlikely to provide an appropriate picture of employees’ perceptions of the relationship (Buch, Kuvaas, and Dysvik 2011; Shore et al. 2006; Gerstner and Day 1997). It is therefore recommended to consider both dimensions of the LMX relationship simultaneously (Gerstner and Day 1997; Kuvaas et al. 2012). Hence, in order to capture a more accurate picture of the influences of these two types of exchanges and their consequences for employee behaviour, we also distinguish between SLMX and ELMX, thus conceptualizing them as relationships with different qualities instead of relationships with different levels of quality (Buch, Kuvaas, and Dysvik 2011; Kuvaas et al. 2012). This is done by utilizing a recently developed measure by Buch, Kuvaas, and Dysvik (2011).

2.1.2. The Relationship between SLMX and Affective Supervisor Commitment

In terms of employee commitment, research distinguishes between affective, normative, and continuance commitment. Affective commitment refers to an

employee's emotional attachment and hence, desire to stay with an organization or in case of affective supervisor commitment (ASC), to work with the respective supervisor. In contrast, behaviour based on normative commitment is motivated by the perception that staying with the organization is the right thing to do; whilst behaviour based on continuance commitment occurs due to the perception that one must stay with the organization, for instance due to a lack of alternatives. (Meyer, Allen, and Smith 1993; Allen and Meyer 1990; Meyer, Paunonen, Gellatly, Goffin, and Jackson 1989; Hackett, Bycio, and Hausdorf 1994; Mathieu and Zajac 1990, Weiner 1982) Consequently, it seems preferable for organizations and supervisors that employees develop affective commitment. Indeed, research found empirical evidence that only affective commitment is positively associated with citizenship behaviour (Shore and Wayne 1993) and positively correlated with performance (Meyer et al. 1989). Moreover, Iverson and Buttigieg (1999) found that affective commitment correlated negatively with employees' intention to leave and absenteeism and positively with acceptance of change. Furthermore, affective commitment also showed the largest explained variance of all commitment dimensions in predicting these outcomes (Iverson and Buttigieg 1999). Affective commitment was found to be mainly determined by job conditions, including autonomy, supervisor support, promotional opportunities, and management receptiveness (Meyer, Allen, and Smith 1993; Iverson and Buttigieg 1999), thus by criteria that lie to a large degree within the supervisor's sphere of influence. Delegating, supporting, and recognizing, for instance, are three examples of relations-oriented leader behaviour named by Yukl, O'Donnell, and Taber (2009). In addition, Meyer (2009) also provides support that affective commitment is related to employees' well-being.

Affective commitment has been associated with the fulfilment of employees' needs and goals, for which organizational resources provided by the supervisor are needed (Meyer et al. 2002; Townsend, Phillips, and Elkins 2000). Therefore, the quality of LMX should determine to which extent employees' expectations are met and thus, their level of affective organizational commitment (AOC). Indeed, empirical evidence for a positive relationship between LMX and AOC was previously found. (Wayne et al. 2009; Gerstner and Day 1997; Epitropaki and Martin 2005; Schriesheim, Castro, and Yammarino 2000; Eisenberger et al. 2010) While this suggests that LMX is likely to motivate employees to reciprocate

received treatment towards the organization, the multi-foci approach (Lavelle et al. 2009; Lavelle, Rupp, and Brockner 2007; Bishop, Scott, Goldsby, and Cropanzano 2005; Stinglhamber and Vandenberghe 2003; Cropanzano and Mitchell 2005) suggests that these relationships are more complex. Thus, employees are likely to differentiate between the organization and their supervisor and consequently, appropriate received treatments to the actual source and reciprocate accordingly, meaning that employees also differentiate between AOC and affective supervisor commitment (ASC). Indeed, research findings suggest that AOC and ASC are based on different antecedents, for instance AOC seems to be more based on organizational support and ASC seems to be stronger related to the leader, and thus to LMX (Vandenberghe, Bentein, and Stinglhamber 2004).

SLMX relationships are based on mutual trust, respect, liking, and obligation. They are long-term oriented, meaning that the exchanges are ongoing. The emphasis lies with the socio-emotional aspects of exchanges, such as receive and give, being taken care of, and trusting that efforts taken will be reciprocated. (Blau 1964; Uhl-Bien and Maslyn 2003; Buch, Kuvaas, and Dysvik 2011, Walumbwa, Cropanzano, and Goldman 2011, Eisenberger et al. 2010; Kuvaas et al. 2012) Leaders try to motivate followers to forgo their own short-term gratification in favour of focussing on collective interests. This can be achieved by appealing to higher order social needs by providing support and encouragement. These relationships will most likely also consider needs and preferences. (Cropanzano and Mitchell 2005; Graen and Uhl-Bien 1995; Wang, Law, Hackett, Wang, and Chen 2005) Following the notion that SLMX corresponds to the traditional conception of high-quality LMX (Kuvaas et al. 2012; Walumbwa, Cropanzano, and Goldman 2011), and encompasses several of the antecedents of affective commitment, SLMX presumably leads to employees' inclination to reciprocate favourable treatment to the organization owing to the perception of the supervisor as organizational agent (Loi, Mao, and Ngo 2009). However, at the same time, employees will recognize their supervisor as the source of received favourable treatment and also extent reciprocation towards this leader via ASC. This view is supported by research findings by, for instance, Lavelle et al. (2009) and Bishop et al. (2005). Lavelle et al. (2009) found that a positive relationship between commitment and OCB was more likely to emerge when the two concepts were in reference to the same target. Similarly, Bishop et al. (2009) investigated the link

between support and commitment and found that perceived support from one entity predicted commitment to the same entity. Hence, we expect to find a positive relationship between SLMX and ASC. Accordingly, the first hypothesis stipulates that:

Hypothesis 1: There will be a positive relationship between SLMX and affective supervisor commitment.

2.1.3. The Relationship between ELMX and Affective Supervisor Commitment

In contrast to SLMX, ELMX refers to a more transaction-based relationship that encompasses merely compliance with obligations chiefly agreed upon in the employment contract (Bernerth, Armenakis, Feild, Giles, and Walker 2007). These relationships are characterized by low levels of trust and purely economic exchanges (Blau 1964), comparable to the descriptions of low-to-medium quality LMX (Buch, Kuvaas, and Dysvik 2011). Economic exchanges are by nature close-ended, short-term (Song, Tsui, and Law 2009), and defined by calculus-based trust (Uhl-Bien, George, and Scandura 2000 in Buch, Kuvaas, and Dysvik 2011). Their emphasis is on narrow financial obligations, such as pay and benefits, without long-term investments or regard for socio-emotional outcomes (Song, Tsui, and Law 2009). In this context, LMX equals transactional leadership in that “*the exchange is based upon subordination to the leader*” (Graen and Uhl-Bien 1995: 232), where follower compliance is based on formal obligations to the leader as well as the leader’s hierarchical status within the organization (Buch, Kuvaas, and Dysvik 2011). Thus, when considering the economic dimension of the leader-employee relationship, we expect subordinates to be less psychologically and emotionally involved and consequently, less likely to develop affective commitment towards their supervisor (Buch, Kuvaas, and Dysvik 2011). Moreover, affective commitment is defined as the inclination to stay and desire to help the recipient of such commitment (Allen and Meyer 1990; Mowday, Porter, and Steers 1982). With its focus on formal and contractual relations that give little or no consideration to employees’ social needs and preferences (Shore, Bommer, Rao, and Seo 2009), ELMX might therefore undermine affective commitment. In addition, the short-term, close-ended nature of the exchanges (Shore et al. 2006) implies that no future obligations are established, hence providing the employees

with balanced exchange relations that might give them the motivation to leave the organization at any time (Buch, Kuvaas, and Dysvik 2011). Thus, we expect to find a negative relationship between ELMX and ASC. Therefore, we hypothesize that:

Hypothesis 2: There will be a negative relationship between ELMX and ASC.

2.2. The Moderating Role of Supervisor's Organizational Embodiment

Research by Lavelle, Rupp, and Brockner (2007) suggests that, in order to appropriately understand employees' behaviour, it is necessary to follow a multi-foci approach, since research provides evidence that employees distinguish between different sources of, for instance, support and reciprocate accordingly. In their study, commitment to work group, supervisor, and top management, respectively, accounted for more variance in the key dependent variables than commitment to the organization in itself. Following this multi-foci approach, supervisors are perceived as individuals that clearly differ from the organization.

In contrast to this notion, organizational support theory stipulates that the supervisor is perceived as an organizational agent. As such, employees acknowledge that the supervisor acts on behalf of the organization, therefore adjusting their judgement of their exchange relationship with the organization according to the relationship they experience with the supervisor. (Eisenberger et al. 1986; Rhoades and Eisenberger 2002; Shore and Shore 1995) The notion that employees appropriate actions by the supervisor to the organization and in addition see these actions as indication of how they are perceived by the organization can be found in several theories concerned with the employer-employee relationship (Kinicki and Vecchio 1994; Eisenberger et al. 2002, Eisenberger, Stinglhamber, and Becker 2012; Rousseau 1989; Eisenberger et al. 1986; Shore and Shore 1995).

