The Influence of Leader-Follower Relationships on Leadership Effectiveness Within a Voluntary Organization in Hawaii

by

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A Dissertation Presented in Partial Fulfillment

of the Requirements for the Degree

Doctor of Management in Organizational Leadership

UNIVERSITY OF PHOENIX

October 2004

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October 2004

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ABSTRACT

Relationships between leaders and followers may be influenced by certain follower characteristics that include their age, gender, and specific organizational demographic variables. Leaders within voluntary organizations may be unaware of the significance of the leader-follower relationship. As a result, in voluntary organizations a less than ideal relationship between the organizational leadership and its followers exists. This may adversely affect the leader's ability to lead effectively.

This research study explored the characteristics of followers within a specific volunteer organization to assess their influence on the organization's leadership effectiveness. The results of the study did support some observations made in the literature about high quality leader-follower relationship correlations. However, the study did not find a correlation of significance between specific demographics variables such as age and gender, or the personality factors of extraversion and introversion and their influence on leader-follower relationship. Further research in these areas was recommended to address these unique relational variables and their impact on the leader-follower relationship within other voluntary organizations on a broader more diverse scale.

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ACKNOWLEDGMENTS

I would like to thank Dr. Keith Grant for his insights, expertise, and enthusiasm during the early, middle, and later stages of this research project and dissertation. His guidance and counseling were instrumental in helping me to develop the ideas and strategy for this project.

I would like to thank Dr. Anne Edwards for being willing, readily available, and dependable as a research project committee member. I would also like to thank Dr. Richard Schuttler who was willing to contribute to his experience and expertise near the end of this dissertation process. His insights and encouragement was most welcomed.

I would like to offer my sincerest gratitude to Dr. Chris Roberts, who with Dr. Grant were my original committee members for this project. His expertise, guidance, and attention to detail, especially in regards to research methodology were gratefully appreciated. I am also deeply grateful for his willingness to assume the committee chair and mentorship responsibilities during the last few weeks of this project.

I would like to thank Dr. Susan Pelowski for her expertise in assisting me with the statistical analysis for chapter four of this project. I would also like to thank Miss Amber Vega for her assistance with the research questionnaire preparation and mail out. I also offer my heartfelt gratitude to Mr. Kalani Poomaihealani and Mr. Larry Goeas for their willingness to allow me to use Pacific Island Praise as the study group for this project.

I would like to thank my wife Mrs. Melodie Vega for all her support, encouragement, and love shown to me during this research project and Doctoral degree program completion. Her encouragement has been a stabilizing force for me throughout this demanding process.

Finally, and most importantly I would like to offer my utmost gratitude to God, my heavenly father for His benevolence who " … delights in the prosperity of His servant" (Psalms 35:27, NASB).

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CHAPTER 1: INTRODUCTION

Aristotle (Litzinger & Schaefer, 1982) suggested that, "…who would learn to lead must, as men say, first of all learn to obey…" (p. 78). This comment suggests that a relationship between followers and leaders must exist for leadership to be effective. Despite the importance of the part that followers have in the success of any organization, little research appears to have been conducted examining the attributes of exemplary followers and their influence on leadership. The follower role continues to have negative connotations due to the general perception that followers are subordinates or imitators (Burns, 1978; Ludin & Lancaster, 1990).

Harold (1974) conducted a descriptive study designed to determine the impact of leader behavior on follower satisfaction. Dependence and independence demonstrated by the followers, as perceived by leaders, were the key research elements. A convenience sample of 91 manufacturing company employees completed an unspecified questionnaire on company time in the cafeteria. The findings were contrary to previous research in that high influence and high independence groups exhibited a strong positive relationship with supervisors, while the high influence and low independence groups exhibited no relationships. The identified rationale for the difference was postulated to be due to a lack of control for subgroups within the studied population. The author suggested that additional research be completed to consolidate abundant and inconsistent findings regarding characteristics of follower and leader interactions. Additionally, it was suggested that uni-dimensional studies of leader behavior be replaced by studies that examine leader and follower interactions.

