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**Who Emerges as a Leader? A Study on Cultural Values,
Citizenship, and Trust**

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Who Emerges as a Leader?
A Study on Cultural Values, Citizenship, and Trust

by

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We the undersigned committee hereby approve the attached thesis, "Who Emerges as a Leader? A Study on Cultural Values, Citizenship, and Trust," by Jacklyn Marie Scymcyk

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Abstract

Title: Who Emerges as a Leader? A Study on Cultural Values, Citizenship, and Trust

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In this study peer and supervisor perceptions of emergent leaders were assessed in order to better understand and predict leader emergence. Using two moderated mediation models, organizational citizenship behaviors (OCB-I and OCB-O) of emergent leaders were hypothesized to predict leader emergence via peer and supervisor trust, respectively. It was hypothesized that these perceptions and the subsequent leader emergence will be moderated by peers and supervisors' cultural values. Namely, Benevolence and Achievement Values from the Schwartz Basic Values Theory were proposed moderators on the relationship between OCBs and trust, due to the impact cultural values have on varied perceptions of different behaviors and their functional valuation in workgroups. The results of this study showed that both benevolence and achievement values held by supervisors moderate the relationship between subordinate OCB-O and trust. Results also show that trust in subordinates results in their leader emergence, but only for male subordinates. By understanding who has the potential to emerge as a leader, based on the culturally-driven perceptions of members of their workgroup, organizations can better identify and develop employees whose leadership can be effective and accepted if they are vested with formal leadership later in their career. Further, the gender differences and differences between supervisor and peer ratings of these proposed relationships have several practical and theoretical implications.

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Dedication

I would like to dedicate this thesis to my parents, Christine and Stephen Scymcyk. I could not have gone through all of my years of schooling, especially this past year, without their support. I also would like to thank them for being my exemplars of extraordinary people and employees. This has not only inspired my research but has guided me towards choosing a career I'm passionate about and can be as dedicated to as they are to their careers in helping others.

Chapter 1

Introduction

Leader emergence has become an increasingly important stream of research due to the changing nature of work. One way in which the nature of work has changed in the last two decades is that workgroups are becoming flatter (less hierarchical) and have less formal leadership (Taggar, Hackett, & Saha, 1999; Deloitte, 2019). These flatter structures that many organizations now rely on are often referred to as autonomous work teams, in which there is no formal designated leader, thus a general member of the team often emerges as one informally (Taggar et al., 1999). Informal leader emergence occurs when a member of the workgroup gains influences over other members of the workgroup in regard to task behavior, direction, and motivation (Zhang, Waldman, & Wang, 2012). This individual has often been perceived by other members of the workgroup to have the potential to be a leader and exert more influence than others in the group (Lisak & Erez, 2015). However, informal leader emergence has also been found to be important in more traditional teams and organizations that have formal, designated leaders. Leaders who emerge in these organizations, despite not being a formal, designated leader, are still seen to have significant influences on how their workgroup operates with each other to accomplish tasks (Zhang et al., 2012). Thus, regardless of whether organizations have been following the trend towards granting more autonomy and having less formal structures, or have maintained traditional workgroups with

formally appointed leaders, emergent leaders play an important role in their organizations through the amount of influence they have in their workgroups. Understanding who is perceived as exerting this influence as an emergent leader may be beneficial to organizations, given their impacts on a wide variety of workgroups.

To date, much of the research on emergent leaders has been centered around the traits of emergent leaders. This approach, however, has yielded mixed evidence and explains little variance in leader emergence. Thus, there has been a call to look at their behaviors as well (Atwater, Dionne, Avolio, Camobreco, & Lau, 1999; Kaiser, Hogan, & Craig, 2008). Looking at the behaviors of emergent leaders is important for management to predict who will exert influence in these workgroups to benefit the organization. Behaviors, specifically others' perceptions of emergent leaders' behaviors, have been seen as effective predictors in previous research (Atwater et al., 1999; Taggar et al., 1999). However, gauging these perceptions of behaviors has become increasingly difficult due to another change in the world of work – globalization. Globalization has increased the amount of cultural differences in the workplace (Stahl, Maznevski, Voigt, & Jonsen, 2010). These cultural differences may lead to variations on how members of the same workgroup perceive an emergent leader's behaviors and deem them as having influence or leadership potential for accomplishing group goals (Lisak & Erez, 2015). Given this, it is even more important to study perceptions of emergent leader's behaviors,

while accounting for the variance that is due to the differences among group members' cultural values and preferences.

To contribute to the increasing importance of understanding emergent leaders in the ever-changing complexity of workgroups, this study aimed to identify which behaviors contribute to the emergence of a leader through a cultural lens. Specifically, this study integrated the literature on organizational citizenship behavior, trust, and cultural values to predict who will be perceived as an emergent leader in workgroups. By examining both peers' and supervisors' behavioral perceptions, this study aimed to determine if certain behaviors are potential predictors of leader emergence. By examining how perceptions of these behaviors may be related to leader emergence via trust and may vary based on participants' cultural values and position in a workgroup, this study intended to add to science and practice's knowledge of leader emergence by accounting for a more holistic view of the variance in perceptions and acceptance of emergent leaders.

Chapter 2

Literature Review

Emergent Leadership

Emergent leaders have been defined as “group members who exert significant influence over the other members of the group, although no formal authority has been vested in them” (Taggar et al., 1999; Schneider & Goktepe, 1983). These leaders are perceived by other members of the workgroup as having traits or exhibiting behaviors that are associated with group members’ prototypical views of leaders, which facilitates the acceptance of their leadership and influence (Bergman, Small, Bergman, & Bowling, 2014; Taggar et al., 1999; Kellett et al., 2006). These emergent leaders may be just as important for group functioning as designated leaders in that their behaviors – relations-oriented and task-oriented behaviors, that are essential to the success of workgroups – serve the same purpose as designated leaders (Stogdill, 1974; Kellett et al., 2006). Relations-oriented behaviors are any behaviors that facilitate the maintenance and improvement of relationships that are cooperative in nature (Kellett et al., 2006; DeRue, Nahrgang, Wellman, & Humphrey, 2011). These behaviors build trust and loyalty through actions such as carefully listening to and understanding concerns of group members, helping, providing support, encouraging, considering each group member individually, and considering their individual welfare and emotions (Kellett et al., 2006; DeRue, et al., 2011). Task-oriented behaviors are centered

around maintaining or improving task facilitating processes to achieve group goals. Examples of these behaviors are providing information, setting examples of performance, initiating structure, and solving problems (Kellett et al., 2006; DeRue et al., 2011).

It has been seen in the literature that engaging in either of these two types of prototypical leader behaviors not only causes leaders to be seen as effective but also causes group members to emerge as leaders (Stogdill, 1974). By engaging in task-oriented behaviors, individuals display their high levels knowledge and focus on the team task, making them appear as an expert, that has the ability and influence to contribute to group/organizational goals (Durskat & Pescosolido, 2006; French & Raven, 1959). By engaging in relation-oriented behaviors, emergent leaders gain influence through building trust, empowerment, and communication within the group, and are deemed leaders through their ability to foster this positive environment and become an important referent in the group that garners loyalty, respect, and admiration (Durskat & Pescosolido, 2006; French & Raven, 1959).

From the functionalist perspective, engaging in these behaviors result in leader emergence because competence (as seen in task-oriented behaviors) and commitment to the group (as seen in relation-oriented behaviors) are essential to group functioning, thus individuals who display these behaviors achieve leader status because they contribute to this functioning just as formally designated

leaders do (Anderson & Kilduff, 2009). Across all types of groups, task-oriented and relations-oriented behavior are seen as important functions, thus the behaviors that facilitate them are highly valued when considering what leadership is. Even studies that examine traits of emergent leaders have shown that the traits that are most important for leadership, are ones that aid in these functions by predisposing leaders to behave in task-oriented and relations-oriented ways. What is more important is the perception that an emergent leader will or has displayed these behaviors based on observations that they have or assumptions they will behave in a certain way depending on their perceived traits. Given the importance of other's perceptions of these behaviors for achieving emergent leadership (Bergman et al., 2014), this study will focus on a behavioral approach to understanding the processes of how these follower perceptions allow for leader emergence. One viable explanation is that emergent leaders, just like designated leaders instill trust in and support for their leadership from followers through a variety of behaviors, which is essential for establishing and continuing leader-follower relationships (Dirks & Ferrin, 2002).

Trust

Trust, which has been defined as “the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party.” (Mayer, Davis, & Schoorman, 1995) is an

integral part of interdependent relationships in organizations. Understanding trust has become increasingly important because much of the previous research was conducted on less diverse and more hierarchical groups and may not generalize to more modern, complicated workgroups (Mayer et al., 1995). These modern workgroups face obstacles in establishing trust due to how their relationships and expectations vary based on their cultural differences (Stahl et al., 2010). This may have serious implications in the workplace because trust fosters positive outcomes in interdependent groups.

Specifically, trust allows for the development of more effective exchanges between employees which leads to better individual performance, which in turn, positively impacts the organization as a whole (Colquitt, Scott, & LePine, 2007). The frequency of these exchanges and how cooperative these behaviors are, influence the trustor's inferences of trustworthiness, thus feelings of trust towards the trustee (Lewicki, Tomilson, & Gillespie, 2006).

Several types of behaviors influence perceptions of trustworthiness by signaling that the trustee has a high amount of ability, benevolence, and integrity (Mayer et al., 1995). Perceptions that a trustee has the ability, or competence, in a specific domain because of their knowledge and skills will lead to them being trusted as they can be relied on to meet the expectations of the trustor and needs of the group in this domain (Mayer et al., 1995). Benevolence is the perception that a trustee has positive orientations and intentions towards the trustor; this is important

in dyadic trust relationships as it signals loyalty and positive expectations without needing to monitor the other party (Mayer et al., 1995). Integrity is the trustor's perception that the trustee adheres to a certain set of principles that the trustor deems as important, which influences their perception of trust in that they feel a trustee with integrity will meet their expectations through adhering to these principles (Mayer et al., 1995). More research is needed for determining which behaviors signal these three bases of trust and how these characteristics of the trustee may be used to infer trust and trustworthiness differently based on characteristics of the trustor and the nature of their relationship (Lewicki et al., 2006).