Eisenberger et al. (2010) suggest that organizational support theory and the multi-foci approach do not necessarily contradict each other. They propose that the degree to which supervisors are perceived as either individuals or organizational agents might differ across employees. According to them, employees shape a

perception of Supervisor's Organizational Embodiment (SOE), which describes the extent to which employees identify values of the organization with the values of the supervisor (Eisenberger et al. 2010). Determining the extent to which supervisors share the organization's identity is motivated by the view that the exchange relationship with the supervisor might resemble the one with the organization (Eisenberger et al. 2010). Thus, if employees hold high SOE towards a supervisor, they perceive him as closely aligned with the organization. Accordingly, support or praise given by him is perceived as given by the organization. Moreover, demands and goals set by him will be perceived as backed by the organization. Hence, if the supervisor is closely identified with the organization and the relationship is positive, employees feel that they have a favourable relationship with the organization, which fulfils their socio-emotional needs, increases their well-being, and suggests that they will be rewarded for their effort in the organization. Hence, employees will also try to reciprocate these favourable behaviours to the entity perceived as responsible. (Eisenberger et al. 2010; Gouldner 1960)

As established, SLMX is about trust, well-being, and taking care of each other. Employees evaluate received treatments and feel obligated to reciprocate them accordingly. However, they also evaluate the source of received treatments. Thus, it seems to be crucial to determine which role of the supervisor is perceived as more salient – the supervisor as individual or the supervisor as organizational agent. Eisenberger et al.'s (2010) study provided empirical evidence that SOE moderates the relationship between LMX and AOC. Accordingly, we propose that SOE also moderates the relationship between LMX and ASC. In the case of SLMX, perceiving the supervisor first and foremost as an individual - low SOE - will lead employees to recognize him as the source of favourable treatment and thus, reciprocation is likely to be targeted at the supervisor himself, strengthening ASC. In contrast, if the supervisor is most saliently perceived as an organizational agent – high SOE -, reciprocation will be targeted at the organization as the discerned source of previously received benefits. Hence, the third hypothesis reads as follows:

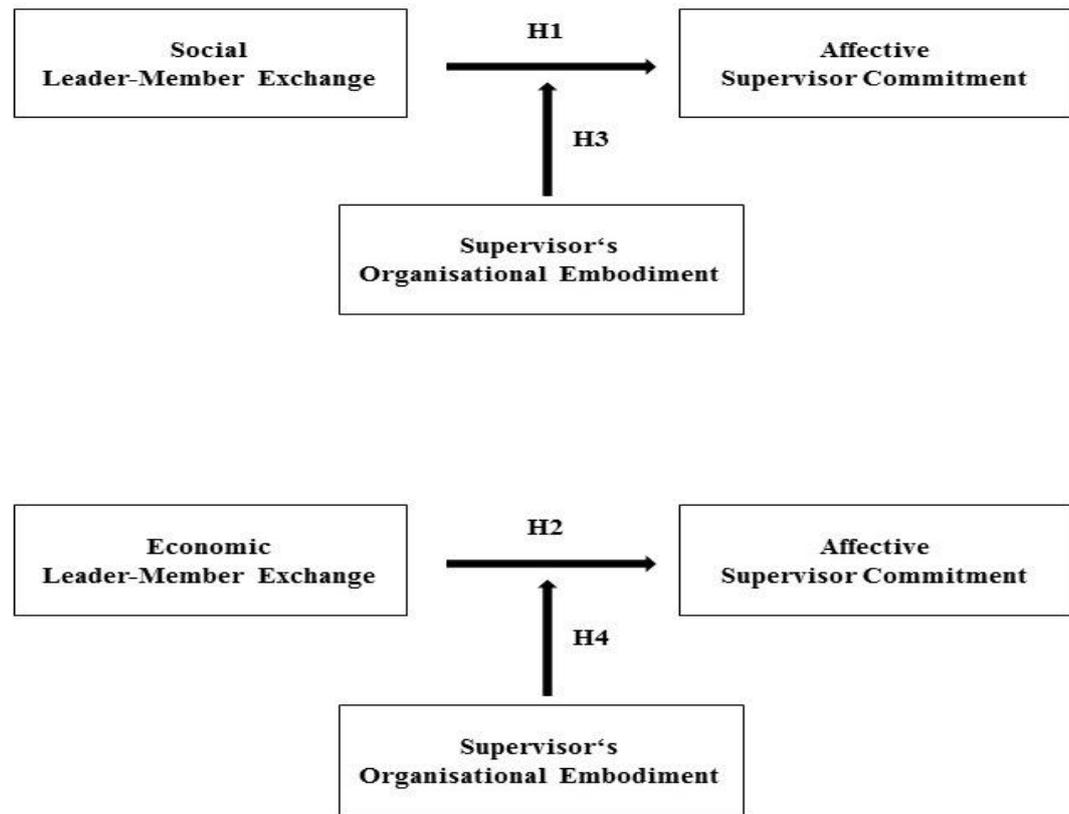
Hypothesis 3: The relationship between SLMX and affective supervisor commitment will be moderated by supervisor's organizational embodiment (SOE). The lower the SOE, the more positive the relationship.

As said previously, in the case of ELMX only contractual obligations are exchanged and the short-term exchanges are closed-ended, thus establishing no obligations that have to be balanced in the future. Moreover, employees' social needs and preferences largely go unconsidered. (Shore et al. 2009, Shore et al. 2006, Buch, Kuvaas, and Dysvik 2011) Consequently, employees with high levels of ELMX are expected to be less emotionally and psychologically involved with the organization (Buch, Kuvaas, and Dysvik 2011) as well as with the supervisor, leading to low ASC.

Eisenberger et al. (2010) found that when SOE is high, employees' perception of an exchange with the supervisor is generalized to the organization. On the other hand, in the case of low SOE the leader is seen as acting mainly on behalf of himself (Eisenberger et al. 2010). Thus, we believe that in the case of high SOE subordinates appropriate the economic exchange relationship to the organization rather than to the supervisor. Thus, the organization is seen as the main source of the economic-based relationship. Consequently, we expect high SOE to partially counteract the negative relationship between ELMX and ASC. Thus, we propose:

Hypothesis 4: The relationship between ELMX and affective supervisor commitment will be moderated by SOE. The higher the SOE, the less negative the relationship.

2.3. Summary of the Hypotheses



3. Methodology

3.1. Sample and Procedure

To test our hypotheses, we distributed two surveys using Confirmit, a web-based programme. The questionnaires were sent to BI-alumni, that constitute 88,5 per cent of our final sample, and to the employees of TNS Gallup Oslo, that represent 11,5 per cent of the final sample. The majority of the respondents are highly educated and represent a wide range of professions, mainly within the private sector. Following Podsakoff, MacKenzie, and Podaskoff (2003) we collected the data at two different points in time, with a 14 days-time lag between the distributions. The first questionnaire included scales assessing the independent variables and the moderator, while the second collected data with regards to the dependent variable (Appendix 4). To increase the response rate we decided to grant a 500 NOK-Amazon gift voucher to one randomly selected participant. Both

questionnaires were accompanied by cover letters providing the participants with information about the research project and addressing the issues of anonymity and confidentiality (Appendix 5). In both cases the respondents were given a total of two weeks to respond to the questionnaires. For the first questionnaire one reminder was sent out after the first week, whilst for the second we sent out two reminders. The first questionnaire was initially sent to 1909 e-mail addresses, of which 117 turned out to be invalid. With 264 complete responses, the first questionnaire reached a response rate of almost 15 per cent. Of these respondents 208 also completed the second questionnaire, thus resulting in a final response rate of 11,6 per cent.

Out of all respondents 53,4 per cent are men and 46,6 per cent women (Appendix 1, Table 1), with an average age of about 32 years (Appendix 1, Table 3). In addition, 85,1 per cent are employed by private organizations, while only 14,9 per cent work in the public sector (Appendix 1, Table 6). 60,6 per cent of the respondents stated to be employed in an international organization (Appendix 1, Table 7). Tenure and dyad tenure range from 0-23 years, with a mean of 3,67 years, and 0-20 years, with a mean of 2,51 years, respectively (Appendix 1, Table 3). Moreover, 97,1 per cent of the respondents have completed at least five years of higher education (Appendix 1, Table 2) and 77,4 per cent are leaders with personnel responsibilities (Appendix 1, Table 4). Finally, respondents stated to be working for organizations with more than 1000 employees (38,9 per cent), for organizations with more than 100 employees (24,5 per cent), for organizations with less than 50 employees (21,2 per cent), for organizations with more than 500 employees (9,1 per cent), and for organizations with more than 300 employees (6,3 per cent) (Appendix 1, Table 5).

3.2. Measures

All items related to the independent, dependent, and moderating variables were measured using a five-point Likert response scale ranging from 1 (strongly disagree) to 5 (strongly agree). The research design was cross-lagged: Most of the control variables as well as ELMX, SLMX, SOE were included in the first questionnaire. The second encompassed the scale for ASC and a few more control variables.

3.2.1. Control Variables

In order to rule out alternative explanations for the observed relationships and with the aim of strengthening the internal validity of our results, we included several exogenous control variables. The criteria we controlled for were gender, age, education, tenure, dyad tenure, managerial responsibilities, organizational size, and organizational type (international or Norwegian). We controlled for managerial responsibilities because of its potential relationship with SLMX and ELMX. This variable was coded as a dichotomous variable (Yes = 1, No = 2). The reason for including tenure and dyad tenure was previous research which established a correlation between these variables and LMX (Wayne, Shore, and Liden 1997; Loi, Mao, and Ngo 2009). Given that our sample mainly consists of BI-alumni employed by different organizations, we thought it important to include variables measuring size and type of the organization. Finally, the demographic variables were included because research suggests that they might affect the development of affective commitment (Iverson and Buttigieg 1999).

3.2.2. Independent Variables

SLMX was assessed by an eight-item scale, developed by Buch, Kuvaas, and Dysvik (2011). The scale includes items such as *"My relationship with my immediate supervisor is based on mutual trust"*, *"I try to look out for the best interest of my immediate supervisor because I can rely on my immediate supervisor to take care of me"*, and *"My immediate supervisor has made a significant investment in me"*. In order to measure ELMX, we used an 11-item scale also developed by Buch, Kuvaas, and Dysvik (2011). Example items are *"I only want to do more for my immediate supervisor when I know in advance what I will get in return"*, *"I watch very carefully what I get from my immediate supervisor, relative to what I contribute"*, and *"If I am going to exert extra effort for my immediate supervisor I weigh the advantages and disadvantages of doing so"*.