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This discussion and subsequent research examined an aspect of leader-follower relationships that describes how the relationships between leaders and followers influence leadership's ability to be effective within a voluntary organization. In addition, the research examined the relationship between followers and their leader(s) with the intent of adding to the base of knowledge regarding the influence that this relationship may have on leadership effectiveness within the structure of a voluntary organization.

Background of the Problem

Followers are as much a part of the leadership process as the leaders themselves (Goffee & Jones, 2001; Madera, 2000). Following requires an active process that has a significant influence on leadership development. Madera observed children learning to be leaders and followers, and agreed with this statement by stating that, "following was obviously not a passive act, but one that required thought, observation, and planning on the part of the participants" (p. 51). Within this context, following and leading develop together so that an essential relationship exists between the two roles.

In a general understanding and effort to grasp and master the skills of leadership, it should be noted that there are two parts to the leadership equation. For leaders to lead, they need not only exceptional talent but also the ability to attract followers who are willing to follow; which is becoming more difficult to find. The issue of followership appears to get a limited amount of attention in the management literature. Followers are described largely in terms of their leaders' qualities, or as a result of responding to a leader's charisma or a leader's caring attitude. Most analyses of leaders and followers appear to ignore the fact that followers have their own identities (Maccoby, 2004).

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It has also been suggested in the literature that the unique characteristics of a follower's personality determine the level of readiness required in order to be considered ready or appropriate to be led (Nahavandi, 2003). These may include characteristics such as skills, loyalties, unquestioning obedience, abilities, needs, desires, age, and gender. In addition, understanding personality attributes such as extraversion and introversion can serve to enlighten leaders in their quest to assure that followers are socially oriented to participate in group activity (Pierce & Newstrom, 2000). The development of leader and follower relationships seems to involve a dual, reciprocal process as described through observations made by Madera (2000) who mentioned, "Good followers are as essential as good leaders. It is important to be able to play the role of both the followers and the leader *[sic]*" (p. 52). Coffee (2001) supported this concept by saying that "leadership must be seen for what it is: part of a duality of a relationship. There can be no leaders without followers" (p. 148). Within a professional workplace environment, factors such as compensation, job title, organizational hierarchy, organizational politics, and intrinsic motivation may influence leader-follower relationships. In contrast, intrinsic benefits and relationships needed for voluntary group membership could be perceived as valuable only to the individual member/follower.

Chaleff (1995) suggested that the relationship between leaders and followers is dualistic and changeable, but they also share a common purpose with leaders. With this in mind, the leader-follower relationship may have a more significant effect on overall leadership effectiveness. This relationship may also have indirect effects on organizational viability within voluntary organizations. People join voluntary organizations for various personal reasons (Meneghetti, 1995). Some of these reasons

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may be transient in nature and may not sustain any long-term affiliations. However, many voluntary organizations recruit many followers who have an interest in the mission and vision of the organization. These people would be potential long-term members. For this group, a relationship-building agenda by leadership would seem to be the most appropriate means to developing long-term productive followers. It seems that because followers bring to the leader-follower relationship a myriad of personality attributes, demographic differences, and other characteristics, leaders of voluntary organizations should be keenly aware of the significance of these characteristics. In addition, voluntary organization leaders might consider that these characteristics may be significant to overall organizational outcomes, and ultimately their leadership effectiveness.

There appears to be an implicit assumption that leaders can positively (or negatively) affect group processes, systems, and culture. However, the literature does not clearly support the assumption that leadership makes a significant difference overall. Pfeffer (quoted in Pierce & Newstrom, 2003, *Leaders & the leadership process: Readings, self-assessments, & applications*) suggested that:

> Leadership is associated with a set of myths reinforcing a social construction of meaning which legitimates leadership role occupants, provides belief in potential mobility for those not in leadership roles, and attributes social causality to leadership roles, thereby providing a belief in the effectiveness of individual control. (p. 409)

Consequently, leadership effectiveness in organizations may be a subjective concept and may be assumed positive as long as the organization continues to succeed.

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It appears from the literature related to leaders and followers, that they may exhibit relational characteristics that may significantly influence leadership effectiveness (Chaleff, 1995; Kelly, 1992). House and Mitchell (2003) stated that effective leaders have a motivational effect on their followers that will impact how a follower views his or her needs satisfaction and overall performance. The relationship of both leaders and followers appears to significantly impact each other. At some point in time, leaders may function as followers, and followers may function in leadership roles. The ability for leaders and followers to influence each other depends on trust, observation and modeling (Chaleff).