There has also been progress in understanding how trust between co-workers and trust between supervisors and subordinates varies. In co-worker/ peer relationships benevolence is seen to be more important for establishing trust, while ability and integrity are seen as more important in supervisor-subordinate relationships (Yakovelva, Reilly, & Werko, 2010; LaPierre, 2007). For example, it has been seen in the research that co-workers and supervisors do attend to different behaviors when forming their perceptions of employees (Conway, 1999). Most research on trust in the workplace is between co-workers, however, findings from these studies cannot necessarily be generalized to supervisor-subordinate trust given the difference in determining trustworthiness. (Butler & Cantrell, 2009; Colquitt et al., 2007). From the research on co-worker trust, organizational

citizenship behaviors (OCBs) are frequently used to determine trustworthiness and establish trust (McAllister, 1995). Given that OCBs are seen to be used to infer all three bases of trust (McAllister, 1995), further research is needed to see if these behaviors also facilitate supervisor trust in subordinates and the positive outcomes associated with these behaviors and trust (Ferres, Connell, & Travaglione, 2004). This study aimed to fill this gap in the literature regarding supervisors' trust in subordinates.

Organizational Citizenship Behaviors

Organizational researchers also examine organizational citizenship behaviors (OCB) in workgroups. OCBs are defined as “performance that supports the social and psychological environment in which task performance takes place” (Organ, 1998; Podsakoff, Whiting, Podsakoff, & Blume, 2009). Given the definition, it is apparent that OCBs, like leader behaviors, facilitate group functioning and goal achievement of workgroups. The research in OCBs has increased as a result of needing individual initiative and cooperation from general group members. Meta-analytical studies confirm that these behaviors do have a multitude of positive individual-level and organizational-level outcomes. Thus, it is important for organizations to better understand the mechanisms through which certain OCBs lead to certain positive outcomes, like trust for example (Podsakoff et al., 2009).

OCBs can be statistically and theoretically categorized into OCB-I and OCB-O sub-dimensions based on the intended target of the behavior (Williams & Anderson, 1991). OCB-Os are performed with the intent of benefiting the organization in general, while OCB-Is are performed with the intent of benefiting specific individuals directly, which indirectly benefits the organization (Williams & Anderson, 1991). These two forms of OCBs are the focus of this study for three reasons. First, OCB-I and OCB-O have elements that are similar to the behavioral dichotomy of relation-oriented behavior and task-oriented behavior seen in leadership research, thus it would be important to consider when looking holistically at emergent leaders' behaviors before they are seen as leaders and are performing similar behaviors as organizational citizens. OCB-Is are similar to relation-oriented behavior in that the focus is on helping others, providing support, and individually considering members of the workgroup (Williams & Anderson, 1991; Kellett et al., 2006, DeRue et al., 2011). OCB-Os are similar to task-oriented behavior as they are indicative of a high level of focus and dedication towards achieving group/organizational goals through things such as adhering to informal rules essential to group functioning and going above and beyond to achieve group goals (Williams & Anderson, 1991; Kellett et al., 2006, DeRue et al., 2011). Second, these two types of OCBs have been seen to be predictive of positive outcomes at the individual and organizational levels, such as trust (Podsakoff et al.,

2009). Third, OCB-I and OCB-O are broad enough to encompass other forms of OCB (Podsakoff et al., 2009).

OCBs can lead to positive outcomes at the organizational-level and the individual-level (Podsakoff et al., 2009). At the individual-level, OCBs can increase manager rated performance for the performers, increase manager allocated rewards, decrease turnover and turnover intentions, and decrease absenteeism (Podsakoff et al., 2009). At the organizational-level, OCBs are related to organizational effectiveness (productivity, efficiency, profitability, and lower cost), customer satisfaction, and reduced group-level turnover. These positive effects are linked to higher cohesion, signaling commitment, fostering positive leader-member exchange, and increased learning and idea-sharing within groups that occur when OCBs are performed.

Social exchange theory (Blau, 2004) has been suggested as an explanatory mechanism for why employees voluntarily engage in these behaviors. The expectation is that by performing these behaviors they will gain recognition and social approval in return. This is especially true in long-term relationships, where trust is a key element in social exchanges (Curry, 2019). This iterative process where OCBs are exchanged for social rewards and recognition, and the resulting feelings of trust, are mutually beneficial and increase as the social exchange relationships become more long-term while these exchanges continue.

Thus, social exchange and OCBs as part of these exchanges, are heavily dependent on trust. Trust has been established as an antecedent or motivating force of OCBs in a large number of studies (Deluga, 1995; Aryee, Budhwar, & Chen, 2002; Podsakoff et al., 1996; Podsakoff et al., 2000). Much of the research, while correlational in nature, not causal, has suggested that trust leads to OCBs, but very few studies have looked into OCBs leading to trust. In this study we propose that OCBs can lead to trust on the basis that in social exchange theory there is an ongoing exchange between employees, so one that receives OCBs not only is trusted by the performer but also trust them in return as a result of their OCB, continuing this exchange loop. This “loop” is typically examined at the point in which one performs OCBs as a result of trusting another employee. We propose that it is equally likely that this “loop” can be examined at the point in which one has feelings of trust as a result of another employee’s OCBs as these social exchanges are an ongoing, *reciprocal* process in which feelings of trust are exchanged with positive social behaviors and vice versa, especially in long-term, ongoing relationship (Blau, 2004; Curry, 2019). OCBs yield numerous positive outcomes for workgroups and organizations. This study aimed to add to those outcomes by further investigating if performing OCBs can also result in high levels of trust and leader emergence.

Cultural Values

Cultural diversity in the workplace has been impacting the generalizability of previous research findings from studies on more homogenous groups. One way in which culture and its impacts on the workplace can be understood is through examining culturally influenced values. Cultural values have been seen to shape employees' perceptions of their work environments and co-workers (Kossek, Huang, Piszczek, Fleenor, & Rudderman, 2017). Individuals hold several values to varying degrees of importance based on what they have been socialized to believe is socially desirable and necessary for social interactions, impacting how they perceive other's behaviors as part of these social interactions (Schwartz, 2012; Gouveia, Milfont, & Guerra, 2014). Since values motivate and control behaviors within groups, values serve as guides for deeming what is appropriate and important for group functioning, thus the values that are most important to an individual and group are the ones that will guide the behaviors towards achieving group and individual goals.

Trust is likely to be susceptible to the influence of cultural values because of how important perceptions of others' behaviors are to trust formation (Mayer et al., 1995). One way in which trust is influenced by values is through perceptions of value congruence which is the perception, based on observed behaviors, that a trustee has the same values as the trustor, thus can be expected to adhere to the same standards of behaviors and meet the expectations of the trustor, resulting in

trust (Edwards & Cable, 2009). Multiple studies have established that similarity, especially similarity in cultural values is important for shaping perceptions of other employees and determining if they are worthy of trust (Edwards & Cable, 2009; Kossek et al., 2017; Lewicki et al., 2006). Thus, trust is one of the many factors in the workplace impacted by how values govern social behaviors and perceptions of these behaviors.

OCBs are also impacted by cultural values in the workplace. First, what is considered to be an OCB, opposed to one's expected behaviors, is impacted by one's cultural values because these behaviors may be seen as more important for social functioning and achieving group goals in some cultures compared to others, thus are expected to be performed by all employees, not just employees going above and beyond the norm (Kwantes, Karam, Kuo, & Towson, 2008). Second, what OCBs are more frequently performed and appreciated are dependent on cultural values. In cultures that value concern for others, OCB-Is are more important in social exchanges because they display interpersonal concern; meanwhile, cultures that value individual achievement for accomplishing goals, OCB-Os, and the high amount of dedication they exhibit are more important (Finkelstein, 2011; Curry, 2019).

Lastly, cultural values impact leader emergence through cultural differences in preferences for leader behaviors, styles, skills, and traits (Kossek et al., 2015). These preferences may change who emerges as a leader as it leads to variance in

who fits their leader prototypes and is accepted by them as a leader (Brodbeck et al., 2000) As was previously stated, cultural values determine which behaviors are important for group functioning, thus a leader must exhibit the behaviors which are appreciated in social exchanges, based on follower's values, as they facilitate goal attainment. Understanding these differences in follower perceptions is important for understanding leadership in a more globalized world of work (Sanger, Nei, Ferrell, & Yang, 2017).

It has been established that cultural values impact trust formation (Mayer et al., 2019), perceptions of OCBs (Curry, 2019), and perceptions of emergent leaders (Kim & Van Dyne, 2012). Thus, cultural values ought to be examined in this study and future studies on these topics. Given how strongly cultural values influence these, and many other workplace phenomena, through their impact on employee's perceptions and behaviors, further research is needed for understanding how these values impact social exchanges in the workplace.

Peer and Supervisor Perceptions of Emergent Leaders

Emergent leaders are individuals who are perceived by members of their workgroups as having certain traits or displaying certain behaviors associated with leadership (Bergman, Small, Bergman, & Bowling, 2014). Since their status is achieved through the acceptance of their followers, rather than being vested with formal authority, understanding others' perceptions is imperative for understanding emergent leadership (Bergman et al., 2014). Follower perceptions, and

"followership", in the past two decades have become important for understanding leadership. The notion of the "romance of leadership" emphasized the importance of followers in understanding leadership due to how social exchanges are perceived in the minds of followers (Meindl, 1995). Others' perceptions of behaviors in social exchanges explain emergent leadership based on how behaviors of leaders are perceived and accepted by followers and members of their workgroups (Meindl, 1995). Given the importance of follower perceptions, this study aimed to understand leader emergence through peer supervisor perceptions of OCBs which influence trust and leader emergence. Additionally, this study intended to further the literature on these phenomena by understanding how perceptions in these social exchanges are impacted by peer and supervisor relationships with the emergent leaders and their individual cultural values.

This study's scope was limited to collecting data from individual co-workers and supervisors, rather than co-workers and supervisors situated within the same workgroups as potential emergent leaders. However, the study design still has the potential to add to the literature as individuals' perceptions of emergence leaders have been seen to be useful in understanding emergent leaders as there is often consensus between individuals' perceptual ratings of emergent leaders within their respective workgroups once aggregated (Zhang et al., 2012; Carson, Tesluk, & Marrone, 2007). This study aimed to better understand these individual

perceptions of emergent leaders to better understand workgroups' perceptions of emergent leaders.