3.2.3. Dependent Variable

ASC was measured by a six item-scale addressing the feeling of pride in working with and appreciation of the supervisor. These items were obtained from Vandenberghe, Bentein and Stinglhamber (2004). The scale includes items such

as *"I feel proud to work with my supervisor"*, *"I feel a sense of respect for my supervisor"*, and *"I feel little admiration for my supervisor (R)"*.

3.2.4. Moderating Variable

SOE was measured by the nine-item scale employed by Eisenberger et al. (2010). This scale conceptualizes SOE as *"employees' perception of the supervisor's shared characteristics with the organization and the experience of treatment received from the supervisor as treatment received from the organization"* (Eisenberger et al. 2010: 3). Example items are *"My supervisor and my organisation have a lot in common"*, *"My supervisor is characteristic of my organisation"*, and *"When my supervisor encourages me, I believe that my organization is encouraging me"*.

3.3. Analysis

The data was analysed in several steps, using the method employed by Kuvaas and Dysvik (2009). First, we tested for multicollinearity, outliers, and errors. While the analysis did not reveal severe issues related to outliers or multicollinearity (the lowest tolerance value was far above the cut-off point of ,10), we identified few errors in the control variable "age". In order to correct these errors we contacted the participants. All of them responded and the data was corrected accordingly. Second, we performed a factor analysis (exploratory principal component analysis with varimax rotation) to determine item retention on all multiple scale items in the measurement model (Medsker, Williams, and Holahan 1994), in order to avoid confounded measures as well as with the purpose of addressing discriminant validity (Hair, Black, Babin, Anderson, and Tatham 2010). Given that we rely exclusively on self-report measures, we applied a conservative rule of thumb in the exploratory factor analysis. Items were retained if they met the following criteria: Loadings equal to or greater than ,50 on the target construct (Hair et al. 2010), a differential of ,20 or higher between factors (Van Dyne, Graham, and Dinesch 1994), and cross-loadings between observed factors of less than ,35 (Kiffin-Petersen and Cordery 2003). Third, hierarchical moderated regression was used to test the hypotheses. Given that interaction terms often create multicollinearity problems as a result of their correlation with the main effects, we decided to compute the interaction terms by centering SLMX, ELMX, and SOE, and then multiplying them with each other

(Aiken and West 1991). In the first step we entered the control variables, afterwards we entered SLMX and ELMX, followed by SOE in the third step, and finally, in the fourth step, we entered the interaction terms (SLMX x SOE and ELMX x SOE). Fourth, in order to get more detailed information about the data, we computed the descriptive analysis and correlations for the final data.

4. Results

4.1. Exploratory Factor Analysis

Based on the exploratory factor analysis three of the SLMX items were removed. Items *"Even though I may not always receive the recognition I deserve from my immediate supervisor, I know that he or she will take good care of me in the future"* and *"I don't mind working hard today – I know I will eventually be rewarded by my immediate supervisor"* were removed due to cross-loadings above ,35, while the item *"My relationship with my immediate supervisor is about mutual sacrifice; sometimes I give more than I receive and sometimes I receive more than I give"* failed to meet the inclusion criteria of ,50 and cross-loadings were above ,35. In addition, the ELMX item *"When I repay my immediate supervisor for a favour, it is usually not because I feel grateful, or because I feel I should, but rather because it can have negative consequences for me if I fail to do so"* was removed because it failed to meet the inclusion criteria and showed cross-loadings above ,35. From the SOE-scale the items *"When my supervisor compliments me, it is the same as my organization complementing me"*, *"When my supervisor encourages me, I believe that my organization is encouraging me"*, *"When my supervisor pays attention to my efforts, I believe that my organization is paying attention to my efforts"*, and *"When my supervisor is pleased with my work, I feel that my organization is pleased"* were removed due to cross-loadings above ,35. All ASC items met the inclusion criteria and were thus retained. The exploratory factor analysis is reported in Appendix 2.

4.2. Descriptive Statistics and Correlations

Means, standard deviations, correlations, and scale reliabilities of the final scales are reported in the following Table 1.

Table 1

Variables	Mean	Std. Deviation	Descriptive Statistics, Correlations, Scale reliabilities																
			1	2	3	4	5	6	7	8	9	10	11	12	13				
(1) Gender ^a	1,47	,50	1																
(2) Age	32,03	7,21	-,22**	1															
(3) Educational level ^b	2,97	,21	-,08	-,01	1														
(4) Tenure	3,67	3,83	-,15*	,52**	-,14*	1													
(5) Dyad Tenure	2,51	3,03	-,17*	,38**	-,14	,73**	1												
(6) Personnel responsibility ^c	1,23	,42	-,18**	,19**	,03	,22**	,18*	1											
(7) Private or public organization ^d	1,15	,36	,15*	,14	,07	-,03	-,11	-,07	1										
(8) Size of the organization ^e	3,20	1,65	,03	-,10	,08	-,04	-,25**	,06	,08	1									
(9) Type of the organization ^f	1,39	,49	,15*	,05	,08	-,08	-,01	-,13	,38**	-,33**	1								
(10) Total SLMX (5)	3,92	,77	-,05	,04	,01	-,04	,07	-,07	,05	-,08	,02	1							
(11) Total ELMX (10)	4,14	1,43	,04	-,30**	-,03	-,13	-,15*	-,04	-,05	-,01	-,11	-,33**	1						
(12) Total SOE (5)	3,52	,84	-,03	,00	-,07	,11	,13	-,04	-,00	-,20**	,17*	-,15*	1						
(13) Total SC (6)	4,42	,98	-,02	,02	-,00	,01	,09	,03	-,01	-,12	,03	,59**	-,23**	1					

Note: N = 208

** Correlation is significant at the 0,01 level (2-tailed). * Correlation is significant at the 0,05 level (2-tailed).

^a Gender: Men = 1, Women = 2.^b Educational Level: High school or lower = 1, Three years or less after high school = 2, Four years of more after high school = 3.^c Personnel responsibility: Personnel responsibility = 2, No personnel responsibility = 1.^d Private / Public Organization: Private = 1, Public = 2.^e Size of the organization: coded from 1 (less than 50 employees) to 5 (more than 1000 employees).^f Type of the organization: International organization = 1, Non-international organization = 2.

4.3. Regression Analysis

Firstly, step 1 of the regression analysis revealed a non-significant relationship between the control variables and ASC. Secondly, in support of Hypothesis 1, the second step of the regression analysis revealed that SLMX is positively related to ASC ($\beta = ,58; p < ,01$). Thirdly, in the second hypothesis we proposed a negative relationship between ELMX and ASC. Step 2 of the regression analysis, however, revealed a non-significant relationship between ELMX and ASC ($\beta = -,04; p > ,05$). Fourthly, Hypothesis 3 proposed that the relationship between SLMX and ASC would be moderated by SOE. The lower the SOE, the more positive the relationship. In addition, Hypothesis 4 proposed that the relationship between ELMX and ASC would also be moderated by SOE. The higher the SOE, the less negative the relationship. Step 4 of the regression analysis revealed that the interaction terms for both SLMX ($\beta = ,05; p > ,05$) and ELMX ($\beta = -,02; p > ,05$) were not significant. As a result, no support was provided for Hypothesis 2, 3, and 4. The summary of the regression analysis can be found in Table 2.

Table 2
Regression Analysis

	Affective Supervisor Commitment			
	Step 1	Step 2	Step 3	Step 4
Gender ^a	,00	,03	,03	,03
Age	,01	-.04	-.04	-.04
Educational level ^b	,01	,00	,00	,00
Total years in the job	-.10	,03	,03	,02
Total years under the same supervisor	,13	,00	,00	,00
Personnel responsibilities ^c	,03	,07	,07	,08
Private or public organization ^d	,02	-.03	-.03	-.03
Size of organization ^e	-.09	-.07	-.07	-.07
International organization ^f	-.01	,01	,01	,01
Social leader-member exchange (SLMX)		,58**	,58**	,59**
Economic leader-member exchange (ELMX)		-.04	-.04	-.04
Supervisor-organization embodiment (SOE)			,00	,00
SLMX x SOE				,05
ELMX x SOE				-.02
R	,15	,60**	,60	,61
R2	,02	,36**	,36	,37
ΔR2	,02	,34**	,00	,00
F	,50	52,65**	,00	,44

N = 208; Standardized regression coefficients are shown.
 ** Correlation is significant at the 0,01 level (2-tailed). * Correlation is significant at the 0,05 level (2-tailed).
^a Gender: Men = 1, Women = 2.
^b Educational Level: High school or lower = 1, Three years or less after high school = 2, Four years of more after high school = 3.
^c Personnel responsibility: Personnel responsibility = 2, No personnel responsibility = 1.
^d Private / Public Organization: Private = 1, Public = 2.
^e Size of the organization: coded from 1 (less than 50 employees) to 5 (more than 1000 employees).
^f Type of the organization: International organization = 1, Non-international organization = 2.

5. Discussion and Future Research

The objective of this paper was twofold: first, to analyze the relationship between SLMX and ELMX, respectively, and ASC; second, to explore the degree to which SOE might moderate these relationships. The main purpose was to empirically investigate these relationships by researching SLMX and ELMX as two separate constructs rather than two opposite ends of the same continuum (Buch, Kuvaas, and Dysvik 2011). This was done by using new scales developed by Buch, Kuvaas, and Dysvik (2011).

It was previously established that the quality of LMX determines to which extent employees feel that their goals and needs are fulfilled (Cropanzano and Mitchell 2005; Wang et al. 2005; Graen and Uhl-Bien 1995). With SLMX addressing the socio-emotional aspects of the leader-employee relationship, this should prompt employees to reciprocate in the same manner (Blau 1964; Walumbwa, Cropanzano, and Goldman 2011; Kuvaas et al. 2012; Uhl-Bien and Maslyn 2003). Thus, we hypothesized a positive relationship between SLMX and ASC. In alignment with prior research that found a positive association between social exchange relationships and AOC (cf. Townsend, Philips, and Elkins 2000; Epitropaki and Martin 2005; Liden et al. 2000; Schriesheim et al 2000; Wayne et al. 2009; Buch, Kuvaas, and Dysvik 2011), we found support for our first hypothesis ($\beta = .58$ and $p < .01$). This means that a relationship based on characteristics such as mutual trust, support, and caring positively affects the degree to which employees feel emotionally attached to their supervisor. This is an important finding as it contributes to both the LMX- and affective commitment-literature, showing that SLMX does not only positively relate to AOC, but also to ASC.