Statement of the Problem

Past studies (Chaleff, 1995; Kelly, 1988, 1992, 1995) focused on the relationship between leaders and subordinate followers. In their discussions, Chaleff and Kelly identified leadership behaviors and leaders' perception of followers. A modest amount of research has been achieved on follower and followership attributes. Madera (2000) suggested that the concept of leadership has been frequently documented in the organizational literature. Researchers such as Kelly (1992) and Chaleff spoke of distinctive relationships that exist between leaders and their followers within effective organizations. Leaders who are able to create relationships with their followers, which are more than just professional associations, are able to harness the potential that can create true organizational synergy.

Leader-follower relationships that are synergistic and focused on the duality of their unique contributions to the relationship can achieve organizational goals and missions more effectively (Kelly, 1992). In addition, House (1971) suggested that

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follower satisfaction is a primary factor in determining leadership effectiveness. In essence, leaders are effective when their followers are satisfied. In leader-follower relationships, there are many factors that contribute to quality, characteristics, and the effect that relationships have upon organizational outcomes. The type of organization may also affect the leader-follower relationship given the organizational structure, hierarchy, power base, and communication channels.

In review of the literature related to voluntary organizations that exclude professional relationships between its leadership and its volunteer followers, it may be suggested that the distinctive characteristics and demographics of followers may directly influence the effectiveness of voluntary organizational leadership (Maxwell, 2002). This type of voluntary organization offers a unique challenge to the leader-follower relationship since the dynamics and influences are driven by motivational and situational forces that are intrinsic and varied (Maxwell). Voluntary organizations may be the true test of leadership because the ability to persuade volunteer followers to perform strictly lies within the ability of the leader to influence his or her followers' behavior and participation (Maxwell).

The distinctive characteristics and demographics of followers within voluntary organizations defined for this research are not clearly delineated in the literature. However, one study identified the correlation of members' gender and age as significant factors in enhancing volunteer involvement and leader-follower relationships (Boz, 2000). Understanding motivational theories may also be a link to understanding leader-follower relationship building (Meneghetti, 1995). It has been suggested that to lead effectively within a voluntary organization requires an understanding of the nuances of

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leader-follower relationships (Maxwell, 2002). However, leaders within voluntary organizations may be unaware of the significance of the leader-follower relationship within voluntary organizations. As a result, in voluntary organizations, a less than ideal relationship between the organizational leader(s) and followers exists, and this may adversely affect the leader's ability to lead.

The general research population for this study included members of an ecumenical choral and performing arts voluntary organization. The group has been in existence for over 20-years with the primary focus to provide a medium for performing arts related to cultural and religious themes. Group membership is offered through word-of-mouth or written invitation.

Purpose of the Study

The purpose of this quantitative, correlational research project and subsequent discussion was to determine the degree to which personal attributes and characteristics of followers, such as age, gender, and extraversion-introversion may influence the relationship between the leader(s) and followers of a voluntary organization located in Hawaii. In addition, the research evaluated the degree to which tenure and trust in leadership also influenced the leader-follower relationship. Because of the ecumenical nature of the voluntary organization study population, organized religious affiliation was a variable that was examined to determine its influence on other variables within this research. The effect of these relationships was assessed to create a correlational analysis of the study variables that was used to evaluate their impact on leadership effectiveness within this specific voluntary organization.

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Significance of the Problem

The study of leader-follower relationships is built on the concept that the quality of this relationship is essential to organizational effectiveness (Chaleff 1995; Dirks, 2003; Hoffman & Morgeson, 1999; Kelly, 1988). Voluntary organizations may be the true test of leadership effectiveness given the nature, motivation, and personality traits of volunteer followers (Maxwell, 2002). Because certain variables such as age, gender, extraversion, introversion, tenure, and religious organization affiliation may affect the leader-follower relationship, this study enhanced the literature that suggests that demographic and personality characteristics have an influence on the quality of that relationship. This study also enlarged the body of knowledge related to the application of testing instruments that seek to measure leader-follower relationships. Finally, the outcome of this research suggests that organizations need to focus on enhancing relationships within their body that will allow leaders and followers to more readily and synergistically interact.