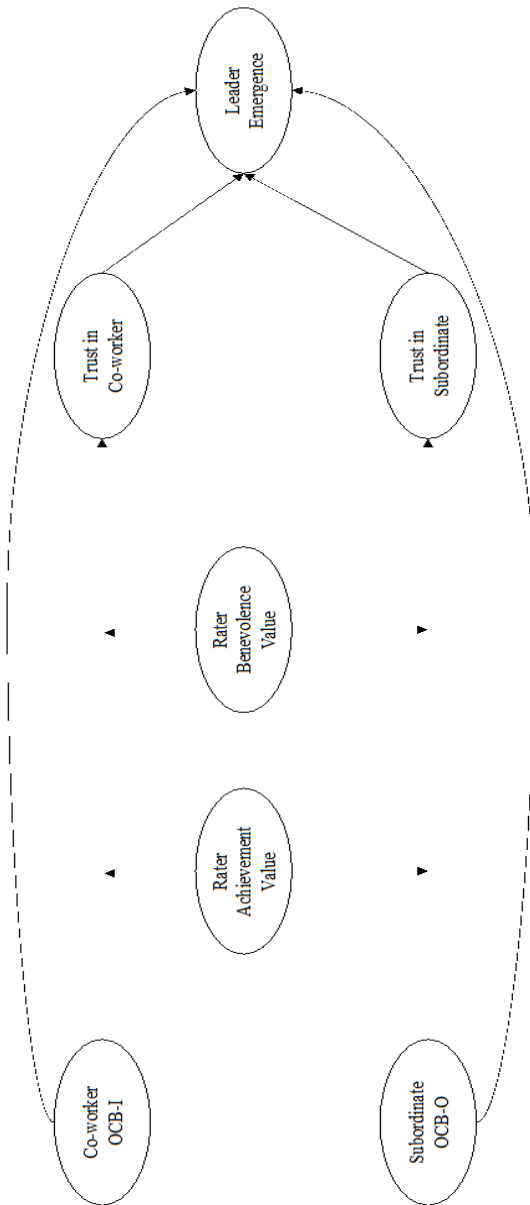


Figure 1 — Theoretical Model

Chapter 3

Hypothesis Development

Given that emergent leadership and trust are dependent on the perceptions held by followers and trustors, a better understanding of which observed behaviors they use to form these perceptions is needed. In this study, perceptions of OCBs were hypothesized to be linked to emergent leadership and to trust. In doing so, trust, as a result of OCBs, was also hypothesized to be linked to emergent leadership as a potential explanatory mechanism for how certain behaviors are perceived and will result in leader emergence. Trust may facilitate the acceptance and support of one's emergent leadership which is essential for emergent leadership to occur. Cultural values were also examined in that they influence perceptions of others' behaviors, thus perceptions of their trustworthiness and perceived leadership potential.

Trust changes as the trustor experiences different frequencies, durations, and types of behaviors of the trustee (Lewicki et al., 2006). These behaviors either confirm and strengthen the trust or distrust expectations of the trustor going forward for their interdependent relationships with the trustees. (Lewicki et al., 2006). For forming trust within a dyadic relationship, perceptions of *voluntary* behaviors are seen as especially important (Ferrin et al., 2006). These behaviors are used to determine one's internal character and motives, thus their trustworthiness, in many types of dyadic interdependent relationships in the workplace such as peer

to peer, subordinate to supervisors, and supervisor to subordinate relationships (Ferrin et al., 2006). In particular, voluntary behaviors that are cooperative in nature are highly valued for trust in peer to peer relationships (Ferrin et al., 2006). Thus OCB-Is, which are by definition voluntary, and are cooperative in nature are important for trust in co-worker relationships (Ferrin et al., 2006).

In co-worker relationships, the interdependent parties more strongly attend to behaviors such as interpersonal facilitation OCB-Is as opposed to supervisors who attend to task performance more (Conway, 1999). Not only are peers attending to these behaviors more, but they also value them more when determining trust because they provide an emotional link that signals the benevolence of the trustee (Yakoleva, Rielly, & Werko, 2010; McAllister, 1995). By engaging in more of these prosocial behaviors directed towards their peers these trustees are not only signaling their benevolence but are also strengthening their ties to the trustor thus making it more likely they will trust them in this peer relationship (Bonlio & Grant, 2016). Additionally, certain OCB-Is are aimed at accomplishing shared goals. Being perceived as having the same goals also facilitates trust (Lewicki et al., 2006). Thus, a focal employee's OCB-I, as rated by their co-worker, is likely to be positively related to their co-worker's trust in them due to these behaviors signaling benevolence, shared goals, and strong social ties.

Hypothesis 1: Focal employee's OCB-I is positively related to co-worker trust

Follower trust is considered as a prerequisite for emergent leadership. Because emergent leaders have no formal authority, their influence is strongly dependent on followers' perceptions that they are trustworthy, thus worthy of leadership status (Stogdill, 1974; Ferebee & Davis, 2012). Trust is a common theme in implicit leadership theories, thus when one is trusted, there is congruence between how they are viewed and how a follower views leadership (Brodbeck, et al., 2000). Hence, a focal employee that is trusted by their co-worker will have their leadership accepted by their co-workers and emerge as a leader amongst them because of the perception from their co-workers that they are trustworthy, thus leader-like.

Hypothesis 2: Co-worker trust is positively related to focal employee leader emergence

Voluntary behaviors are also important for trust formation between supervisors and subordinates (Ferrin et al., 2006). These voluntary behaviors are perceived as signaling that the trustee has shared goals with trustor which is important for trust development (Lewicki et al., 2006); However, when the supervisor is perceiving these behaviors and determining whether to trust a subordinate, the behaviors that influence these perceptions will be different. From a supervisor's perspective, the OCBs that will be valuable to them and deemed trustworthy are the OCBs that bolster their effectiveness in accomplishing their goal as a supervisor, which is to contribute to the organization's goals (Lam, Hui,

& Law, 1999). For a supervisor, OCB-Os then are likely to be positively related to trust because OCBs directed at the organization from their subordinates will help them accomplish their goals as supervisors (Lam et al., 1999).

Further, supervisors rely on perceptions of competence and integrity when determining to trust a subordinate (Butler & Cantrell 1984; Yakoleva et al., 2010). OCB-Os are likely to promote perceptions of these bases of trust since subordinates who perform these OCBs display job dedication (Van Scooter & Motowidlo, 1996). By showing their dedication through OCB-Os subordinates not only show they have the competence to take on extra-role behaviors in addition to their core task behaviors but also have the integral character to want to do so (LaPierre, 2007). Thus, OCB-Os not only signal to the supervisor that this subordinate and themselves have shared goals, but that they have the competence and integrity to be dedicated to and accomplish these shared goals. Therefore, we proposed that a focal employee's OCB-O, as rated by their supervisor, is positively related to supervisors' trust in them.

Hypothesis 3: Focal employee's OCB-O is positively related to supervisor trust

For the same reasons that co-worker trust is related to leader emergence in that the emergent leader's trustworthiness is in line with implicit leadership theories (Brodbeck et al., 2000), trust from one's supervisor is also likely to be positively related to focal employee's leader emergence. What is unique about supervisor trust

being positively related to focal employees' leader emergence is that when supervisors trust their subordinates, these subordinates are often recipients of favorable benefits and treatment (Brower, Lester, Korsgaard, & Dineen, 2009). Accordingly, these focal employees may be given the support and latitude from their supervisor to continue having an influence within the group as a leader as part of this favorable treatment. We proposed that this trust from their supervisor facilitates leader emergence since they gain the support to emerge as a leader within the group.

Hypothesis 4: Supervisor trust is positively related to focal employee leader emergence

In addition to trust from both supervisors and co-workers being positively related to leader emergence, we propose that focal employees' OCB-I is positively related to focal employees' leader emergence. OCB-Is are cooperative behaviors that facilitate connections between individuals. Previous research has found that individuals who display this concern for interpersonal and social connections are seen as cooperative and are recognized and gain a positive reputation regarding their influence in workgroups (Anderson & Kilduff, 2009). In fact, social network analysis has been able to show support for this notion that individuals who perform these OCBs are more central and influential in their organizational networks with their co-workers (Bowler & Brass, 2006). An explanatory mechanism for how OCB-Is are related to these perceptions of positive influence and leadership is the

social exchange theory (Blau, 2004). Under this theory, members of a group that perform behaviors, such as the ones that make up OCB-I, are rewarded with recognition and favorable treatment in return. The recognition they receive from their co-workers for performing OCB-I can come in the form of acceptance and support of their leader emergence (Wech, 2002).

From a functionalist perspective, it is adaptive for group members to perceive focal employees who perform OCB-Is as emergent leaders; This is because individuals who display these communal OCB-I behaviors signal to their co-workers that they are committed to the group and them as individuals. This commitment has been seen to be associated with leadership due to the important function that commitment plays when leading and influencing a group (Anderson & Kilduff, 2009). Also, each co-worker they target OCB-Is towards are likely to view them and their behaviors as instrumental in achieving their shared goals because these leaders demonstrate care and concern for their co-workers and helping them achieve their shared goals (Frieder, Ferris, Perrewé, Wihler, & Brooks, 2019). Thus, OCB-I is positively related to leader emergence because of the positive perceptions by followers that someone would be empathetic, cooperative, and committed enough to perform these behaviors matches leadership prototypes and essential functions for a leader (Anderson & Kilduff, 2009; Kellet et al., 2006).

Hypothesis 5: Focal employee's OCB-I is positively related to focal employee's leader emergence

Leader emergence may also be positively related to OCB-O. Similar to OCB-Is, OCB-Os also serve the function of signaling commitment that is deemed as important in implicit leadership theories (Williams & Anderson, 1991; Anderson & Kilduff, 2009). In this instance, the commitment isn't to individuals, but to the collective goals these individuals are trying to achieve as part of an organization. By signaling a commitment to these goals, employees emerge as leaders because their OCB-Os are not only deemed instrumental to achieving the organization's goals, but the commitment they show is considered instrumental and influential as well (Frieder et al., 2019).

Further, OCB-Os and their impacts on group goals can signal that the focal employee conforms to and exceeds group standards, which also is important for emergent leaders (Stogdill, 1974). Exceeding standards and expectations are again important for leader emergence because it signals that an employee is competent enough in their taskwork to take on additional responsibilities, as is expected of leaders (Flynn et al., 2006). Thus, individuals who perform OCB-Os are seen as more credible in having their influence within the group as a leader (Yaffe & Kark, 2011; Bergman et al., 2014). Like OCB-Is, focal employees' OCB-Os have also been associated with influence and centrality in social networks (Bowler & Brass, 2006), recognition of them and their leadership ability as part of positive social

exchanges (Wech, 2002), and higher performance ratings (Podsakoff et al., 2000). Thus the following hypothesis posits that an employee who performs these OCB-Os, that signal commitment to achieving the organization's goals, are rewarded with leader emergence as part of reciprocating the socially exchanged commitment that they initiated during those behaviors and because they are viewed as exemplifying the high performing leader prototype (Podsakoff et al., 2000).