ELMX relationships, on the other hand, are mainly defined by the exchange of contractual obligations, focussing on transactional and economical bases. Employees, whose relationships with the supervisor are predominantly based on economic exchanges, are less psychologically and emotionally involved with the leader (Buch, Kuvaas, and Dysvik 2011). Hence, we expected to find a negative relationship between ELMX and ASC. The results from the regression analysis ($\beta = -.04$ and $p > .05$) show a non-significant relationship, indicating no support for our second hypothesis. This finding is partially in alignment with research by

Shore et al. (2006) and Organ (1990), who found that, because of its contractual nature, relationships characterized by economical exchanges can be unrelated to OCB and work performance.

With regards to the correlations (Table 1), we found that ELMX is relatively weakly correlated with SLMX ($r = -.33$ and $p < .01$). This is an important contribution as it supports the results of previous research indicating that SLMX and ELMX should indeed rather be conceptualized as two distinct concepts (Buch, Kuvaas, and Dysvik 2011). Thus, a positive relationship between SLMX and ASC does not necessarily induce a negative relationship between ELMX and ASC and vice versa. At the same time, it is possible for two distinct concepts to predict different outcomes. Consequently, whilst SLMX seems to be a sound predictor for ASC, our findings indicate that ELMX is not a predictor for the same type of commitment. ELMX might, however, be a predictor for other types of commitment, especially continuance commitment which is based on cost-benefit analysis. Depending on source and appropriation, a relationship could be established between ELMX and both continuance commitment toward the supervisor and continuance commitment towards the organization. Therefore, in the future it would be interesting to examine the relationship between ELMX and SLMX, respectively, and both continuance and normative commitment.

According to previous research employees acknowledge that the supervisor acts on behalf of the organization, but the degree of this recognition differs across employees (Eisenberger et al. 2002; Eisenberger et al. 2010). In their study, Eisenberger et al. (2010) found that the positive relationship between LMX and AOC was moderated by SOE. From this, we proposed that SOE would also moderate the relationship between SLMX and ASC as well as the one between ELMX and ASC. In our third hypothesis we, therefore, proposed that under the condition of low SOE, SLMX would even more positively affect ASC, since the supervisor would be recognized as the sole source of the positive treatment. In line with this argument, in our fourth hypothesis we expected high SOE to positively counterbalance a negative relationship between ELMX and ASC, given that employees would attribute the economic exchange relationship to the organization rather than to the supervisor. Contrary to Eisenberger et al. (2010) and to our expectations, we found neither support for Hypothesis 3 ($\beta = .05$; $p >$

,05) nor for Hypothesis 4 ($\beta = -.02; p > .05$). These findings could be due to three possible reasons: First, the discrepancy between our findings and Eisenberger et al. (2010) could be related to the fact that, in contrast to our study, Eisenberger et al. (2010) did not separate between SLMX and ELMX. However, previous research recommends that both dimensions of LMX should be considered simultaneously (Buch, Kuvaas, and Dysvik 2011; Kuvaas et al. 2012; Gerstner and Day 1997; Graen and Uhl-Bien 1995). Second, research until now has reached no conclusion regarding the direction in which SOE works. Eisenberger et al. (2010), for instance, argue that it is a one-way relationship, with the experience of the leader-employee relationship being transferred to the organization in case of high SOE. Yoon and Thye (2000), on the other hand, suggest that it could also be a two-way relationship, with experiences made with the organization also impacting the leader-employee relationship and its outcomes. In alignment with Eisenberger et al. (2010) our findings suggest that this is indeed a one-way relationship. Thus, exchanges made with the supervisor are relevant for the establishment of AOC in case of high SOE, but the alignment with the organization is not relevant for the development of ASC. Third, our participants are relatively homogenous and SOE in our sample shows a mean of 3,52 with a standard deviation of ,84 which could represent a restriction of range, thus limiting the potential to draw conclusions about the impact of different levels of SOE. Future studies should, therefore, investigate the relationship with more diverse samples in order to be able to determine the influence of SOE, since there might still be conditions under which SOE affects the relationship between the two LMX dimensions and ASC.

Future research might also want to look into a potential interaction of ASC and AOC in order to illuminate the circumstances under which the respective kinds of commitment are more beneficial and how they might be fostered. In general, research seems to consider AOC as the superior form of commitment, since it refers to the whole organization, thus being independent of colleagues and supervisors. The supervisor, and thus ASC, might for instance be more important in cases where employees find it difficult to judge or believe in the organization or the entity they are working for is relatively independent of the rest of the organization. Possible scenarios are mergers and acquisitions, departments or branches of globally dispersed organizations, or conglomerates that work within a

wide range of industries. Thus, considering ASC and AOC simultaneously in similar future studies might yield interesting results, especially when at the same time employing a longitudinal design.

6. Limitations

While our findings are based on a considerable sample size ($N = 208$) and raise interesting implications about how affective supervisor commitment is influenced by the relationship between the supervisor and the employees and the perceived closeness of the leader to the organization, they should be interpreted in light of several limitations.

Firstly, despite the number of respondents, the external generalizability of our findings might be limited due to the fact that our participants are quite homogenous with regard to several characteristics. The majority of the participants are alumni of BI's Master of Science in Leadership and Organizational Psychology. Thus, they are highly educated, employed mainly in the private sector, and hold sophisticated jobs. Moreover, they are potentially familiar with our researched concepts and research methods. Therefore, it would be interesting to know whether our findings could be replicated in other samples.

Secondly, our study is of cross-sectional design. Hence, the degree to which valid causal inferences can be derived is limited (Podsakoff, MacKenzie, Lee, and Podaskoff 2003). Even though we included various control variables, we cannot rule out alternative explanations for our findings (Shadish, Cook, and Campbell 2001). According to research, the development of ASC can be affected by a variety of factors, such as personality, family, friends, and culture (Iverson and Buttigieg 1999). The majority of our respondents were Norwegian, accordingly, it would be interesting to see whether studies in another cultural context would yield similar results. According to Fiske (1991), for instance, Americans tend to perceive support as an economic exchange which could lower the positive relationship between SLMX and ASC (Yoon and Thye 2000; Fiske 1991).

Thirdly, for our research we relied exclusively on self-report measures that often lead to common method bias. This bias constitutes a potentially severe problem, especially in behavioural research, since it is a major source of measurement

error. Consequently, it jeopardizes the validity of conclusions drawn about the relations between different measures. (Podsakoff et al. 2003) According to Podsakoff et al. (2003), the problems associated with common method variance can be reduced by measuring independent and criterion variables separately. In our study we followed this suggestion by collecting our data with two questionnaires distributed with a 14-day-time lag. Moreover, we informed the respondents that their data would be treated confidentially and anonymously, in order to decrease the likelihood of distortions due to social desirability or impression management. In addition, with the intent to ascertain whether common method variance might pose a problem in our study, we run a Harman's One-Factor-Test (Podsakoff and Organ 1986). Principal component analysis generated five factors with eigenvalues equal or above one. The variance explained by the factors ranges from 19,19 per cent (Factor 1) to 8,52 per cent (Factor 5). This indicates that in this study, common method variance is not a severe issue (Podsakoff and Organ 1986). Future research, in order to obtain more accurate data and even further diminish the potential threats of common method bias, should optimally complement self-report measures with peer ratings assessing affective commitment and with data from peers and managers assessing SLMX and ELMX, even if those ratings also lack accuracy (Buch, Kuvaas, and Dysvik 2011; Kammermeyer-Mueller, Steel, and Rubenstein 2010; Crampton and Wagner 1994; Organ and Konovsky 1989). Combining several sources seems all the more warranted since, due to being a dyadic relationship, LMX can be measured both from a leader's and from a follower's perspective. Research in this field has revealed that perceptions of leaders and followers concerning their relationship differ greatly, possibly due to differences in perspectives or criteria emphasized in the evaluation process (London 1995; Lord and Maher 1991). It is also suggested that supervisors and employees might stress different exchange dimensions when evaluating their work relationships. Employees, for instance, might focus more on social dimensions, while leaders might focus more on work-related dimensions. (Day and Crain 1992; Maslyn and Uhl-Bien 2001; Dockery and Steiner 1990) Accordingly, future research might not only benefit from establishing a valid ELMX/SLMX scale for leaders, but also from basing their studies on data from both dyads and even longitudinal designs, in order to capture possible development processes over time (Zhou and Schriesheim 2008).

Finally, due to weak factor loadings or cross-loadings, we excluded three SLMX-items, one ELMX-item as well as four SOE-items. In order to rule out the possibility that the results in our study were to a certain degree due to the omission of items (Kuvaas et al. 2012), we performed a supplementary regression analysis which included the complete scales (Appendix 3). The regression analysis showed similar results (SLMX: $\beta = ,64$ and $p < ,01$; ELMX: $\beta = -,01$ and $p > ,05$; SLMX x SOE: $\beta = ,05$ and $p > ,05$; ELMX x SOE: $\beta = -,05$ and $p > ,05$) to our initial analysis (Table 2), consequently indicating that there were no pitfalls due to item omission.

7. Conclusion and Practical Implications

Despite its limitations, this study raises some interesting issues and practical implications with respect to the relationship between SLMX/ELMX, ASC and SOE.

Our study contributes to the LMX literature by providing further evidence that SLMX and ELMX are two distinct concepts that should be studied simultaneously. In addition, it contributes to the affective commitment literature by showing support for a positive relationship between SLMX and ASC. Furthermore, the finding that SOE does moderate neither the SLMX-ASC nor the ELMX-ASC relationship contributes to Eisenberger et al.'s (2010) study, by suggesting that SOE is indeed a unidirectional concept, working from the supervisor to the organization.