Significance of the Study to Leadership

This research enhanced the study of leadership in a number of ways. Initially, the discussions may have strengthened the argument of the importance of the leader-follower relationship and its impact on the ability of leadership to be effective. Secondly, the study identified that certain characteristics of followers such as personality, gender, extraversion-introversion, trust, and tenure may be important factors to consider in understanding leader-follower relationships. However, further study is needed to determine the degree to which these characteristics influence leadership across a broad spectrum of organizations.

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The results of this study and future research may further enhance the study of leadership in a number of ways. Initially, a benefit is seen in evaluating how well leaders are able to perform to the degree that their relationship with their followers is considered appropriate and productive. Also, specific discussions related to different organizational structures and leadership styles may also help future leaders to anticipate the importance of their relationships with followers. Recommendations from this study are proposed regarding follower selection and the facilitation of appropriate and productive leader-member relationships. Finally, this study enhances the knowledge base of leadership within voluntary organizations with specific advice to leader of voluntary organizations regarding the importance of relationship-building as a means to improved voluntary organizational outcomes.

Nature of the Study

The research instruments and methodology for this project were correlational and quantitative in nature. Leedy and Ormrod (2001) stated that a correlation will exist "when one variable increases, another variable increases or decreases in a somewhat predictable fashion" (p. 191).

In general, the term quantitative research refers to an objective numerical process of inquiry. "Whim, emotion, and guesswork are not part of the quantitative analysis approach …" (Render, Stair, & Hanna, 2003, p. 2). In addition, quantitative research can be referred to as descriptive (Leedy & Ormrod, 2001). In explaining the concept of descriptive statistics, Leedy and Ormrod suggested, "this type of research involves either identifying the characteristics of an observed phenomenon or exploring possible correlations among two or more phenomena" (p. 191). This type of research model does

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not focus on making changes to a given situation. Also, the quantitative research model does not intend to uncover cause-and-effect relationships.

The nature of this research project included considerable variability. Therefore, there was a need for this research study to objectively evaluate relationships. In addition, it was determined that the methodology used needed to examine the degree to which differences in one characteristic or variable related to differences in one or more of other characteristics and variables used in the study (Leedy & Ormrod, 2001). As a result, the outcomes of this study demonstrated objective correlational evidence to support some of the stated hypotheses, and it provided answers to specific research questions.

Research Questions

In assessing the relational effect that followers have on leadership, two primary questions were proposed: (a) to what degree does the relationship between leaders and followers within voluntary organizations influence leadership effectiveness, and (b) to what degree do the individual characteristics of followers such as age, gender, extraversion-introversion, and tenure affect their relationship with their leaders? Three sets of hypotheses were used for this research project to address the research questions. The first set of hypotheses addressed the leader-follower relationship and its correlational effect on leadership effectiveness:

> $H1_{(a)}$ In voluntary organizations, there is a significant positive relationship between effective leadership and a high quality relationship of followers and leaders.

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$H1_{(o)}$ In voluntary organizations, there is not a significant positive relationship between effective leadership and a high quality relationship of followers and leaders.

As discussed previously, high-quality leader-follower relationships may assist the leader with task completion and affect behaviors by followers that may be conducive to productive group or team behavior. Testing of these hypotheses may support and enhance the current literature regarding the theory that high-quality leader-follower relationships result in increased leadership effectiveness.

The second set of hypotheses focused on the issue of certain personality traits, specifically extraversion versus introversion. Research suggested that extraverted followers may be more likely to engage in and assist in creating high-quality leader-follower relationships (Phillips & Bedeian, 1994). The research addressed the correlational effect of these traits on the leader/follower relationship within a voluntary organization:

$H2_{(a)}$ Extraverted followers within voluntary organizations have higher-quality leader-follower relationships than non-extraverted followers.

$H2_{(o)}$ Extraverted followers within voluntary organizations do not have higher-quality leader-follower relationships than non-extraverted followers.