Hypothesis 6: Focal employee's OCB-O is positively related to focal employee's leader emergence

Since OCB-Is, OCB-Os, co-worker trust, and supervisor trust are all likely related to leader emergence, it is also likely that these concepts are related to each other with co-worker and supervisor trust as the mediating factor between a focal employees' OCBs and their leader emergence. In the relationship-based perspective of trust, trust mediates the follower's perceptions of focal employee's OCBs and emergent leadership by influencing the follower's perceptions of their relationship to the emergent leader (Dirks & Ferrin, 2002). OCBs signal to the follower that there is a positive social exchange in their relationship to the leader in which the leader expresses care and consideration while performing these OCBs (Dirks & Ferrin, 2002). In return the follower will reciprocate this behavior and followership, trusting that the leader will continue to act in a way that will maintain this exchange. Trust has been seen as a key mediator in these social exchanges because it helps further these iterative exchanges where positive treatment (such as OCBs)

are returned with other positive treatment, such as providing recognition of one's leadership (Corpanzano & Mitchel, 2005; Wech, 2002). In a way, OCBs set the stage for what some call a communitarian psychological contract, in which these repeated behaviors facilitate trust and long-term commitments due to the social-emotional ties they create and the perceptions that these behaviors benefit the group (Thomas et al., 2010). The trust and resulting commitment from the followers are likely to facilitate leader emergence because they will continue to be committed to the emergent leader with the trust and positive expectation that this focal employee will continue to act in a way that will benefit them and the group to maintain these positive relationships (Thomas et al, 2010).

This mediated relationship is expected to occur regardless of whether supervisor trust is mediating the relationship between the focal employee's OCB-Os and leader emergence or co-worker trust is mediating the relationship between the focal employee's OCB-Is and leader emergence. In both cases, followers are perceiving a behavior that facilitates trust and is indicative of the focal employee's leadership potential as they are maintaining the positive leader-follower relationship and displaying the leadership characteristics necessary to emerge as a leader. Different OCBs may influence co-workers' and supervisors' perceptions of employees, which results in trust and consequent leader emergence (Organ, 1997), hence the two following hypotheses. In both cases, OCBs were expected to still

have a direct effect on leader emergence when trust is a mediator, otherwise known as partial mediation (Baron & Kenny, 1986).

Hypothesis 7: Co-worker trust mediates the relationship between focal employee's OCB-I and leader emergence

Hypothesis 8: Supervisor trust mediates the relationship between focal employee's OCB-O and leader emergence

In addition to attributes of the focal employee, indicating trustworthiness, having implications on the relationship and trust between a follower and emergent leader, the attributes of the follower also play a role (Dirks & Ferrin, 2002). One attribute that influences trust and accepting a leader's traits and behaviors is a follower's values (Stogdill, 1974). Values serve as a follower's standard for determining what actions, thus the people who perform those actions, are beneficial and trustworthy (Schwartz, 2012). If one performs behaviors that are indicative of working towards the same goal, which will benefit both parties, they are seen as trustworthy (Dirks & Ferrin, 2002). This is because values strengthen trust when a trustor views the trustee as holding the same values as them; this value congruence can be inferred through the trustee behaving in a way that shows valuing and working towards the same shared goal. (Edwards & Cable, 2009; Dirks & Ferrin; 2002).

It has been well established that value congruence facilitates trust (Kossek et al., 2015; Edwards & Cable, 2009; Dirks & Ferrin, 2002). However, it is

important to note that individuals hold multiple values to varying importance (Schwartz, 2012). In collaborative relationships values serve a functional need, in which the values that are deemed most important are one that drives the involved parties' goals forward (Gouveia et al., 2013; Schwartz, 2012). As was previously discussed, OCB-Is are more important in co-worker to co-worker relationships because they signal collaboration and cooperation (Conway, 1999). Additionally, they facilitate emotional links that signal the trustee's benevolence (Yakoleva, Rielly, & Werko, 2010; McAllister, 1995). In performing these behaviors, the trustee is showing that they are working towards the same collaboration and cooperation and that they place a high amount of importance on social ties. Someone who values cooperative and socially supportive behaviors, such as these OCB-Is, is considered high on valuing Benevolence in the Schwartz Basic Values Theory (Schwartz, 2012). Benevolence values in this theory are defined as "preserving and enhancing the welfare of those with whom one is in frequent personal contact" (Schwartz, 2012). This value facilitates group functioning, voluntary concern for others, and a sense of affiliation (Schwartz, 2012) Given the importance of cooperation and care in co-worker relationships (Conway, 1999), it can be said then that a focal employee that performs OCB-Is displays that they are high in valuing Benevolence. This cooperativeness may be important to their co-workers who also highly value Benevolence. It is likely that the relationship between the focal employee's OCB-I and co-workers trust would be strengthened

when their co-worker is high in valuing Benevolence, as this would create value congruence, which strongly impacts trust (Edwards & Cable, 2009) and because both are working towards the same collaborative goal, which serves an important functional purpose of values (Gouveia et al., 2013; Schwartz, 2012). Thus, the following hypothesis was proposed.

Hypothesis 9a: Co-worker's Benevolence value moderates the relationship between focal employee OCB-I and co-worker trust such the relationship will be stronger when the co-worker is high in valuing Benevolence.

Another value that is important for group functioning is the Achievement Value from the Schwartz Basic Values Theory (Schwartz, 2012). This value is defined as “personal success through demonstrating competence according to social standards” (Schwartz, 2012). This value is important for group functioning, such as in workplace relationships, because it helps generate resources for success through this increased display of competence (Schwartz, 2012). Competence is important for trust, and can be inferred through OCBs (Mayer et al., 1995; Lam et al., 1999; Butler & Cantrell, 1984). Thus, if one were to display OCBs and be seen as more competent, they would likely be more strongly trusted by a co-worker who highly values Achievement. However, this value may not be as important in strengthening the relationship between OCB-Is and co-worker trust because it may contradict, or at least be less functionally important in co-worker relationships that need high collaboration to accomplish their shared goals, rather than a high level of

competence which is attended to when trustors and trustees are high in valuing Achievement, as opposed to benevolence. Therefore, it is likely that valuing Achievement does strengthen the relationship between OCB-I and co-worker trust, but not as strongly as the impacts of valuing Benevolence in this relationship.

Hypothesis 9b: Co-workers Achievement value also moderates the relationship between focal employee OCB-I and co-worker trust such the relationship will be stronger when the coworker is high in valuing Achievement but is not as strong as the moderating effects of valuing Benevolence

In supervisor-subordinate relationships, however, this displaying of competence may be seen as more functionally valuable for achieving shared goals, which are in this relationship, more focused on achieving the organization's goals (Lam et al., 1999). Supervisors more heavily rely on competence and integrity when trusting a subordinate (Butler & Cantrell 1984; Yakoleva et al., 2010). Given this, when their subordinate performs OCBs, they will more likely attend to and value the behaviors which show a high degree of competence and ambitious job dedication, such as OCB-Os (Van Scooter & Motowidlo, 1996; Butler & Cantrell 1984; Yakoleva et al., 2010). This relationship between OCB-Os and supervisor trust is likely to be made stronger when the supervisor personally values Achievement more highly, thus making this display of competence and dedication more salient in determining the degree to which they feel the subordinate's values

align with theirs, therefore, the extent to which they trust them. Given that this relationship serves a different function, different values, namely Achievement values, may be more important in strengthening the relationship between a subordinate behaviors and supervisor's trust (Schwartz, 2012; Gouveia et al., 2013). Hence, the following hypothesis:

Hypothesis 10a: Supervisor Achievement value moderates the relationship between focal employee OCB-O and supervisor trust such the relationship will be stronger when the supervisor is high in valuing Achievement.

Despite the likelihood that Achievement values more strongly impact trust in the supervisor-subordinate relationship, Benevolence values held by the supervisor are still likely to play a role. Benevolence values haven been ranked as the value that holds the highest level of importance in collaborative relationships (Schwartz, 2012). Given that supervisors and subordinates must collaborate to some extent, Benevolence values and a subordinate displaying that they share these values may still serve a functional purpose (Schwartz, 2012; Gouveia et al., 2013). Thus, it is likely that Benevolence values also moderate the relationship between focal employee OCB-O and supervisor trust. However, OCB-Os may not as strongly signal the collaborative and socially supportive values that OCB-Is signal and these values are likely to matter slightly less in a supervisor-subordinate relationship. Hence the following hypothesis:

Hypothesis 10b: Supervisor Benevolence value also moderates the relationship between focal employee OCB-O and supervisor trust such the relationship will be stronger when the supervisor is high in valuing Benevolence but is not as strong as the moderating effects of valuing Achievement

In both supervisor-subordinate relationships and co-worker relationships a trustor/follower gauges how much they trust the trustee/emergent leader and accept their leadership based on if they perceive the focal employee's behaviors (OCBs) as being indicative of sharing their values and shared goals, which is essential to trust and leader emergence (Ferrin et al., 2006, Stogdill, 1974). These perceptions which impact trust may be heavily dependent on the perceiver's values (Dirks & Ferrin, 2002). Values are activated and change in their level of importance based on what is most essential for the successful functioning in a collaborative relationship (Schwartz, 2012; Gouveia et al., 2013). Thus, the following moderated mediation hypotheses are proposed to account for the relationships between perceptions of OCBs impacting leader emergence through trust in which these values are activated and impact perceptions in these different relationships where different behaviors are valued due to the functional purpose they serve for the relationships.

For Hypothesis 11, Benevolence values strengthen the relationship between OCB-Is and trust, which leads to subsequent leader emergence because OCB-Is and the socially supportive function they serve matter more in co-worker relationships.

Thus, a co-worker who more strongly values Benevolence may more strongly trust the focal employee and accept their leader emergence as they display the same values through their OCB-Is.

In Hypothesis 12, supervisors' Achievement values may strengthen the relationship between focal employee's OCB-Os and supervisor trust, thus subsequent leader emergence, because of the importance of competence and dedication in these relationships. In this instance, supervisors who hold Achievement values to higher importance may have higher trust in subordinates who display these values as well while performing OCB-Os, thus there will be a stronger relationship between the focal employee's OCB-Os and supervisor trust, and their ensuing leader emergence.

Hypothesis 11: Co-worker trust mediates the relationship between focal employee OCB-I and Leader Emergence, such that when co-workers are higher on valuing Benevolence it will strengthen the indirect effects on OCB-I and leader emergence through trust.

Hypothesis 12: Supervisor trust mediates the relationship between focal employee OCB-O and Leader Emergence, such that when supervisors are higher on valuing Achievement it will strengthen the indirect effects on OCB-O and leader emergence through trust.