The finding that SLMX positively relates to ASC, while ELMX is unrelated to it, implies that leaders should put emphasis on the social exchange relationships with their subordinates. By developing partnerships based on trust and respect that honour employees' needs and expectations, leaders are able to induce affective supervisor commitment, thus motivating subordinates to engage in behaviours that go beyond their immediate job description in order to achieve organizational success. Moreover, such relationships were shown to relate positively to employees' well-being and prevent retaliation behaviour, hence further adding to organizational performance and success.

We did not find support for a moderating role of SOE in this study, which implies that the commitment of employees to their supervisor does not depend on whether the leader is perceived as organizational agent or as individual. This, however, does not mean that SOE should be underestimated when considering the bigger picture of relationships and interactions in organizations.

The role of the organization in establishing LMX relationships should not go unnoticed. SLMX relationships in general were found to be the prerequisite for organizational success and employee well-being. The organization is in a unique position to facilitate the development of positive SLMX relationships between the leader and as many employees as possible, thus laying a sound foundation for performance and success. On the one hand, this can be done by providing leaders with measures, tools, and organizational freedom to develop their employees' skills, incorporate their feedback, considering their needs, and organize how the work is done. On the other hand, the organization can provide the leaders with the necessary training and development to be able to recognize these potentials and the organizational context to act on them. Thus, organizations can foster not only the relationships between the leaders and their subordinates, but also the relationship between the leader and the next hierarchical level or the organization.

8. Reference List

- Aiken, L. S., and West, S. G. (1991). *Multiple regression: Testing and interpreting interactions*. Thousand Oaks, CA: Sage.
- Allen, N. J. and Meyer, J. P. (1990), The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63: 1–18.
- Berry, C. M., Ones, D. S., and Sackett, P. R. (2007). Interpersonal deviance, organizational deviance, and their common correlates: A review and meta-analysis. *Journal of Applied Psychology*, 92(2), 410 – 424.
- Bernerth, J. B., Armenakis, A. A., Feild, H. S., Giles, W. F., & Walker, H. J. (2007). Leader-member social exchange (LMSX): Development and validation of a scale. *Journal of Organizational Behavior*, 28, 979-1003.
- Bishop, J. W., Scott, K. D., Goldsby, M. G., and Cropanzano, R. (2005). A construct validity study of commitment and perceived support variables: A multifocal approach across different team environments. *Group and Organization Management*, 30, 153-180.
- Blau, P.M. (1964). *Exchange and Power in Social Life*. New York: John Wiley & Sons.
- Buch, R., Kuuvas, B., and Dysvik, A. (2011). The measurement and outcomes of economic leader-member exchange relationships. Accepted for presentation at the Annual Meeting of the Academy of Management, San Antonio.
- Byrne, Z. S. (2005). Fairness reduces the negative effects of organizational politics on turnover intentions, citizenship behavior and job performance. *Journal of Business and Psychology*, 20(2), 175 – 200.
- Crampton, S. M. and Wagner, J. A. (1994). Percept-percept inflation in micro-organizational research: An investigation of prevalence and effect. *Journal of Applied Psychology*, 79(1), 67-76.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874-900.
- Day, D. D. and Crain, E. C. (1992). The role of affect and ability in initial exchange quality perceptions. *Group and Organization Management*, 17, 380-397.

-
- Dockery, T. M. and Steiner, D. D. (1990). The role of the initial interaction in leader-member exchange. *Group & Organization Studies*, 15, 395-413.
- Eisenberger, R., Huntington, R., Hutchison, S., and Sowa, D. (1986). Perceived Organizational Support. *Journal of Applied Psychology*, 500-507.
- Eisenberger, R., Karagonlar, G., Stinglhamber, F., Neves, P., Becker, T. E., Gonzalez-Morales, M. G., et al. (2010). Leader-member exchange and affective organizational commitment: The contribution of supervisor's organizational embodiment. *Journal of Applied Psychology*, 95(6), 1085-1103.
- Eisenberger, R., Stinglhamber, F., and Becker, T. E. (2012). Perceived Supervisor and Organizational Support: Role of Supervisor's Organizational Embodiment. Accepted for presentation at the Annual Meeting of the Academy of Management, San Antonio.
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I., and Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87, 565-573.
- Epitropaki, O. and Martin, R. (2005). From Ideal to Real: A Longitudinal Study of the Role of Implicit Leadership Theories on Leader-Member Exchanges and Employee Outcomes. *Journal of Applied Psychology*, 90(4), 659-676.
- Fiske, A. P. (1991). The Cultural Relativity of Selfish Individualism: Anthropological Evidence that Humans are Inherently Sociable. Invited chapter in *Review of Personality and Social Psychology 12: Altruism and Prosocial Behavior*. Margaret Clark, ed. Sage
- Gerstner, C. R. and Day, D. V. (1997). Meta-Analytic review of leader-member exchange theory: Correlates and construct issues. *Journal of Applied Psychology*, 82(6), 827-844.
- Goodwin, V. L., Bowler, W. M., and Whittington, J. L. (2009). A Social Network Perspective on LMX Relationships: Accounting for the Instrumental Value of Leader and Follower Networks. *Journal of Management August*, 35(4), 954-980.
- Gouldner, A. W. (1960). The Norm of Reciprocity. *American Sociological Review*, 25(2), 161-178.

-
- Graen, G.B., Novak, M., and Sommerkamp, P. (1982). The effects of leader-member exchange and job design on productivity and satisfaction: Testing a dual attachment model. *Organizational Behavior and Human Performance*, 30(1), 109-131.
- Graen, G.B. and Uhl-Bien, M. (1991). The transformation of professionals into self-managing and partially self-designing contributions: Toward a theory of leader-making. *Journal of Management Systems*, 33-48.
- Graen, G. B. and Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *Leadership Quarterly*, 6(2), 219-247.
- Hackett, R. D., Bycio, P. and Hausdorf, P. A. (1994). Further assessments of Meyer and Allen's (1991) three-component model of organizational commitment. *Journal of Applied Psychology*, 79(1), 15-23
- Hair, J. F., Black, W. C., Babin, B., J., Anderson, R. E., and Tatham, R. L. (2010). *Multivariate data analysis (7th ed.)*. Upper Saddle River, New Jersey: Prentice Hall.
- Ilies, R., Nahrgang, J.D., and Morgeson, F.P. (2007). Leader-member exchange and citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 92(1), 269-277.
- Iverson, R. D. and Buttigieg, D. M. (1999). Affective, Normative and Continuance Commitment: Can the 'Right Kind' of Commitment be Managed? *Journal of Management Studies*, 36, 307-333.
- Janssen, O. & Van Yperen, N. W. 2004. Employees' Goal Orientations, the Quality of Leader-Member Exchange, and the Outcomes of Job Performance and Job Satisfaction. *Academy of Management Journal*, 47(3), 368-384.
- Kammeyer-Mueller, J., Steel, P. D. G., Rubenstein, A. (2010). The Other Side of Method Bias: The Perils of Distinct Source Research Designs. *Multivariate Behavioral Research*, 45(2), 294-321.
- Kiffin-Pettersen, S. A., and Cordery, J. L. (2003). Trust, individualism and job characteristics as predictors of employee preference for teamwork. *International Journal of Human Resource Management*, 14(1), 93-116.
- Kinicki, A. J. and Vecchio, R. P. (1994). Influences on the quality of supervisor-subordinate relations: The role of time-pressure, organizational

-
- commitment, and locus of control. *Journal of Organizational Behavior*, 15, 75–82.
- Kuvaas, B., Buch, R., Dysvik, A., and Hærem, T. (2012). Economic and social leader-member exchange relationships and follower performance. *The Leadership Quarterly*, 23(5), 756-765. DOI: 10.1016/j.leaqua.2011.12.013
- Kuvaas, B. and Dysvik, A. (2009). Perceived investment in employee development, intrinsic motivation and work performance. *Human Resource Management Journal*, 19(3), 217–236.
- Landry, G. and Vandenberghe, C. (2009). Role of commitment to the supervisor, leader-member exchange, and supervisor-based self-esteem in employee-supervisor conflicts. *The Journal of Social Psychology*, 149(1), 5-17.
- Lavelle, J. J., Brockner, J., Konovsky, M. A., Price, K. H., Henley, A. B., Taneja, A. and Vinekar, V. (2009). Commitment, procedural fairness, and organizational citizenship behavior: a multifoci analysis. *Journal of Organizational Behavior*, 30, 337–357.
- Lavelle, J. J., Rupp, D. E., and Brockner, J. (2007) Taking a Multifoci Approach to the Study of Justice, Social Exchange, and Citizenship Behavior: The Target Similarity Model. *Journal of Management*, 33(6), 841-866.
- Loi, R., Mao, Y., and Ngo, H.-Y. (2009). Linking leader-member exchange and employee work outcomes: The mediating role of organizational social and economic exchange. *Management and Organization Review*, 5(3), 401-422.
- London, M. (1995). *Self and interpersonal insight: How people gain understanding of themselves and others in organizations*. New York: Oxford University Press.
- Lord, R. G., & Maher, K. J. (1991). “Cognitive theory in industrial and organizational psychology”. In M.D. Dunnette & L.M. Hough (Eds.), *Handbook of industrial and organizational psychology*, 2, 1-62. Palo Alto, CA: Consulting Psychologists Press.
- Maslyn, J. M. and Uhl-Bien, M. (2001). Leader-member exchange and its dimensions: Effects of self-effort and other’s effort on relationship quality. *Journal of Applied Psychology*, 86, 697-708.
- Mathieu, J. E. and Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108(2), 171-194.
-