The third group of hypotheses addressed demographic considerations. Organizations may include individuals with different demographic characteristics. It may be reasonable to suggest that certain demographic factors and other personal characteristics may have an impact on and affect the leader/follower relationship. In one volunteer organization's research study conducted by Boz (2000), it was noted that

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females tend to be more readily involved as volunteers and volunteer leaders. These female volunteers and volunteer leaders were on average between the ages of 41- 43 years of age.

A correlational effect was examined in relation to specific age and gender demographics and their effect on leader-follower relationships:

$H3_{(a)}$ Females over the age of 40 will be a dominant demographic feature of high-quality relationships between leaders and followers in voluntary organizations.

$H3_{(o)}$ Females over the age of 40 will not be a dominant demographic feature of high-quality relationships between leaders and followers in voluntary organizations.

The testing of these hypotheses and the data obtained is intended to enhance the current literature that appears limited in describing the effect that personal traits and demographics have on leader-follower relationships.

The research questionnaire used for this study addressed a number of other variables that may influence leader-follower relationships in this particular group. These variables include trust in leadership that can enhance leader-follower relationship, tenure, and organized religious affiliation. Tenure may be an influential variable since new members may not be well assimilated into the group. Also, organized religious affiliation may be influential since the group make-up is ecumenical in nature.

Theoretical Framework

The theoretical framework supporting this research project included a few primary concepts. First, leadership is an interactive and dynamic process in which a continuous series of influences and changes occur. As a result of this dynamic process,

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the leader influences the follower, the follower influences the leader and the action of leading alternates with the response of following within the leader-follower relationship (Murphy, 2003). Second, the follower's own unique personality factors, along with the leader-follower relationship and situational influences affect the followers' readiness for being led and for assuming leadership (Sanford, 2003). These specific attributes or characteristics influence the effectiveness of a leader's attempts to influence productive, cooperative behavior. Third, specific demographic profiles of individuals within voluntary organizations may influence the leader-follower relationship evaluation (Chemers, 1995).

Definition of Terms

Leadership effectiveness can be understood from a number of perspectives. However, for purposes of this literature review, leadership effectiveness will be determined by the fact that, "leaders are effective when their followers achieve their goals, can function well together, and can adapt to the changing demands from external forces" (Nahavandi, 2003, p. 6). In addition, leaders are effective when their followers are satisfied (House, 1971).

Voluntary organization can be understood in the context of organizations in which there is no direct or implied requirement for membership. The description of volunteers within a voluntary organization includes:

- Their relationships are more personal and less formal.
- Their performance can be more variable as compared with their performance in professional organizations.
- They are more likely to ignore leaders' schedules and work at their own pace.

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They are more intrinsically motivated by the organization's accomplishments and worthwhile purposes, and only to a certain degree motivated by the leader's directive role (Bass, 1990).

Voluntary organizational leaders are described as follows:

- They are representatives of the membership. As such, they assume its authority.
- They depend much more on their subordinates to accomplish work and are more likely to be reluctant to be too directive or controlling in the event that this may lessen the desire for followers to be engaged.
- They are more relations-oriented (Bass, 1990).

In relation to *extraversion* versus *introversion*, "research indicates that extraverts seek interaction with others, novel experiences, and complex, varied, and intense stimuli. In contrast, introverts tend to prefer their own company or that of habitual companions and follow predictable paths, avoiding excessive sensory input" (Phillips & Bedeian, 1994, p. 991). In a discussion of extraversion and introversion evaluation, *neuroticism* refers to an unusual social shyness that suggests a significant amount of introversion. In reference to extraversion, Pierce and Newstrom (2000) stated, "individuals who are extraverted tend to be more proactive toward their environment, seeking from the environment stimulation that the highly introverted individual seeks to avoid" (p. 198).

The term *followers,* for the purpose of this research project related to voluntary organizations, can be understood as groups of individuals who are: "active, independent, critical thinkers who can manage themselves. They are committed to the organization and

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to persons, principles, or purposes beyond themselves. Their personal and organizational goals are aligned" (Bass, 1990, p. 346).

Leadership *outcomes*, as described by Pierce and Newstrom (2003), "can include anything arising from interplay between the leader – follower and leader – situation, such as respect for an able leader's decisions, goal attainment, customer satisfaction, high-quality products, or animosity resulting from a punitive leader's actions" (p. 5).