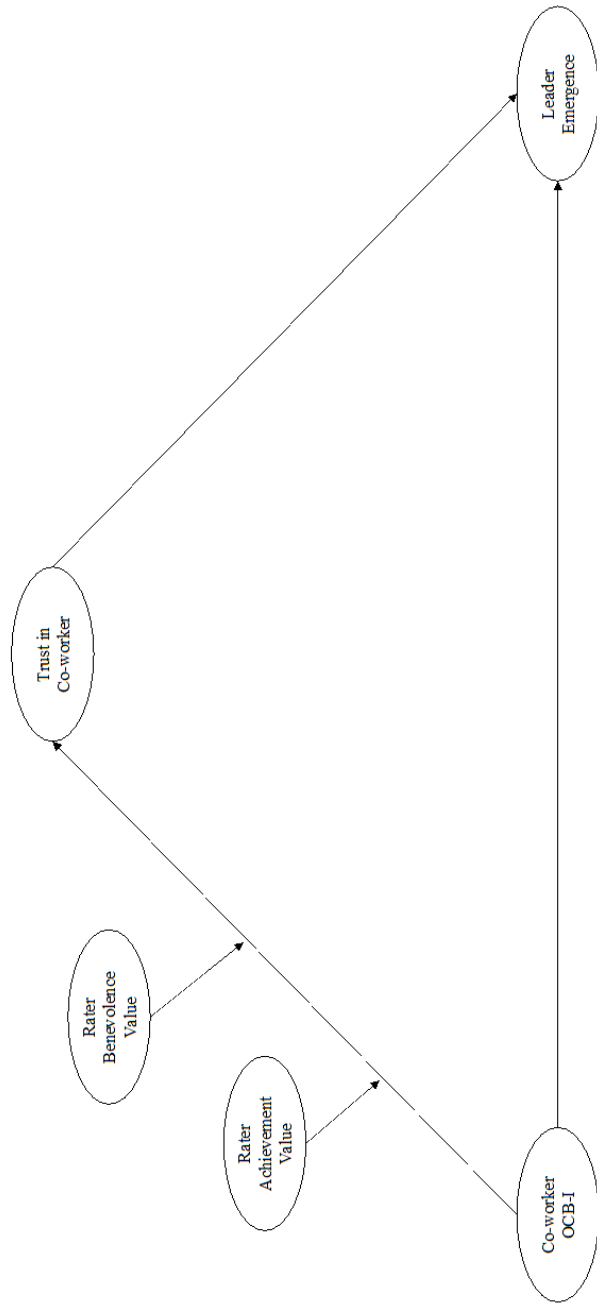


Figure 2 — Peer Co-workers Model

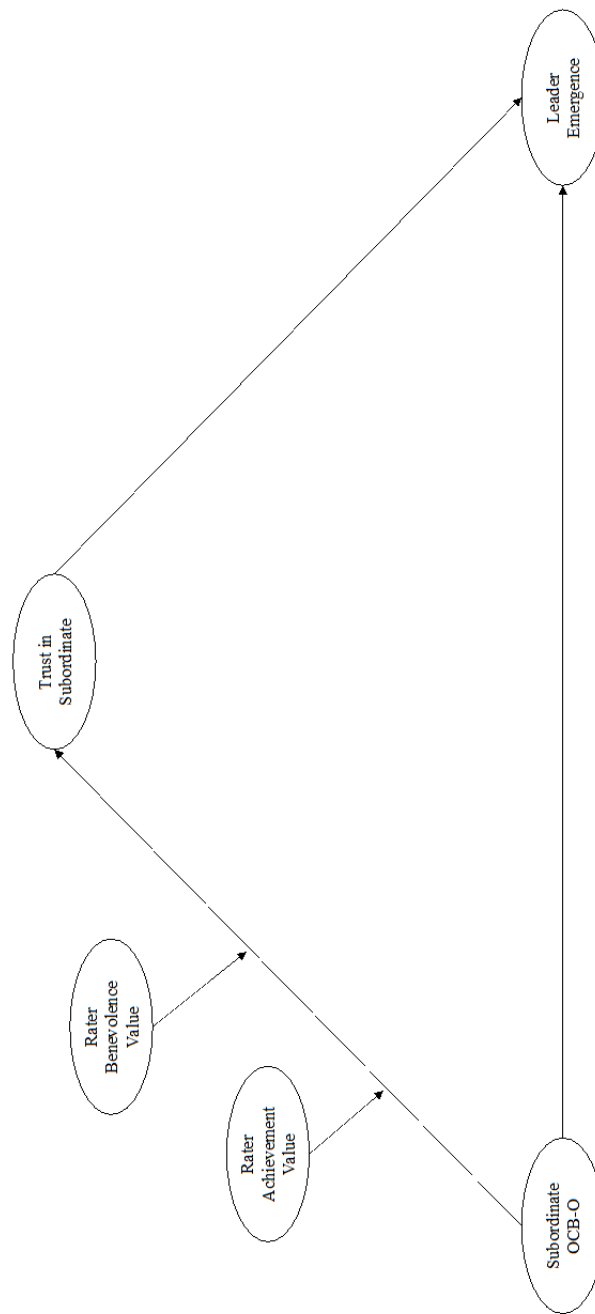


Figure 3 — Supervisor-Subordinate Model

Chapter 4

Methods

Participants

To test the hypotheses, data from two samples was collected through Amazon's Mechanical Turk platform. Specifically, a supervisor sample consisted of participants who hold a position that directly oversees more than three other employees, and the other sample consisted of any working adults who interact with more than three peers on a weekly basis. To qualify for the study all participants were full time working adults who have been in their current position for at least three months.

The supervisor sample ($N = 100$) was majority male (72%) and had an average age of 32 years old. On average these supervisors had a tenure of 3 years and had been in their current position for 2.4 years. This sample represents participants from six different countries, with most participants coming from the United States (57%) and India (39%). Out of the supervisor participants from the United States, 82% were White, 12% were Black or African-American, 4% were Hispanic or Latinx, and 2% were Native American. These supervisors rated 215 male subordinates (72%) and 85 female (28%) subordinates.

The peer sample ($N = 96$), consisted of 63 male and 33 female participants and was on average 38 years old. These employees reported an average tenure with their organization of 3 years and a position tenure of 2.5 years. This sample

represents participants from five different countries, with most participants again being from the United States (63%) and India (32%). Out of the US participants, 79% were White, 5% were Black or African American, 5% were Hispanic or Latinx, 3% were Asian, and 3% were Native American. These employees rated 194 co-workers. Out of these co-workers, 68% were male and 32% were female co-workers.

For both samples, a sufficient number of participants were included to achieve an acceptable effect size and an alpha level of .05 according to the power analysis done before data collection.

Procedure

To qualify for the study, participants must have been in their current position in the organization for at least three months to ensure that they have had enough time to have social exchanges with the employees they are rating. After establishing this, participants were asked "At work do you oversee other employees?". Any participant that answered "Yes" was placed into the supervisor survey and any participant that answered "No" was directed to the co-worker survey. They were then asked, "How many employees do you oversee on a weekly basis?" or "How many co-workers do you interact with on a weekly basis?". Both supervisor and co-worker participants must have answered three or more in both cases to ensure they could rate enough employees. Participants from both samples were asked to list three subordinates/peers they work most frequently with,

respectively. The names were used to help the participants to keep track of who they are rating throughout the survey using piped text to display the name in the scales and they were informed that the three people on the list will not be contacted at any time. Then the participants rated each of the three rates (subordinates or co-workers) on organizational citizenship behaviors, the amount of trust they have in them, and their leadership emergence. At the conclusion of the survey participants were asked to self-report their values of Benevolence and Achievement, as well as several demographics. Several attention checks were placed throughout the survey asking the participants to select a specific scale anchor. Participants who did not meet the qualifiers or failed both attention checks were removed from the sample. Participants who meet the qualifiers and passed the attention checks received a Random ID number associated with their survey response for completing the survey to place into MTurk to receive \$0.50.

Measures

OCB-I. Using the 23-item Reception Of OCB Scale (Che, 2012), each participant that was in the peer sample was asked to “Consider how often this co-worker has voluntarily done each of the following things for you on your present job” and each supervisor sample participant was asked to “Consider how often this subordinate has voluntarily done each of the following things for their peers” for each of the three employees they listed. This scale was selected because the instructions better represent the impacts these OCBs have on the raters’ perceptions

of their exchanges with the ratee than other more frequently used OCB scales (Che, 2012). Example items from this scale are “Went out of their way to help you” and “Took time to advise, coach, or mentor you”. The frequency of these OCBs was rated on a five-point scale with 1 being Never, 2 being Once or twice, 3 being Once or twice a month, 4 being Once or twice a week, and 5 being Every day. The overall scale and each of the subscales have high reliability ($\alpha = .91$).

OCB-O. Using a 5-point Likert scale, ranging from “strongly disagree” to “strongly agree”, participants in the supervisor and co-worker samples rated each of the three employees’ OCB-Os will be using the 7-item OCB-O subscale from Williams and Anderson's (1991) Performance Scale. An example item of these OCBs targeted towards the organization is "Gives advanced notice when unable to come to work." This scale has moderate reliability ($\alpha = .75$).

Trust. Trust in each of the three employees listed by the supervisor and co-worker participants, was measured using a 16-item measure developed by McAllister, Lewicki, and Chaturvedi (2006). Participants rated each of the three employees they listed on items such as “In my experience, this person is very reliable”, “This person and I have the same basic values” and “This person will go out of his/her way to protect my interests if they are challenged or threatened.”. These items were rated on a five-point Likert scale where 1 is “strongly disagree” and 5 is “strongly agree:”. This multidimensional scale, consisting of knowledge-based trust, identification based trust, and good-will based trust is seen to have high

reliability in all three subscales in both supervisor ($\alpha = .88$, $\alpha = .88$, $\alpha = .88$) and peer ratings ($\alpha = .93$, $\alpha = .89$, $\alpha = .91$).

Leader Emergence. Leader emergence of each of the three employees listed by the supervisor and co-worker participant samples was measured using the one item scale from Carson, Tesluk, & Marrone's (2007) study - "To what degree do you rely on this individual for leadership?". For this scale, responses range from 1 "Not at all" to 5 "To a very great extent".

Benevolence Value. Participants in both samples self-reported their Benevolence value using the four-item Benevolence sub-scale from the Portrait Values Questionnaire (PVQ: Schwartz et al. 2001). For each item in the scale participants read the statement, for example, "It is important to him to respond to the needs of others. He tries to support those he knows." and answered, "How much is this person like you?" on a six-point scale ranging from "Not at all like me" to "Very much like me". This subscale of the Portrait Values Questionnaire has high reliability ($\alpha = .82$).