-
- Medsker, G., Williams, L., and Holahan, P. (1994). A review of current practices for evaluating causal models in the organizational behavior and human resources management research. *Journal of Management*, 20(2), 439-464.
- Meyer, J. P. (2009) Commitment in a changing world of work. In H. J. Klein, T. E. Becker, & J. P. Meyer (Eds.). *Commitment in Organizations: Accumulated Wisdom and New Directions*. (pp. 37-68). New York: Routledge.
- Meyer, J. P., Allen, N. J., and Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78(4), 538-551.
- Meyer, J. P., Paunonen, S. V., Gellatly, I. R., Goffin, R. D., and Jackson, D. N. (1989). Organizational commitment and job performance: It's the nature of the commitment that counts. *Journal of Applied Psychology*, 74, 152-156.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., and Topolnytsky, L. (2002). Affective, Continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences. *Journal of Vocational Behavior*, 61(1), 20-52.
- Moorman, R. H., Blakely, G. L., and Niehoff, B. P. (1998). Does perceived organizational support mediate the relationship between procedural justice and organizational citizenship behavior? *Academy of Management Journal*, 351 – 357.
- Mowday, R.T., Porter, L.W. & Steers, R.M. (1982). Employee-organizational linkages: The psychology of commitment, absenteeism, and turnover. New York: Academy Press.
- Organ, D. W. (1990). The motivational basis of organizational citizenship behavior. *Research in Organizational Behavior*, 12, 43–72.
- Organ, D. W. and Konovsky, M. (1989). Cognitive versus affective determinants of organizational behavior. *Journal of Applied Psychology*, 74(1), 157-164.
- Piccolo, R. F., Bardes, M., Mayer, D. M., and Judge, T. A. (2008). Does high quality leader – member exchange accentuate the effects of organizational justice? *European Journal of Work and Organizational Psychology*, 17(2), 273 – 298.
- Podaskoff, P. M., MacKenzie, S. B., Lee J.-Y., and Podaskoff, N. P. (2003). Common method bias in behavioural research: A critical review of the

-
- literature and recommended remedies. *Journal of Applied Psychology*, 88 (5), 879-903.
- Podsakoff, P. M. and Organ, D. W. (1986). Self reports in organizational research: Problems and prospectus. *Journal of Management*, 12(4), 531-544.
- Rhoades, L. and Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87, 698–714.
- Rousseau, D. M. (1989). Psychological and implied contracts in organizations. *Employee Responsibilities and Rights Journal*, 2(2), 121-139
- Rousseau, D. M., & Parks, J. M. (1993). The contracts of individuals and organizations. *Organizational Behavior*, 1-43. In B. M. Staw & LL Cummings (Eds.), *Research in organizational behavior, Vol. 15*. Greenwich, CT: JAI Press
- Scandura, T.A. and Schriesheim, C. A. (1994). Leader-member exchange and supervisor career monitoring as complementary constructs in leadership research. *Academy of Management Journal*, 37(6), 1588-1602.
- Schriesheim, C. A., Castro, S. L., and Yammarino, F. J. (2000). Investigating contingencies: An examination of the impact of span of supervision and upward controllingness on leader–member exchange using traditional and multivariate within- and between-entities analysis. *Journal of Applied Psychology*, 85(5), 659-677.
- Shadish, W.R., Cook, T.D., and Campbell, D.T. (2001). *Experimental and quasi experimental designs for generalized causal inference*. Boston Houghton Mifflin.
- Shore, L. M., Bommer, W. H., Rao, A. N., and Seo, J. (2009). “Social and economic exchange in the employee-organization relationship: the moderating role of reciprocation wariness”. *Journal of Managerial Psychology*, 24(8): 701-721.
- Shore, L. M. and Shore, T. H. (1995). Perceived organizational support and organizational justice. In R. Cropanzano & K. Kacmar (Eds.), *Organizational politics, justice, and support*: 149–164. Westport, CT: Quorum.
- Shore, L. M., Tetrick, L. E., Lynch, P., and Barksdale, K. (2006). Social and economic exchange: Construct development and validation. *Journal of Applied Social Psychology*, 36(4), 837–867.

-
- Shore, L. M. and Wayne, S. J. (1993). Commitment and employee behavior: Comparison of affective commitment and continuance commitment with perceived organizational support. *Journal of Applied Psychology*, 78(5), 774-780.
- Song, L. J., Tsui, A.S., and Law, K. S. (2009). Unpacking employee responses to organizational exchange mechanisms: The role of social and economic exchange perceptions. *Journal of Management*, 35(1), 56-93.
- Sparrowe, R. T., and Liden, R.C. (2005). Two Routes to Influence: Integrating Leader-Member Exchange and Social Network Perspectives. *Administrative Science Quarterly*, 50(4), 505–535.
- Stinglhamber, F. and Vandenberghe, C. (2003). Organizations and supervisors as sources of support and targets of commitment: A longitudinal study. *Journal of Organizational Behavior*, 24, 251-270.
- Townsend, J., Phillips, J. S., and Elkins, T. J. (2000). Employee retaliation: The neglected consequence of poor leader–member exchange relations. *Journal of Occupational Health Psychology*, 5(4), 457-463.
- Tsui, A.S., Pearce, J.L., Porter, L. W., and Tripoli, A.M. (1997). Alternative Approaches to the Employee-Organization Relationship: Does Investment in Employees Pay off? *The Academy of Management Journal*, 40(5), 1089-1121.
- Van Dyne, L., Graham, J. W., and Dienesch, R. M. (1994). Organizational Citizenship Behavior: Construct Redefinition, Measurement, and Validation. *Academy of Management* 37(4), 765-802.
- Vandenberghe, C., Bentein, K., and Stinglhamber, F. (2004). Affective commitment to the organization, supervisor, and work group: Antecedents and outcomes. *Journal of Vocational Behavior*, 64(1), 47-71.
- Wakabayashi, M., Graen, G., Graen, M., and Graen, M. (1988). “Japanese management progress: Mobility into middle management.” *Journal of Applied Psychology*, 73(2), 217–227.
- Walumbwa, F. O., Cropanzano, R., and Goldman, B. M. (2011). How leader-member exchange influences effective work behaviors: social exchange and internal-external efficacy perspectives. *Personnel Psychology*, 64(3), 739–770.

-
- Wang, H., Law, K. S., Hackett, R. D., Wang, D. and Chen, Z. (2005). Leader-Member Exchange as a Mediator of the Relationship between Transformational Leadership and Followers' Performance and Organizational Citizenship Behavior. *The Academy of Management Journal*, 48(3), 420-432.
- Wayne, S. J., Coyle-Shapiro, J. A-M., Eisenberger, R., Liden, R.C., Rousseau, D.M., and Shore, L. M. (2009). Social Influences. In H. J. Klein, T. E. Becker, & J. P. Meyer (Eds.). *Commitment in Organizations: Accumulated Wisdom and New Directions*. (pp. 253-284). New York: Routledge.
- Wayne, S. J., Shore, L. M., and Liden, R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management*, 40(1), 82-111.
- Weiner, Y. (1982). Commitment in organizations: a normative view. *Academy of Management Review*, 7, 418-428.
- Yoon, J. and Thye, S. (2000). Supervisor Support in the Work Place: Legitimacy and Positive Affectivity. *The Journal of Social Psychology*, 140(3), 295-316.
- Yukl, G. A., O'Donnell, M., and Taber, T. (2009). Influence of leader behaviors on the leader-member exchange relationship. *Journal of Managerial Psychology*, 24(4), 289-299.
- Zhou, X. and Schriesheim, C. A. (2008). "Supervisor-Subordinate Agreement on Leader-Member-Exchange (LMX) Quality: Review and Testable Propositions"; revised manuscript #07110 submitted to The Leadership Quarterly.

9. Appendix

9.1. Appendix 1 - Control variables

Table 1

Gender

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Man	111	53,4	53,4	53,4
	Women	97	46,6	46,6	100
	Total	208	100	100	

Table 2

Educational level

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	High school or lower	1	,5	,5	,5
	Three years or less after high school	5	2,4	2,4	2,9
	Five years or more after high school	202	97,1	97,1	100
	Total	208	100	100	

Table 3

Age, Tenure, Dyad tenure

	N	Minimum	Maximum	Mean	Std. Deviation
Age	208	21	65	32,03	7,21
Tenure	208	0	23	3,67	3,83
Dyad tenure	208	0	20	2,51	3,02
Valid N (listwise)	208				

Table 4

Personnel responsibilities

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Yes	161	77,4	77,4	77,4
	No	47	22,6	22,6	100
	Total	208	100	100	

Table 5**Size of the organization**

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Less than 50	44	21,2	21,2	21,2
	More than 100 employees	51	24,5	24,5	45,7
	More than 300 employees	13	6,3	6,3	51,9
	More than 500 employees	19	9,1	9,1	61,1
	More than 1000 employees	81	38,9	38,9	100
	Total	208	100	100	

Table 6**Private or public organization**

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Private	177	85,1	85,1	85,1
	Public	31	14,9	14,9	100
	Total	208	100	100	

Table 7**International organization**

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Yes	126	60,6	60,6	60,6
	No	82	39,4	39,4	100
	Total	208	100	100	

Table 8**Gallup or Alumni**

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Gallup	24	11,5	11,5	11,5
	Alumni	184	88,5	88,5	100
	Total	208	100	100	

