

Background

Influencing subordinates is a central function of leadership. Therefore it is interesting for researchers and practitioners alike to understand the processes which mediate influence in leadership dyads, particularly the conditions that result in subordinates' voluntary openness towards leadership. The results of the Ohio Studies in the 50ies suggest that considerate leadership behaviour is one important source of leadership effectiveness (Judge, Piccolo, & Illies, 2004). Moreover, research in the framework of Self-Determination Theory shows that increasing subordinates' self-determination will lead to positive outcomes, such as performance enhancements (Deci & Ryan, 2000). In the present study, we link both perspectives and show in two field studies ($N_1 = 563$ and $N_2 = 596$) that the relation between considerate (respectful) leadership and subordinates' openness towards leader influence is partially mediated by the satisfaction of subordinates' intrinsic needs for self-determination.

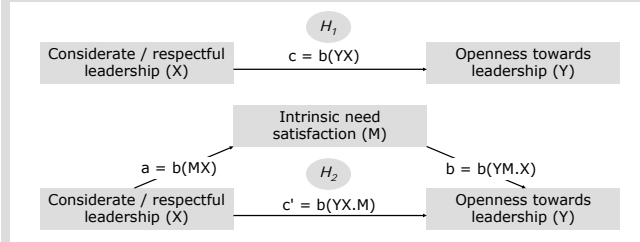


Figure 1: Model for the indirect effect of considerate / respectful leadership (X) on subordinates' openness towards leadership (Y) through satisfaction of subordinates' intrinsic needs for self-determination (M)

Hypothesis 1. Subordinates' voluntary openness towards a leader's influence depends on how much they are treated with consideration and respect by their supervisors.

Hypothesis 2. This relationship between considerate / respectful leadership and subordinates' openness to leadership is partially mediated by the satisfaction of subordinates' intrinsic needs for self-determination.

Study 1

Sample. We recruited an online sample by using a multi-site-multi-entry strategy. We included only adults who indicated that they currently work for a leader. ($N_1 = 563$, age: $M = 35$ years ($SD = 11$ years), sex: 63% female, work experience: $M = 14$ years ($SD = 11$ years), average number of experienced leaders: 6 ($SD = 5$), higher education: 72%).

Measures. Considerate leadership was measured with a German adaption of the *Leader Behavior Description Questionnaire* (cf. Neuberger, 2002). The degree to which subordinates are treated with respect by their leaders was measured with the *Respectful Leadership Scale* (Eckloff & van Quaquebeke, 2008). This scale had been constructed based on an extensive content analysis of examples for respectful leadership behavior and had shown high convergent validity with the consideration scale. Subordinates' openness towards leadership was measured by the proximate construct *Respect for Leaders* (van Quaquebeke & Brodbeck, 2008), that encompasses how much subordinates are voluntarily open towards a leader's influence (e.g., seek

his/her advice, perceive him/her as a role model and respect his/her professional work). The degree to which subordinates' intrinsic needs for self-determination are satisfied was measured by the 9-item *Basic Need Satisfaction in Relationships Scale* (Deci, E. L., 2006).

Results. Table 1: Descriptives, Correlations, & Reliabilities in Study 1

	M	SD	1	2	3	4
1. Considerate Leadership	3.47	0.96	(.95)			
2. Respectful Leadership	3.59	1.06	.85***	(.96)		
3. Openness Towards Leadership	3.12	1.10	.72***	.79***	(.92)	
4. Intrinsic Need Satisfaction	3.32	0.94	.77***	.84***	.70***	(.92)

Note. Values enclosed in parentheses represent Cronbach's α . *** $p < .001$.

► H_1 is supported.

Table 2: Indirect effect of considerate (respectful) leadership (X) on subordinates' openness towards leadership (Y) through intrinsic need satisfaction (M) (Study 1: $N_1 = 563$)

	Direct and total effects				
	B	SE B	β	t	criteria ^a
b (YX)	0.72 (0.79)	.03 (.03)	.72*** (.79***)	24.24 (30.85)	c
b (MX)	0.77 (0.84)	.03 (.02)	.77*** (.84***)	28.21 (37.08)	a
b (YM.X)	0.37 (0.11)	.04 (.05)	.34*** (.09*)	8.46 (2.21)	b
b (YX.M)	0.44 (0.70)	.04 (.05)	.39*** (.53***)	10.07 (14.80)	c'
Normal theory test for the indirect effect					
	ab	SE ab	Z	p	
Sobel ^b	0.28 (0.09)	.03 (.04)	8.11 (2.21)	.000 (.027)	
Bootstrap results for indirect effect					
	M	SE	95% CI-l	95% CI-u	
Effect ^b	0.28 (0.09)	.03 (.04)	.21 (.003)	.36 (.18)	

Note. Values enclosed in parentheses represent results for respectful leadership as independent variable (X). Number of bootstrap resamples = 2000. ^aBaron and Kenny (1986) criteria for mediation; see also figure 1. ^bEstimation of the indirect effect with a normal theory approach and a bootstrap approach advocated by Preacher and Hayes (2004). 95% CI-l / 95% CI-u = lower / upper bounds of a 95% confidence interval for the bootstrap estimates of ab. * $p < .05$; *** $p < .001$.

Following the Baron and Kenny (1986) criteria for mediation effects we also found support for the second Hypothesis (see Table 2): Considerate (respectful) leadership significantly predicts subordinates' openness towards leadership (criterion c) and intrinsic need satisfaction (criterion a). The mediator intrinsic need satisfaction significantly predicts subordinates' openness towards leadership controlling for considerate (respectful) leadership (criterion b). And the effect of considerate (respectful) leadership on subordinates' openness towards leadership decreases by a nontrivial amount, but not to zero, with the inclusion of the mediator (criterion c'), which is to say that our partial mediation hypothesis is supported by the data. Additionally Table 2 shows the results of the test of the indirect effect with the Sobel test by comparing the strength of the indirect effect to the point null hypothesis that it equals zero. Moreover, we find the same results with bootstrapping which is not based on the assumption of normality.