The term *ecumenical* embraces "the quest for Christian unity, common witness in the worldwide task of mission and evangelism" (Kessler, 1998, p. 278). In the context of this research project, the ecumenical description is understood as unity or cooperation between distinct groups with a religious orientation who are participating in artistic and cultural endeavors.

Assumptions

Three assumptions underlie this study: (a) Individuals who are surveyed will answer the survey honestly, (b) the relationship that exists between the leader and follower(s) is of a voluntary nature; that is, the followers feel that they have some option regarding their choice of supporting the leader, and (c) because followers share common interests with the group that may or may not include the acceptance of the mission, vision and primary purpose of the organization their relationship with the leader may be transient.

Limitations

This was a quantitative study based on information obtained through a questionnaire. The study was limited to individuals of all socioeconomic levels within a specific voluntary organization. In addition, the level of honesty of the participants'

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answers to the questionnaire limited the validity of the study. The researcher determined that the population utilized in the study represented a specific type of voluntary organization. Projection of the relationship characteristics of leaders and followers within this specific voluntary organization may be applicable only to similar groups. Research outcomes and recommendations are focused on specific variables that may or may not have applications to other volunteer organizations in general.

Delimitations

The study delimitations included the following study population parameters: (1) All participants are volunteers within one organization that has a designated leader, (2) participants are in good standing with the organization, (3) the volunteer organization is active, (4) and participants are willing to honestly respond to the study questionnaire.

Summary

Chaleff (1995) and Kelly (1992) suggested that a good leader-follower relationship can contribute to the overall organizational well-being, its success, and leadership effectiveness.

Certain personality characteristics and demographics of followers may impact how well a relationship develops between leaders and followers, and how well leaders are able to harness followers' abilities to be productive. Voluntary organizations are unique and may exhibit leader-follower relationships that may be quite different from non-voluntary organizations in relation to the dynamics that affect the overall organizational outcomes. The focus of this research study investigated the degree to which certain variables impact the voluntary leader-follower relationship and how this influences leadership effectiveness. Variables that include follower personality characteristics,

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demographics, trust, tenure, and organized religious affiliation were reviewed to assess their influence on leader-follower relationships.

Chapter 2 of this research project is a literature review that guides the research and major treatise of the relationship factors of leaders and followers, and their influence on leadership effectiveness. Within the context of this research project discussion, specific topics reviewed in the literature included: leadership, leadership effectiveness, followers, leader-follower relationship, voluntary organizations, and leadership within voluntary organizations.

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CHAPTER 2: LITERATURE REVIEW

Leader-follower relationships can be understood as significant contributors to overall organizational effectiveness and productivity. Leaders affect followers and followers affect leaders. In addition, the personalities and demographics of followers also influence how well a relationship develops between leaders and followers, and how well leaders are able to harness followers' abilities to be productive. Voluntary organizations are unique and may exhibit more of a dependency on high-quality leader-follower relationships to achieve organizational success. Kelly (1988) supported the concept of followers who could demonstrate the attributes of self-management, commitment, competence, and courage. Kelly defined the content of a program for followership development that included six key elements. Those concepts were: (a) critical thinking, (b) self-management, (c) alignment of personal and organizational goals, (d) responsibility for self and team, (e) identification of differences and similarities between followership and leadership roles, and (f) skill development to move between the role of follower and leader with ease. Kelley supported the idea of one role that is the simultaneous enactment of characteristics of followers and leaders. In addition, leaders affect followers and followers affect leaders. A dual relationship exists where one complements the other (Rost, 1995).

Documentation

The literature review for this study focuses specifically on leadership, followership, and voluntary organizations. The research study includes a review of 77 primary and secondary data sources retrieved from 32 books, 42 peer-reviewed journal articles, and three other scholarly and professional publications. The topics researched

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included: leadership and followership, volunteer organizations, and volunteer characteristics.

The intention of Chapter 2 is to provide a review of the literature that will guide the research and major investigation of the relationships between leaders and followers, and their impact on leadership effectiveness. This section will be divided into three segments: Leadership, followership, and their relationship in a voluntary organization.