9.2. Appendix 2 - Exploratory Factor Analysis

Principal Component Analysis with Varimax Rotation

Items	ELMX	SLMX	SOE	SC
ELMX8: I watch carefully that I get something tangible in return for doing something extra for my immediate supervisor.	.80			
ELMX1: I only want to do more for my immediate supervisor when I know in advance what I will get in return.	.74			
ELMX10: If I increase my efforts on behalf of my immediate supervisor, it is because I want something specific in return.	.74			
ELMX3: I am only willing to exert extra effort for the benefit of my immediate supervisor if I believe it will increase my chances of achieving personal benefits such as more attractive work assignments or a promotion.	.71			
ELMX5: I usually negotiate with my immediate supervisor how I will be rewarded for performing a given task.	.68			
ELMX7: If I am going to exert extra effort for my immediate supervisor I weigh the advantages and disadvantages of doing so.	.68			
ELMX6: I rarely or never perform a favour for my immediate supervisor without having a clear expectation that this favour will be returned within a short space of time.	.66			
ELMX4: I watch very carefully what I get from my immediate supervisor, relative to what I contribute.	.66			
ELMX2: In order for me to feel certain that I will receive something in return for a favour, my supervisor and I have to specify the return in advance	.59			
ELMX9: If my immediate supervisor does something extra for me, I try to return the favour as soon as possible in order to restore the balance in our give and take relationship.	.55			
ELMX11: When I repay my immediate supervisor for a favour, it is usually not because I feel grateful, or because I feel I should, but rather because it can have negative consequences for me if I fail to do so.	.40	-,38		
SLMX4: Even though I may not always receive the recognition I deserve from my immediate supervisor, I know that he or she will take good care of me in the future.				,38
SLMX7: I try to look out for the best interest of my immediate supervisor because I can rely on my immediate supervisor to take care of me.		.73		,31
SLMX6: My immediate supervisor has made a significant investment in me.		.71		
SLMX8: The things I do on the job today will benefit my standing with my immediate supervisor in the long run.		.70		
SLMX5: My relationship with my immediate supervisor is based on mutual trust.		.65		,34

SLMX2: I worry that all my efforts on behalf of my immediate supervisor will never be rewarded.	<u>.65</u>	
SLMX1: I don't mind working hard today – I know I will eventually be rewarded by my immediate supervisor.	,55	,38
SLMX3: My relationship with my immediate supervisor is about mutual sacrifice; sometimes I give more than I receive and sometimes I receive more than I give.	,45	,39
SOE5: My supervisor is characteristic of my organisation.	<u>.89</u>	
SOE9: My supervisor is typical of my organization.	<u>.89</u>	
SOE6: My supervisor and my organisation have a lot in common.	<u>.88</u>	
SOE8: My supervisor is representative of my organisation.	<u>.87</u>	
SOE7: When I am evaluated by my supervisor, it is the same as being evaluated by my organisation.	<u>.55</u>	
SOE3: When my supervisor compliments me, it is the same as my organisation complimenting me.		,83
SOE1: When my supervisor encourages me, I believe that my organisation is encouraging me		,79
SOE4: When my supervisor pays attention to my efforts, I believe that my organisation is paying attention to my efforts.		,76
SOE2: When my supervisor is pleased with my work, I feel that my organisation is pleased.		,75
SC2: I appreciate my supervisor.	<u>.85</u>	
SC3: I feel proud to work with my supervisor.	<u>.84</u>	
SC1: I feel a sense of respect for my supervisor.	<u>.80</u>	
SC4: My supervisor means a lot to me.	<u>.80</u>	
SC5: I am not really attached to my supervisor.	<u>.70</u>	
SC6: I feel little admiration for my supervisor.	<u>.59</u>	

Factor loading of less than .30 are not shown. **Bold and underlined loadings are included in the final scales.**

ELMX: Economic leader-member exchange; SLMX: Social leader-member exchange; SOE: Supervisor's Organizational Embodiment; SC: Affective Supervisor Commitment.

9.3. Appendix 3 - Supplementary regression analysis including the complete scales

Affective Supervisor Commitment				
	Step 1	Step 2	Step 3	Step 4
Gender ^a	,00	,05	,05	,06
Age	,01	-.05	-.05	-.05
Educational level ^b	,01	,00	,00	,00
Total years in the job	-.10	,00	,00	,02
Total years under the same supervisor	,13	,03	,03	,03
Personnel responsibilities ^c	,03	,07	,07	,08
Private or public organization ^d	,02	-.02	-.02	-.02
Size of organization ^e	-.09	-.05	-.06	-.06
International organization ^f	-.01	,01	,01	,01
Social leader-member exchange (SLMX)		,64**	,65**	,66**
Economic leader-member exchange (ELMX)		-.01	-.01	-.03
Supervisor-organization embodiment (SOE)			,02	,03
SLMX x SOE				,05
ELMX x SOE				-.05
R	,15	,65**	,65	,66
R2	,02	,42**	,43	,43
ΔR2	,02	,40**	,00	,00
F	,50	68,71**	,09	1,03

N = 208; Standardized regression coefficients are shown.
 ** Correlation is significant at the 0,01 level (2-tailed). * Correlation is significant at the 0,05 level (2-tailed).
^a Gender: Men = 1, Women = 2.
^b Educational Level: High school or lower = 1, Three years or less after high school = 2, Four years of more after high school = 3.
^c Personnel responsibility: Personnel responsibility = 2, No personnel responsibility = 1.
^d Private / Public Organization: Private = 1, Public = 2.
^e Size of the organization: coded from 1 (less than 50 employees) to 5 (more than 1000 employees).
^f Type of the organization: International organization = 1, Non-international organization = 2.

9.4. Appendix 4 - Questionnaire

Time 1 - Norsk

Kjønn

- Mann
- Kvinne

Alder

- 10 - 100

Utdannelsesnivå

- Videregående skole eller lavere
- Tre år eller mindre utover videregående skole
- Fire år eller mer utover videregående skole

Antall år i nåværende jobb

- 0 - 90

Antall år under nåværende nærmeste leder?

- 0 - 90

Er du leder med personalansvar?

- Ja
- Nei

De følgende utsagnene omhandler din vurdering av hvordan du opplever relasjonen med din nærmeste leder. Angi hvor enig du er i utsagnene på en skala fra "Svært uenig" til "Svært enig"

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

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

Jeg er bekymret for at den innsatsen jeg gjør for min nærmeste leder aldri vil bli belønnet

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

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

- Svært uenig
- Delvis uenig
- Verken eller

- Delvis enig
- Svært enig

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

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

Relasjonen til min nærmeste leder er basert på gjensidig tillit

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

Jeg opplever at min nærmeste leder har investert mye i meg

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

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

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

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

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

Skal jeg bidra med noe ekstra for min nærmeste leder skal jeg på forhånd vite hva jeg får tilbake

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

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

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

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

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

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

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

Som regel forhandler jeg med min nærmeste leder om hva det er jeg skal få i gjengjeld for å gjøre en oppgave

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

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

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

Dersom jeg skal bidra med noe ekstra for min nærmeste leder avveier jeg fordelene og ulempene ved å gjøre det

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

Jeg er nøye med at jeg får noe konkret tilbake når jeg gjør noe ekstra for min nærmeste leder

- Svært uenig
- Delvis uenig
- Verken eller

- Delvis enig
- Svært enig

Dersom min nærmeste leder gjør noe ekstra for meg, gjør jeg opp for meg så fort muligheten byr seg for å gjenopprette balansen i vårt gi og ta forhold

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

Dersom jeg står på ekstra for min nærmeste leder er det for selv å få noe konkret tilbake

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

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

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

De 9 utsagnene som følger handler om i hvilken grad din oppfattelse av din nærmeste leder er ensbetydende med din oppfattelse av din organisasjon

Når min nærmeste leder gir meg oppmuntring i jobben opplever jeg også at min organisasjon oppmuntrer meg

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

Når min nærmeste leder er fornøyd med mitt arbeid, tror jeg min organisasjon også er fornøyd

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

Når min nærmeste leder gir meg anerkjennelse er det som om jeg også får anerkjennelse fra min organisasjon

- Svært uenig
- Delvis uenig

- Verken eller
- Delvis enig
- Svært enig

Når min nærmeste leder roser min innsats, tror jeg det også blir lagt merke til av min organisasjon

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

Min nærmeste leder er karakteristisk for min organisasjon

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

Min nærmeste leder og min organisasjon har mye til felles

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

Når jeg vurderes av min nærmeste leder, føler jeg at det er det samme som å vurderes av min organisasjon

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

Min nærmeste leder er representativ for min organisasjon

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

Min nærmeste leder er typisk for min organisasjon

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

Time 1 - English

Gender

- Men
 Woman

Age

- 10 - 100

Level of education

- High school or lower
 Three years or less after high school
 Five years or more after high school

Total number of years in the current job

- 0 - 90

Total number of years under the same supervisor

- 0 - 90

Do you have personnel responsibilities?

- Yes
 No

The following statements are about how you experience your relationship with your immediate supervisor. Please indicate the extent to which you agree with the following statements on a scale from "strongly disagree" to "strongly agree"

I don't mind working hard today – I know I will eventually be rewarded by my immediate supervisor

- Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree

I worry that all my efforts on behalf of my immediate supervisor will never be rewarded

- Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree

My relationship with my immediate supervisor is about mutual sacrifice; sometimes I give more than I receive and sometimes I receive more than I give

- Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree

Strongly agree

Even though I may not always receive the recognition I deserve from my immediate supervisor, I know that he or she will take good care of me in the future

- Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree

My relationship with my immediate supervisor is based on mutual trust

- Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree

My immediate supervisor has made a significant investment in me

- Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree

I try to look out for the best interest of my immediate supervisor because I can rely on my immediate supervisor to take care of me

- Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree

The things I do on the job today will benefit my standing with my immediate supervisor in the long run

- Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree

I only want to do more for my immediate supervisor when I know in advance what I will get in return

- Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree

In order for me to feel certain that I will receive something in return for a favor, my supervisor and I have to specify the return in advance

- Strongly disagree
 Disagree

- Neither agree nor disagree
- Agree
- Strongly agree

I am only willing to exert extra effort for the benefit of my immediate supervisor if I believe it will increase my chances of achieving personal benefits such as more attractive work assignments or a promotion

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

I watch very carefully what I get from my immediate supervisor, relative to what I contribute

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

I usually negotiate with my immediate supervisor how I will be rewarded for performing a given task

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

I rarely or never perform a favor for my immediate supervisor without having a clear expectation that this favor will be returned within a short space of time

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

If I am going to exert extra effort for my immediate supervisor I weigh the advantages and disadvantages of doing so

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

I watch carefully that I get something tangible in return for doing something extra for my immediate supervisor

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

If my immediate supervisor does something extra for me, I try to return the favor as soon as possible in order to restore the balance in our give and take relationship

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

If I increase my efforts on behalf of my immediate supervisor, it is because I want something specific in return

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

When I repay my immediate supervisor for a favor, it is usually not because I feel grateful, or because I feel I should, but rather because it can have negative consequences for me if I fail to do so

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

The following 9 statements are about the extent to which you identify your immediate supervisor with your organization. Please indicate the extent to which you agree with the statements on a scale from "Strongly disagree" to "Strongly agree"

When my supervisor encourages me, I believe that my organisation is encouraging me

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

When my supervisor is pleased with my work, I feel that my organisation is pleased

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

When my supervisor compliments me, it is the same as my organisation complimenting me

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

When my supervisor pays attention to my efforts, I believe that my organisation is paying attention to my efforts

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

My supervisor is characteristic of my organisation

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

My supervisor and my organisation have a lot in common

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

When I am evaluated by my supervisor, it is the same as being evaluated by my organisation

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

My supervisor is representative of my organisation

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

My supervisor is typical of my organization

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

Time 2 - Norsk

Jobber du i privat eller offentlig sektor.