Achievement Value. Also using the Portrait Values Questionnaire (PVQ: Schwartz et al. 2001) participants in both samples self-reported their Achievement value using the same instructions and scale for the four-item Achievement sub-scale. An example item in this sub-scale is "It's very important to him to show his abilities. He wants people to admire what he does." This subscale of the Portrait Values Questionnaire also has high reliability ($\alpha = .82$).

Demographics. Age, gender, nationality, race/ ethnicity, and tenure (both in the company and in the current position) was also self-reported by each participant in both samples. Additionally, participants provided the gender of each of the three employees they listed.

Controls. To control for the length of time that the participants in each sample have worked with each of the employees listed, they were asked “How long have you been working with this employee?” at the start of the survey when they list the employees' names.

Analyses

To account for the nested data from participants rating three subordinates or co-workers, Hierarchical Linear Modeling (HLM) was used to test each of the hypotheses. Using the “multilevel” package (Bliese, 2016) in R, hypotheses 1 - 6 were analyzed using HLM. Hypotheses 7 and 8 were tested using mediated HLM and hypotheses 9a, 9b, 10a, and 10b were tested using moderated HLM. Hypotheses 11 and 12 were tested using two separate moderated mediation HLM. Prior to analysis, Level 1 predictors (ratee OCB-I, ratee OCB-O, and Trust in the ratee) were group mean centered reflecting the variance of the ratees' scores across the rater and Level 2 variables (Rater Benevolence and Achievement Values), were grand mean-centered as there is only one score for each rater. Random slopes and random intercepts were used for each model. Descriptive statistics were calculated using SPSS.

Chapter 5

Results

Prior to analysis, interclass correlations (ICCs) were conducted for the leader emergence outcome in both the supervisor and co-worker datasets to justify the use of HLM on the nested data. For both the co-worker dataset ($ICC_1 = .41$) and the supervisor dataset ($ICC_1 = .39$) significant ICCs ($p < .001$) were found for leader emergence indicating that observations within-subjects (in this case the ratings for three co-workers' or subordinates' leader emergence) are not independent, thus the use of HLM is most appropriate.

Before conducting hypothesis testing analyses, descriptive statistics and reliability analysis were conducted for both the co-worker data (Table 1) and the supervisor data (Table 2). The reliability analyses indicate that the measures were similarly reliable for co-worker and supervisor samples.

Direct Effects

Table 1 — Co-worker Descriptive Statistics

<i>Means, Standard Deviations, and Correlations</i>						
Variable	1	2	3	4	5	6
1. Co-worker OCB-I	(0.88)					
2. Co-worker OCB-O	-0.06	(0.60)				
3. Trust in Co-worker	0.57**	0.16**	(0.84)			
4. Co-worker Leadership	0.39**	0.02	0.32**	-		
5. Benevolence Value	0.63**	0.15*	0.67**	0.31**	(0.50)	
6. Achievement Value	0.56**	0.14*	0.57**	0.24**	0.64**	(0.49)
Mean	3.52	3.19	3.74	3.79	4.51	4.40

Standard Deviation 0.55 0.39 0.55 0.86 0.68 0.70

Note. $N = 96$. * indicates $p < .05$. ** indicates $p < .01$. Alpha values for each scale's reliability are presented in parenthesis.

While correlation between OCB-I and co-worker trust ($r = .57, p < .01$) was significant, when OCB-I was regressed on trust using HLM, the relationship was not significant ($b = .04, p > .05$), thus Hypothesis 1 was not supported. This is also the case for Hypothesis 2 in which the correlation between trust and leader emergence was significant ($r = .32, p < .01$), but when tested using HLM, the relationship was not significant ($b = .31, p > .05$), thus Hypothesis 2 was not supported. Hypothesis 5 was also not supported in the HLM analysis ($b = .39, p > .05$), despite OCB-I and leader emergence being significantly correlated ($r = .39, p < .01$).

Table 2 — Supervisor Descriptive Statistics

Means, Standard Deviations, and Correlations

Variable	1	2	3	4	5	6
1. Subordinate OCB-I	(0.90)					
2. Subordinate OCB-O	0.12*	(0.71)				
3. Trust in Subordinate	0.70**	0.21**	(0.86)			
4. Subordinate Leadership	0.38**	0.10	0.34**	-		
5. Benevolence Value	0.69**	0.22**	0.75**	0.36**	(0.58)	
6. Achievement Value	0.67**	0.19**	0.73**	0.34**	0.68**	(0.55)
Mean	3.58	3.13	3.75	3.78	4.46	4.44
Standard Deviation	0.55	0.36	0.60	0.88	0.74	0.76

Note. $N = 100$. * indicates $p < .05$. ** indicates $p < .01$. Alpha values for each scale's reliability are presented in parenthesis.

While the correlation between OCB-O and trust in the subordinate was significant ($r = 0.21, p < .01$), when OCB-O was regressed on trust using HLM, the

relationship was not significant ($b = .039, p > .05$), thus Hypothesis 3 was not supported. Similar to the co-worker sample, this is also the case for Hypothesis 4 in which the correlation between trust and leader emergence was significant ($r = .34, p < .01$), but when tested using HLM, the relationship was not significant ($b = .12, p > .05$), thus Hypothesis 4 was not supported. However, in an exploratory analysis in which the hypotheses were tested separately depending on the gender of the co-worker or subordinate ratees, Hypothesis 4 was supported for male subordinate ratees ($b = .55, p < .05$), but not female ratees. Subordinate OCB-O was neither correlated to leader emergence ($r = .10, p > .05$), nor predictive of leader emergence in the HLM regression ($b = .18, p > .05$), showing no support for Hypothesis 6.

Mediation

Hypothesis 7, in which trust mediates the relationship between co-worker OCB-I and leader emergence, was not supported. Hypothesis 8, in which trust mediates the relationship between subordinate OCB-O and leader emergence was also not supported. Given neither of these mediated relationships were supported, no support could be seen for the moderated mediation relationships hypothesized in Hypothesis 11 and Hypothesis 12.

Moderation

The next set of hypotheses (9a, 9b, 10a, and 10b) tested the moderating effect of participants' Benevolence and Achievement values on the relationship

between their ratings of either co-worker or subordinate ratees' OCBs and their trust in these ratees. For the peer co-worker sample, neither their benevolence values ($b = -.11, p > .05$) nor achievement values ($b = -.18, p > .05$) moderated the relationship between co-worker OCB-I and trust in the co-worker, thus Hypothesis 9a and Hypothesis 9b were not supported.

Initially, neither Hypothesis 10a nor Hypothesis 10b were supported using the full trust measure. However, in exploratory analyses using the subscales of trust, both Hypothesis 10a and Hypothesis 10b were supported when only using the knowledge-based trust subscale (items 1-6, seen in Appendix A). In support of Hypothesis 10a, supervisors' Achievement values were seen to moderate the relationship between their ratings of subordinates OCB-Os and their knowledge-based trust in these ratees ($b = .30, p < .05$). These results can be seen in Table 3 and Figure 4. It is interesting to note that this moderator did not have an effect when the ratee was a female ($b = .46, p > .05$).

Table 3

<i>Moderating Effect of Subordinate OCB-O and Supervisor Achievement Value on Trust</i>		
Variables	<i>b</i>	<i>b</i>
Main Items		
Subordinate OCB-O	2.69**	-1.30**
Supervisor Achievement Value		-0.40
Interaction Items		
Subordinate OCB-O*Supervisor Achievement Value		0.31**
R^2	0.21**	0.74**
ΔR^2		0.11**

Note. $N = 100$, All regression coefficients reported in this table are unstandardized (*b*). Dependent variable: Trust in Subordinate

* $p < .05$, ** $p < .01$

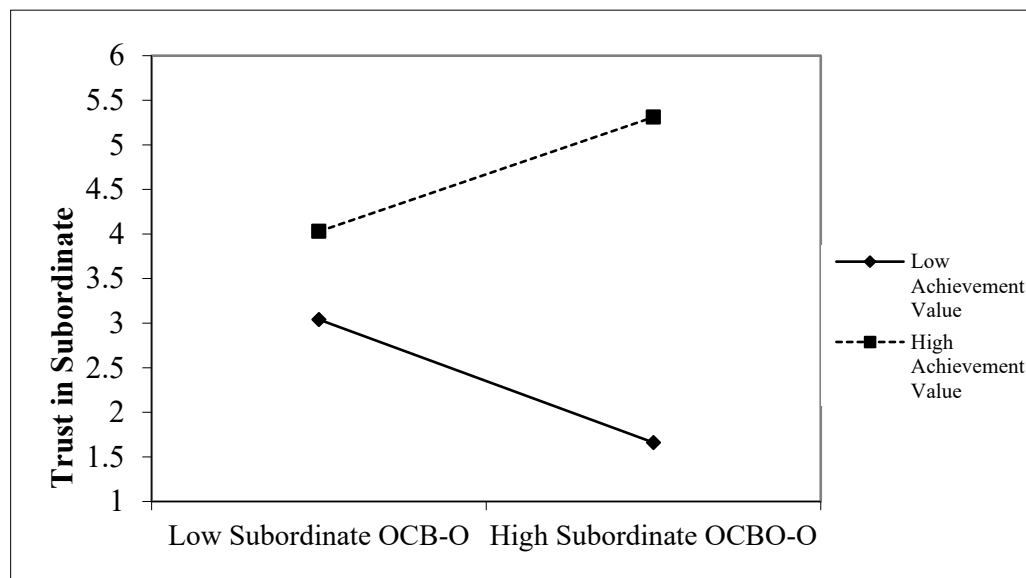


Figure 4 — Moderating Effect of Subordinate OCB-O and Supervisor Achievement Value on Trust

In support of Hypothesis 10b, supervisors' benevolence values were seen to moderate the relationship between their ratings of subordinates OCB-Os and their knowledge-based trust in these rates ($b = .23, p < .05$). These results can be seen in Table 3 and Figure 5.