Study 2

Sample. For the purpose of replication we used the same recruitment procedure as in Study 1. Again, we included only adults who indicated that they currently work for a leader. ($N_2 = 596$, age: $M = 36$ years ($SD = 10$ years), sex: 62% female, work experience: $M = 15$ years ($SD = 10$ years),

average number of personally experienced leaders: 6 ($SD = 5$), higher education: 49%).

Measures. The same measures as in Study 1 were used in Study 2, with the exception, that due to the high convergent validity of considerate and respectful leadership, we abstained from using the consideration scale in the second study and only assessed respectful leadership to replicate our findings.

Results. Table 3: Descriptives, Correlations, & Reliabilities in Study 2

	M	SD	1	2	3
1. Respectful Leadership	3.63	0.99	(.96)		
2. Openness Towards Leadership	3.07	1.13	.79***	(.92)	
3. Intrinsic Need Satisfaction	3.45	0.98	.88***	.75***	(.92)

Note. Values enclosed in parentheses represent Cronbach's α . *** $p < .001$.

► H_1 is supported.

Table 4: Indirect effect of respectful leadership (X) on subordinates' openness towards leadership (Y) through intrinsic need satisfaction (M) (Study 2: $N_2 = 596$)

	Direct and total effects				
	B	SE B	β	t	criteria ^a
b (YX)	0.79	.03	.79***	30.53	c
b (MX)	0.88	.02	.88***	45.52	a
b (YM.X)	0.29	.05	.22***	5.45	b
b (YX.M)	0.53	.05	.38***	9.95	c'
Normal theory test for the indirect effect (ab)					
	ab	SE ab	Z	p	
Sobel ^b	0.26	.05	5.42	.000	
Bootstrap results for indirect effect					
	M	SE	95% CI-l	95% CI-u	
Effect ^b	0.26	.05	.16	.36	

Note. Number of bootstrap resamples = 2000. ^aBaron and Kenny (1986) criteria for mediation; see also figure 1. ^bEstimation of the indirect effect with a normal theory approach and a bootstrap approach advocated by Preacher and Hayes (2004). 95% CI-l / 95% CI-u = lower / upper bounds of a 95% confidence interval for the bootstrap estimates of ab. *** $p < .001$.

► H_2 is supported.

The results of Study 2 replicate our findings from Study 1.

Discussion

The effectiveness of consideration for the matter of leadership has been shown convincingly in the recent meta analysis by Judge and his colleagues (2004). However there is a lack of models which show how consideration influences leadership outcomes. Here research in the framework of Self-Determination Theory provides a convincing body of results which suggest that the satisfaction of subordinates needs for self-determination could be seen as potential mediators of leadership effectiveness.

With the present studies we tested a model which combines both fields of research. The results show, that the satisfaction of subordinates' intrinsic needs for self-determination partially mediates the relation between considerate / respectful leadership and subordinates' voluntary openness to leadership. Thus they provide a part of the answer how the positive effects of considerate / respectful leadership can be explained.



Universität Hamburg

How social influence in leadership dyads is mediated by self-determination when subordinates are treated with consideration

Tilman Eckloff & Niels van Quaquebeke
University of Hamburg, GER

References

- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality & Social Psychology, 51*(6), 1173-1182.
- Deci, E. L. (2006). Basic Psychological Needs Scale. Retrieved 20.5., 2006, from <http://www.psych.rochester.edu/SDT/measures/needs.html>
- Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry, 11*, 227-268.
- Eckloff, T., & van Quaquebeke, N. (2008). Entwicklung und Validierung einer Skala zu respektvoller Führung [Development and validation of a scale that assesses respectful leadership]. In E. H. Witte (Ed.), *Sozialpsychologie und Werte*. Lengerich: Pabst Science Publishers.
- Judge, T. A., Piccolo, R. F., & Ilies, R. (2004). The forgotten ones? The validity of consideration and initiating structure in leadership research. *Journal of Applied Psychology, 89*(1), 36-51.
- Neuberger, O. (2002). *Führen und führen lassen: Ansätze, Ergebnisse und Kritik der Führungsforschung* (Vol. 6). Stuttgart: Lucius und Lucius.
- Preacher, K. J., & Hayes, A. S. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior Research Methods, Instruments, & Computers, 36*(4), 717-731.
- van Quaquebeke, N., & Brodbeck, F. C. (2008). Entwicklung und Validierung zweier Instrumente zur Erfassung von Führungskräfte-Kategorisierung im deutschsprachigen Raum [Development and validation of two scales to measure leader categorization processes in Germany]. *Zeitschrift für Arbeits- und Organisationspsychologie, 52*(2), 70-80.

Citation

Eckloff, T., & van Quaquebeke, N. (2008). *How social influence in leadership dyads is mediated by self-determination when subordinates are treated with consideration*. Poster presented at the 24th International Congress of Psychology, Berlin, GER, July 20th-25th.

Download

This poster is downloadable from: http://www.respectresearchgroup.org/rrg/files/pdf/Conferences/Eckloff_ICP_08.pdf

Contact

Tilman Eckloff, RespectResearchGroup, University of Hamburg, Von-Melle-Park 5, 20146 Hamburg, Germany
Tel.: +49-40-42838-4725, Fax: +49-40-42838-4109, E-Mail: eckloff@respectresearchgroup.org, Web: <http://www.respectresearchgroup.org>