- Privat
- Offentlig

Hva er størrelsen på selskapet du jobber for.

- Mindre enn 50 ansatte
- Men enn 100 ansatte
- Mer enn 300 ansatte
- Mer enn 500 ansatte
- Mer enn 1000 ansatte

Jobber du for et internasjonalt selskap.

- Ja
- Nei

De 6 utsagnene under omhandler hvor sterk tilhørighet du føler til din nærmeste leder.

Jeg har stor respekt for min nærmeste leder.

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

Jeg setter virkelig pris på min nærmeste leder.

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

Det gjør meg stolt å få arbeide sammen med min nærmeste leder.

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

Min nærmeste leder betyr mye for meg.

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

Jeg føler meg egentlig ikke spesielt knyttet til min nærmeste leder.

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

Min nærmeste leder er ikke en person jeg beundrer.

- Svært uenig
- Delvis uenig
- Verken eller
- Delvis enig
- Svært enig

Time 2 - English

Do you work for a private or public organization?

- Private
- Public

What is the size of the organization you work for?

- Less than 50 employees
- More than 100 employees
- More than 300 employees
- More than 500 employees
- More than 1000 employees

Do you work for an international organization?

- Yes
- No

These 6 statements are about feelings of pride in working with, and appreciation of, the supervisor. Please indicate the extent to which you agree with the statements on a scale from "Strongly disagree" to "Strongly agree".

I feel a sense of respect for my supervisor.

- Strongly disagree
- Disagree
- Neither disagree, nor agree
- Agree
- Strongly agree

I appreciate my supervisor.

- Strongly disagree
- Disagree
- Neither disagree, nor agree
- Agree
- Strongly agree

I feel proud to work with my supervisor.

- Strongly disagree
- Disagree
- Neither disagree, nor agree
- Agree
- Strongly agree

My supervisor means a lot to me.

- Strongly disagree
- Disagree
- Neither disagree, nor agree
- Agree
- Strongly agree

I am not really attached to my supervisor.

- Strongly disagree
- Disagree
- Neither disagree, nor agree
- Agree
- Strongly agree

I feel little admiration for my supervisor.

- Strongly disagree
- Disagree
- Neither disagree, nor agree
- Agree
- Strongly agree

9.5. Appendix 5 - Cover letters

Time 1 - Norsk

Kjære deltaker,

Vi er to mastergradsstudenter ved Instituttet for Ledelse og Organisasjon ved Handelshøyskolen BI, som i samarbeid med doktorgradsstipendiat Robert Buch skal gjøre en undersøkelse hvor formålet er å kartlegge hvordan ansatte opplever relasjonen med deres nærmeste leder, og hvilke konsekvenser ulike relasjoner kan ha.

Vi håper du som er plukket ut til å delta er villig til å sette av ca 5 minutter til å fylle ut det elektroniske spørreskjemaet (lenke finner du nederst i denne eposten).

Ved å delta er du også med i trekningen av et 500 kroners gavekort fra Amazon.com.

Deltakelse i undersøkelsen er frivillig, og det er mulig å trekke seg når som helst uten å gi en begrunnelse. Alle opplysninger vil bli oppbevart strengt fortrolig i hele prosjektperioden ved at dataene krypteres. I tillegg vil alle personopplysninger i prosjektperioden lagres atskilt fra svarene som gis i undersøkelsen, og alle data vil slettes ved prosjektslutt (innen 1 mai 2012). Opplysningene fra undersøkelsen vil bli behandlet konfidensielt av BIs representant, som er underlagt taushetsplikt. Det vil samles inn grunnleggende data om deg av typen kjønn, alder og ansettelse i din organisasjon, samt ditt syn på forholdet mellom deg og din leder. Du eller din organisasjon vil ikke på noen måte bli identifisert i masteroppgaven, eller i eventuell annen bruk eller publikasjon av denne forskningen. Alle opplysninger som samles inn vil anonymiseres.

Det underrettes videre om at vi som forskere er underlagt taushetsplikt. Samt, at dette prosjektet er godkjent av Personvernombudet for forskning, Norsk Samfunnsvitenskapelig datatjeneste AS og Handelshøyskolen BI.

Vi ber deg vennligst følge de instruksjoner som blir gitt underveis, men som hovedregel er din umiddelbare reaksjon på spørsmålene ofte den riktige. Det er

ikke nødvendig og skaffe til veie andre opplysninger enn det du "har i hodet" for å svare. Vi gjør oppmerksom på at uttrykket "lederen" betegner din nærmeste formelle leder i din organisasjon.

For å starte undersøkelsen, trykk på linken nederst i denne e-posten. Undersøkelsen vil bli avsluttet 29. April 2012.

<http://confirmit.bi.no/wix/p7442784.aspx>

Dersom du har spørsmål, eller ønsker mer informasjon om denne undersøkelsen, vennligst kontakt oss via e-post: @ Ada.Komani@student.bi.no / Marie-Christine.Arnhold@student.bi.no

Time 1 - English

Dear participant,

We are two graduate students at the Institute of Leadership and Organizational Psychology at BI Norwegian School of Management. In collaboration with PhD candidate Robert Buch, we are working on a study which aims at identifying how employees experience their relationship with their immediate supervisor and the consequences these different relationships might have.

We hope that you, as a selected participant, are willing to set aside about 5 minutes of your time to fill in this online questionnaire (find link at the bottom of this email) to support our study. By participating, you also have the chance to win a 500-NOK-gift voucher from Amazon.com.

Your participation in the survey is entirely voluntary. Furthermore, it is possible to withdraw at any time without explanation. All information given is encrypted and kept strictly confidential throughout the project period. Moreover, all personal data is stored separately from the responses given in the survey and all data is deleted at the end of the project period (by May 11th, 2012). The questionnaire inquires basic data about yourself, for instance gender, age, and employment in your organization, as well as data about your view of the relationship between you and your manager. Neither you nor your organization will be in any way identified in our Master thesis or any other use or publication of this research, since all information collected is anonymised.

We, as researchers, are also subject to full discretion. Furthermore, this research is approved by the Privacy Ombudsman for Research, Norwegian Social Science Data Services and BI Norwegian School of Management.

We ask you kindly to follow the instructions given along the way. However, in general, your immediate reaction to a question is often the most correct. What you “have in your head” is fully sufficient to respond to the questions in the survey. Please note that the term “leader” refers to your nearest formal leader in your organization.

To start the survey, click on the link below. The survey will be closed on April the 29th 2012

<http://confirmit.bi.no/wix/p7442784.aspx>

If you have questions regarding the survey or want more information about the project, please contact us via e-mail: @ Ada.Komani@student.bi.no / Marie-Christine.Arnhold@student.bi.no

Time 2 - Norsk

Kjære deltaker!

Her kommer andre og siste del av undersøkelsen vedrørende hvordan ansatte opplever relasjonen med deres nærmeste leder, og hvilke konsekvenser ulike relasjoner kan ha. Først og fremst vil vi takke for din deltakelse i undersøkelsen så langt. Vi gjør oppmerksom på at det er svært avgjørende at du som har deltatt tidligere, også deltar på denne delen av undersøkelsen. Deltakelse i begge undersøkelsene vil gi deg muligheten til å vinne en 500 kroner Amazon gavekort. For at ditt bidrag skal telle er det altså nødvendig at du også svarer på denne delen av undersøkelsen.

Denne siste delen har færre spørsmål, og vil dermed være raskere å fylle ut enn den første. Det er frivillig å delta. Svarene som du gir vil sikres full konfidensialitet, og verken du selv, din leder eller avdeling vil på noen måte bli identifisert. Dette prosjektet er godkjent av Personvernombudet for forskning, Norsk Samfunnsvitenskapelig datatjeneste og Handelshøyskolen BI.

Dersom du har spørsmål, eller ønsker mer informasjon om denne undersøkelsen, kan du kontakte oss via e-post: @ Ada.Komani@student.bi.no / Marie-Christine.Arnhold@student.bi.no

Time 2 - English

Dear participant!

This is the second and last survey within the study regarding the management-employee-relationship.

First and foremost, we thank you for participating in this research so far. Please note that it is very crucial that you who have participated previously also participate in this part of the survey. For your contribution to count, it is necessary that you also respond to this part of the survey.

This last section has fewer questions, therefore requires less time to answer than the first. Your participation is voluntary. The answers you give are completely confidential. Neither you yourself nor your company or manager will be identified at any point in time. This research project is approved by the Privacy Ombudsman for Research, Norwegian Social Science Data Services, and BI Norwegian School of Management.

If you have questions or want more information about this survey, please contact us via e-mail: @ Ada.Komani@student.bi.no / Marie-Christine.Arnhold@student.bi.no