Table 4

Moderating Effect of Subordinate OCB-O and Supervisor Benevolence Value on Trust

Variables	<i>b</i>	<i>b</i>
Main Items		
Subordinate OCB-O	2.69**	-1.00*
Supervisor Benevolence Value		-0.12
Interaction Items		
Subordinate OCB-O*Supervisor Benevolence Value		0.23*
R^2	0.21**	0.75**
ΔR^2		0.00*

Note. $N = 100$, All regression coefficients reported in this table are unstandardized (*b*). Dependent variable: Trust in Subordinate. * $p < .05$, ** $p < .01$

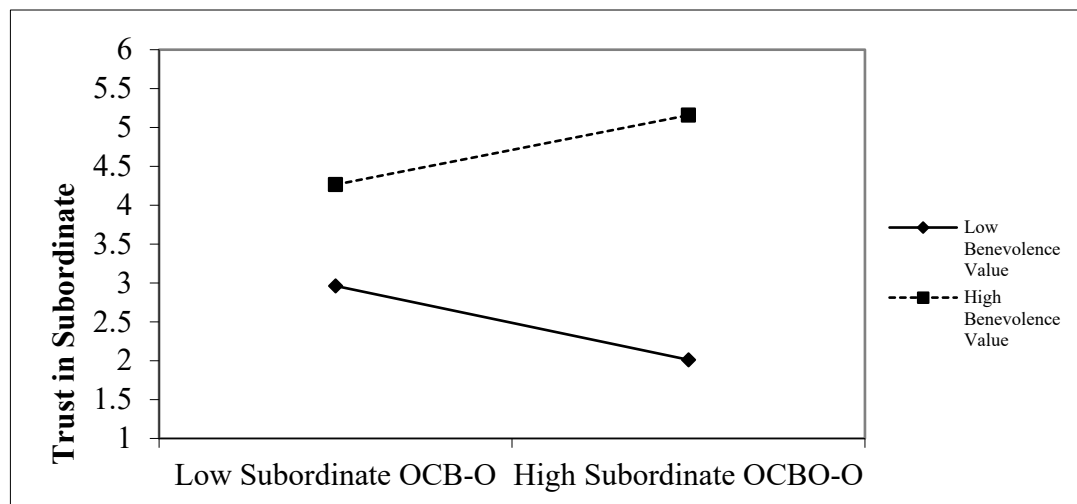


Figure 5 — Moderating Effect of Subordinate OCB-O and Supervisor Benevolence Value on Trust

Chapter 6

Discussion

This study aimed to understand leader emergence by integrating the literature on perceptions of organizational citizenship behaviors and trust through a cultural lens. Further, by separately assessing supervisor and co-worker perceptions of leadership emergence, this study also aimed to see how emergent leaders are differently perceived by co-workers and supervisors.

The results of this study indicate that performing organizational citizenship behaviors, as recognized by co-workers or supervisors, did not result in the perception of leader emergence, either directly, or through fostering trust with co-workers and supervisors. However, it did show that these behaviors can lead to trust, at least from supervisors, *if* they value Benevolence or Achievement. Further, it did show that trust can predict leader emergence, but only for male subordinates.

Several of the unsupported hypotheses regarding OCBs predicting trust and leader emergence relied on the assumption that OCBs would be seen as voluntary behaviors in which an employee is seen as going above and beyond their usual expectations; however, one key issue surrounding OCBs is that not all employees view these behaviors as extra-role behaviors, but rather, as expected, in-role behaviors. Based on several individual differences, cultural differences, and organizational norms and practices, some OCBs aren't seen as extra-role behaviors

to some employees, but a part of one's core job performance as prescribed by the norms of their workplace and their own views (Kwantes et al., 2008). If this view is held by an employee, it is likely they will not see someone who performs OCBs as a leader for two reasons. Firstly, if OCBs are considered core job performance, performing them will not be seen as exceeding expectations, which is important for leader emergence, but rather as meeting expectations (Stogdill, 1974). Secondly, if OCBs are seen as part of core job performance, performing them does not indicate higher levels of commitment to the group, which is also essential to leader emergence (Anderson & Kilduff, 2009; Kellet et al., 2006). Further, if this view that OCBs are part of in-role performance is held by an employee, they likely will not see OCBs as behaviors that can gain their trust. It was proposed that OCBs predict trust such that they are seen as voluntary behaviors, which have been seen as important in trust development (Ferrin et al., 2006). If these behaviors are considered to be part of one's in-role performance, they are not considered voluntary, thus will not as strongly impact trust. Additionally, the results not supporting the notion that OCBs predict trust may support the usual conceptualization of this relationship that trust predicts OCBs, rather than the reversed relationship proposed in this study (Deluga, 1995; Aryee, Budhwar, & Chen, 2002; Podsakoff et al., 1996; Podsakoff et al., 2000).

Regarding the hypotheses where trust predicts leader emergence being unsupported, it may be the case being trusted is necessary, but not sufficient for

emerging as a leader. As was previously stated, trust serves as a prerequisite to leader emergence because one's influence in a group as an emergent leader is dependent on followers' acceptance, support, and trust in their leadership and decisions (Stogdill, 1974; Ferebee & Davis, 2012). However, while this may be sufficient in gaining influence, it may not be enough to fully emerge as a leader because leader emergence has not only been seen to be dependent on being viewed as trustworthy but also motivated and high performing (Brodbeck et al., 2000).

To summarize, the results of this study did not show that OCBs lead to trust or directly to leader emergence, nor did it show that trust predicts or mediates the relationship to leader emergence. However, it showed that both Benevolence and Achievement values held by supervisors moderated the relationship between subordinate OCB-O and knowledge-based trust in the subordinate. These results indicate that when determining trust in subordinates, supervisors' Benevolence and Achievement cultural values highly impact whether they see OCB-O behaviors as indicative of trustworthiness. In fact, the direct relationship between OCB-Os and trust was only significant when supervisors were high in either of these values.

Additionally, results showed that supervisors' trust in subordinates resulted in their leader emergence – but only for male subordinates. This result may be due to different expectations and perceptions of male and female leaders (Hoyt & Murphy, 2016). One way in which these perceptions and expectations of leaders vary is in the gender role stereotypes of behaving communally. According to these

commonly held stereotypes, women in the workplace are expected to behave more communally. Being too highly communal results in women being seen as deficient leaders but being too highly agentic results in women leaders receiving backlash for going against what is stereotypically expected of them (Hoyt & Murphy, 2016). This stereotype threat may potentially explain why women subordinates' and co-workers' OCBs, which are communal in nature, did not result in being trusted or being seen as a leader. The exploratory analysis revealed that there were no significant differences between men and women subordinates' levels of trust or leader emergence; thus, it isn't that this stereotype threat reduced trust in women, in turn impacting their leader emergence. Rather this stereotype threat may have impacted other predictors of leader emergence that covaries with trust. For example, it was previously stated that trust may be necessary but not sufficient in emerging as a leader, and that other predictors, such as being seen as highly motivated or high performing combined with trust impacts leader emergence, so it is possible that women would have been rated lower on these predictors of leader emergence, rather than on trust, explaining the differences in the findings. It is likely the case that these communal behaviors are seen as being stereotypically part of women's gender roles, thus they aren't seen as going above and beyond to foster trust or be seen as a leader, and are simply adhering to norms; while men are seen as going above and beyond by behaving communally, which fosters leader emergence (Stogdill, 1974). Because men would be seen as going above and

beyond by behaving communally, which is outside their ascribed gender role stereotypes, it could be that they are seen as more highly motivated or high performing by doing so, rather than more trustworthy, that impacted their leader emergence when compared to women subordinates. Thus it isn't a difference in being trusted as a result of behaving communally which impacts leader emergence as this finding suggests, but rather other predictors of leader emergence which are related to trust, but may be differently rated for men and women subordinates because of gender role expectations for leaders.

Limitations

This study had several limitations that can be addressed in future research. First, this study was limited to using data from a single source – the one rater. This may limit the assumptions that can be made regarding leader emergence, as leader emergence itself is being perceived by and having influence over multiple people as a leader, not just one rater. In an attempt to compensate for the lack of dyads due to feasibility reasons, this study had participants rate multiple subordinates or co-workers to better understand how their perceptions of these potential leaders vary based on differences in how they perceive their OCBs and trustworthiness. However, without having multiple members of the same workgroup, the conclusions that could be drawn about leader emergence, are limited as we could not see the consensus or variance among workgroup members regarding emergent leaders. In addition to this specifically be an obstacle for studying leader

emergence, having multiple raters has been determined to increase the reliability and validity of assumptions drawn from research studies (Shadish, Cook, & Campbell, 2002). Future research regarding perceptions of emergent leaders would still benefit from measuring individual perceptions, but ought to collect and analyze this data within workgroups.

Another limitation of this study is that the proposed relationships were hypothesized to occur under more typical work circumstances in which employees interact with one another frequently and face-to-face in their social exchanges – however the data was collected under historically unusual work circumstances which reduced these typical exchanges, creating a historical-based external threat to validity (Shadish et al., 2002). Because of a major world event, the COVID-19 outbreak, many employees worked from home and reducing their in-person interactions with co-workers and subordinates. Working from home likely resulted in changes in interactions with other employees, thus perceptions of these employees may have changed or do not reflect how they are typically perceived. These changes in perceptions may have impacted several variables in this study. When asked to describe how their interactions with other employees may have changed during this time (see Appendix A), 95% of the participants in this study have been working from home since COVID-19 shutdowns with 40% saying they only virtually interact with other employees once a week and 30% stating they do not interact with other employees at all, even virtually. In a recent study by Smith,

Kim, and Carter (2020), OCBs performed at home were conceptually and statistically distinct from OCBs performed at work (Smith, Kim, & Carter, 2020). Some OCBs, like “Picked up a meal for you at work”, cannot physically be done in virtual work from home arrangements. Further, Smith and colleagues’ study indicated that individuals reduced the number of OCBs they performed while working from home when compared to being physical at work. If that is also the case for the ratees in my study, it is likely that OCBs may not be as strong an antecedent as it would have before these shutdowns. Future research would benefit from understanding OCBs, trust, and leader emergence in virtual workgroups and how they differ from co-located groups, whether these workgroups were initially virtual or forced into virtual work after being co-located due to situations such as this.

Theoretical Implications

Despite the limitations, this study still contributes to research on organizational citizenship, trust, leader emergence, and culture in the workplace. First, by establishing Benevolence and Achievement cultural values as moderators for the relationship between perceptions of organizational citizenship behaviors and supervisor trust, we contribute to the understanding of how trust and perceptions of OCBs may vary across cultures and positions in an organization. This finding may indicate that these values guide the supervisors’ perception to view subordinate OCB-O as useful given they have a functional value in maintaining group

functioning according to their values (Gouveia et al., 2013; Schwartz, 2012). By feeling that these behaviors have a positive impact of group functioning, supervisors then trust these employees as they are viewed as helping achieve their central and shared goal as a supervisor of managing group success (Lewicki et al., 2006) in a way that aligns with how their cultural values socialize them to believe is best. These results contribute to the theoretical understanding of supervisor trust in subordinates which is not as extensively studied as subordinates trust in supervisors or peers trust in each other (Yakovelva, Reilly, & Werko, 2010; LaPierre, 2007). Further, through examining cultural values and how they impact trust, this study adds to the literature on culture in the workplace and its many impacts on employee interactions and trust in each other.

The exploratory analysis which revealed that knowledge-based trust in male subordinates' results in leader emergence, adds to the literature on gender and leadership. As trust in this study only predicted leader emergence for men, it is essential to understand why this difference occurs to understand barriers to women in leadership. As was previously stated, trust may be necessary but not sufficient for emerging as a leader; the results of this study then may indicate that this may only be the case for female employees. However future studies should take into account these results to see if differently trusting men and women employees is the key difference for being seen as a leader, or if there are differences between perceptions of men and women for other factors that are considered essential for

leader emergence, such as being seen as highly motivated or a high performer.

Further, as this result only occurred for the supervisor sample, this study does fill a previously identified gap in the literature which states that supervisors' role in leader emergence is not as extensively studied as co-workers' roles in leader emergence (Zhang et al., 2012).

Practical Implications

In addition to the theoretical implications this study has in furthering our understanding of supervisor trust, how it impacts leader emergence, and how it is impacted by cultural values, this study has several practical implications. Firstly, by understanding the impacts of cultural values on trust – diversity training, cross-cultural competence training, and expatriate training can tailor their curriculum to encourage employees to take this into account. Additionally, the gender differences seen in resulting leader emergence can signal to employers that they may need to more strictly evaluate their leadership potential and high potential measures, as employees', specifically supervisors', rating of others' leadership potential is susceptible to bias. This may result in some employees not gaining access to leadership positions or leadership development opportunities. This can negatively impact these individuals and the organization that would miss out on their leadership potential. Additionally, since this result was seen in the supervisor sample, and supervisors have the formal authority to make promotion decisions

based on leadership potential, organizations can potentially be litigated against if these biases occur (Brooklyn Derr, Jones, & Tooney, 1998; Brant & Dooley, 2008).

Conclusion

The results of this study lay the groundwork for future research which should take into account formal leaders' (i.e. supervisors) perceptions of emergent leaders. In doing so organizations and researchers can better understand the impacts these supervisors have on subordinates emerging as a leader within their workgroup. Once this is better understood, organizations and supervisors can better understand how to properly develop and support these emergent leaders so they can have a positive impact on the workgroup and organization. The cultural values held by raters and the extent to which they, or members of their workgroup, hold stereotypical views of different genders, are avenues of research that have a multitude of potential theoretical and practical implications that should be explored based on the results of this study.

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Appendix A Measures

Individual Targeted Organizational Citizenship Behaviors (OCB-I)

Citation:

Che, X. (2012). *An Exploratory Study of Reception of Organizational Citizenship Behaviors and Work Related Outcomes: It is Good for Your Co-Workers* (Unpublished master's thesis). University of South Florida, Tampa, Florida.

Instructions:

Consider how often [Employee's Initials] has voluntarily done each of the following things for you¹

Scale Anchors:

Never	Once or Twice	Once or Twice a Month	Once or Twice a Week	Everyday
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Items:

1. Took time to advise, coach, or mentor you.
2. Helped you learn new skills or shared job knowledge.
3. Helped you get oriented to the job.
4. Lent a compassionate ear when you had a work problem.
5. Offered suggestions to help you improve how work is done.
6. Helped you when you had too much to do (when workload is heavy).
7. Picked up a meal for you at work.
8. Offered suggestions for improving your work environment
9. Finished something for you when you had to leave early.
10. Lent a compassionate ear when you had a personal problem.

¹ Note: for the supervisor sample instructions and scale items are changed to “you or their peers”

11. Changed vacation schedule, workdays, or shifts to accommodate your needs.
12. Helped you lift a heavy box or other object.
13. Took phone messages for you when you were absent or busy.
14. Said good things about your employer in front of others.
15. Volunteered to help you deal with a difficult customer, vendor, or co-worker.
16. Went out of the way to give you encouragement or express appreciation.
17. Decorated, straightened up, or otherwise beautified common work space.
18. Defended you when you were being "put-down" or spoken ill of by another co-worker or supervisor.
19. Helped you when you had been absent to finish your work.
20. Took time to listen to your problems and worries.
21. Went out of his/her way to help you.
22. Took personal interest in you.
23. Passed along notices and news to you.

Organization Targeted Organizational Citizenship Behaviors (OCB-O)

Citation:

Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601-617.

Instructions:

Please rate the extent to which you agree or disagree with the following statements when considering [Employee's Initials]

Scale Anchors:

Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
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Items:

1. Attendance at work is above the norm
2. Gives advance noticed when unable to come to work
3. Takes undeserved work breaks
4. Great deal of time spent on personal phone conversations
5. Complains about insignificant things at work

6. Conserves and protects organizational properties
7. Adheres to inform rules devised to maintain order

Trust

Citation:

McAllister, D. J., Lewicki, R. J., & Chaturvedi, S. (2006, August). Trust in developing relationships: from theory to measurement. In *Academy of Management Proceedings* (Vol. 2006, No. 1, pp. G1-G6). Briarcliff Manor, NY 10510: Academy of Management.

Instructions:

Please rate the extent to which you agree or disagree with the following statements when considering [Employee's Initials]

Scale Anchors:

Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
-------------------	-------------------	----------------------------	----------------	----------------

Items:

1. This person's behavior meets my expectations.
2. This person wants to be known as someone who keeps promises and commitments.
3. This person does what they say they are going to do.
4. There are no "surprises" with this person.
5. When this person says something will get done, it gets done.
6. In my experience, this person is very reliable.
7. This person and I share the same basic values.
8. This person and I have the same goals.
9. This person and I are pursuing the same objectives.
10. This person will do what I would do in the same situation without discussing it with me first.
11. I know that this person will do whatever I would do if I were in the same situation.
12. This person will protect and defend me, perhaps even at his/her own expense.

13. This person cares for me so much that they often do what is best for me, even without asking me first.
14. This person likes me.
15. This person will go out of his/her way to protect my interests if they are challenged or threatened.
16. This person cares for me a great deal.

Leader Emergence

Citation:

Carson, J. B., Tesluk, P. E., & Marrone, J. A. (2007). Shared leadership in teams: An investigation of antecedent conditions and performance. *Academy of management Journal*, 50(5), 1217-1234.

Instructions:

To what degree do you rely on this individual for leadership?

Scale Anchors:

Not at all	Rarely	Occasionally	A Moderate Amount	To A Very Great Extent
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Items:

1. I have relied on [Employee's Initials]'s leadership

Benevolence Value

Citation:

Schwartz, S. H., Melech, G., Lehmann, A., Burgess, S., & Harris, M. (2001). Extending the cross-cultural validity of the theory of basic human values with a different method of measurement. *Journal of Cross-Cultural Psychology*, 32(5), 519-542.

Instructions:

For each statement below rate how much this person is like you

Scale Anchors:

Not at all like me	Not like me	A little like me	Somewhat like me	Like me	Very much like me
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Items:

1. It is important for them to help the people around them. They want to care for other people
2. It is important for them to be loyal to their friends. They want to devote themselves to people close to them
3. It is important for them to respond to the needs of others. They try to support those they know
4. Forgiving people who might have wronged them is important to them. They try to see what is good from them and not to hold a grudge

Achievement Value**Citation:**

Schwartz, S. H., Melech, G., Lehmann, A., Burgess, S., & Harris, M. (2001). Extending the cross-cultural validity of the theory of basic human values with a different method of measurement. *Journal of Cross-Cultural Psychology*, 32(5), 519-542.

Instructions:

For each statement below rate how much this person is like you

Scale Anchors:

Not at all like me	Not like me	A little like me	Somewhat like me	Like me	Very much like me
-----------------------	----------------	---------------------	---------------------	---------	----------------------

Items:

1. It is important for them to show their abilities. They want people to admire what they do
2. Being successful is important to them. They like to impress other people

3. They think it is important to be ambitious. They want to show how capable they are
4. Getting ahead in life is important to them. They strive to do better than others

Qualifier Questions & Demographics

1. What is your age in years? _____
[Qualification: Must be at least 18 years old]
2. How long have you been working for this organization? _____
3. How long have you been in your current position at this organization? _____
[Qualification: Must be at least 3 Months]
4. I identify my gender as:
 - a. Male
 - b. Female
 - c. Prefer to self-describe _____
 - d. Prefer not to say
5. In which country were you born?
6. In which country do you currently reside?
7. I identify my race/ethnicity as:
 - a. White
 - b. Black or African American
 - c. Hispanic, Latinx, or Spanish Origin
 - d. American Indian or Alaska Native
 - e. Asian
 - f. Native Hawaiian or Pacific Islander
 - g. Other _____
 - h. Prefer not to say

COVID-19 Questions

1. Since the COVID-19 outbreak I have mostly been
 - a. Working from home and do not interact with other employees, even virtually
 - b. Working from home and virtually interacting with other employees at least once a week
 - c. Working from home and virtually interacting with other employees daily
 - d. Still going to my place of work
2. Please described how your interactions with other employees have changed since the COVID-19 outbreak

Appendix B IRB Approval



Florida Institute of Technology

Institutional Review Board

Notice of Exempt Review Status Certificate of Clearance for Human Participants Research

Principal Investigator: Jacklyn M. Scymcyk

Date: June 3, 2020

IRB Number: 20-060

Study Title: Who Emerges as a Leader? A Study on Cultural Values, Citizenship, and Trust

Your research protocol was reviewed and approved by the IRB Chairperson. Per federal regulations, 45 CFR 46.101, your study has been determined to be minimal risk for human subjects and exempt from 45 CFR46 federal regulations. The Exempt determination is valid indefinitely. Substantive changes to the approved exempt research must be requested and approved prior to their initiation. Investigators may request proposed changes by submitting a Revision Request form found on the IRB website.

Acceptance of this study is based on your agreement to abide by the policies and procedures of Florida Institute of Technology's Human Research Protection Program (<http://web2.fit.edu/crm/irb/>) and does not replace any other approvals that may be required.

All data, which may include signed consent form documents, must be retained in a secure location for a minimum of three years (six if HIPAA applies) past the completion of this research. Any links to the identification of participants should be maintained on a password-protected computer if electronic information is used. Access to data is limited to authorized individuals listed as key study personnel.

The category for which exempt status has been determined for this protocol is as follows:

2. Research involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures, or observation of public behavior so long as confidentiality is maintained.
 - a. Information is recorded in such a manner that the subject cannot be identified, directly or through identifiers linked to the participant and/or
 - b. Subject's responses, if known outside the research would not reasonably place the subject at risk of criminal or civil liability or be damaging to the subject's financial standing, employability, or reputation.