Leadership

Leaders are individuals who directly influence and affect organizations. Nahavandi (2003) supports this definition by suggesting, “a leader is defined as any person who influences individuals and groups within an organization, helps them in the establishment of goals, and guides them toward achievement of those goals, thereby allowing them to be effective” (p. 4). Leadership is about action as well as attitude. Murphy (2003) notes that the purpose of leadership is about giving direction in the social context: to give order and direction. In addition, leadership is the element that allows a dynamic situation to occur within a controlled environment, and in doing so is able to provide satisfaction to the group involved.

There are ten conditions common to successful leadership. According to Kelly (1992), leaders:

- Manage the dream
- Embrace error
- Encourage reflective back talk
- Encourage dissent
- Possess the Nobel factor (optimism)

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- Understand the Pygmalion effect in management
- Have the Gretzky factor (i.e., a certain touch)
- See the long view
- Understand stockholder symmetry
- Create strategic alliances and partnerships (p. 16).

The concept of leadership is a complicated, modern concept in comparison with the definition of leader. Therefore, there may be some ambiguity and confusion related to the understanding of the concept of leadership. Bass (1990) suggested, “many dimensions into which leadership has been cast and their overlapping meaning have added to the confusion” (p. 11). It may be more appropriate to understand leadership by what it does, rather than what it is. Leadership can be understood through a variety of its characteristics, which are summarized in Table 1. Leadership exists as a phenomenon and knowing its characteristics and how leadership affects those that it influences can provide a basis for understanding.

In addition, in contrast to understanding the concept of management, which can be perceived as the act of being efficient, leadership can be understood as the act of being effective. Bass (1990) delineated effective leadership as “the interaction among members of a group that initiates and maintains improved expectations and the competence of the group to solve problems or to attain goals” (p. 20). From this perspective, it can be understood that leadership does not exist in a vacuum separate from followers and/or subordinates. Rather, effective leadership can be seen as collaboration or even a synergy that exists between those who lead, and those who follow. Leadership effectiveness

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cannot be dependent on one person, or one group of individuals, because of the nature of the relationship between leaders and followers.

Table 1

Understanding the Characteristics of Leadership

Leadership Understood As:		
Focusing on group processes	A power relation	A form of persuasion
Personality and its effects	An instrument of goal achievement	A combination of elements
The art of inducing compliance	An emerging effect of interaction	A form of persuasion
The exercise of influence	A differentiated role	The initiation of structure
An act or behavior	A form of persuasion	A combination of elements

Note: Bass (1990), pp. 11-18.

What is important to understand is that effective leadership does not occur all at once. As with any gradual development, leadership also has developmental levels. Maxwell (2002) suggested that understanding the evolution of leadership within an individual leader's potential can be described in five levels:

- Level one: Position - (Rights) People follow because they have to.
- Level two: Permission - (Relationships) People follow because they want to.
- Level three: Production - (Results) People follow because of what you have done for the organization.

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- Level four: People development - (Reproduction) People follow because of what you have done for them.
- Level five: Personhood - (Respect) People follow because of who you are and what you represent. (p. 72)

Each level of leadership has its own idiosyncrasies and considerations. However, the relationship with followers is an evolving process at each level that allows the leader and the followers to mature.

It has been proposed that leaders contribute to about 20% of the success of organizations compared with followers who are essential for the other 80% (Kelley, 1992). As sophisticated societies continue to evolve, they seem to be enamored with the myth of leadership. Leaders are seen as visionary, decisive, in control, and effective. The reality is that most organizations are probably more successful because of the quality of their followers rather than the expertise of their leaders.

Kelley (1992) suggested that, “to expose the myth (of leadership) is to help us utilize everyone’s full talents and our ability to succeed” (p. 20). Leadership, although essential, can only accomplish work through people. However, it is the people, or to be precise, the followers, who actually accomplish the work at hand. Kelley further stated, “Leadership can only take us so far. Our societal assumptions about its potency far outstrip reality” (p. 20). To understand leadership, we must also understand followership and its effect on leadership. Goffee and Jones (2001) supported this conclusion by adding, “to be adequately understood, leadership must be seen for what it is: part of a duality or a relationship. There can be no leaders without followers” (p. 148).

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Assessing Leadership Effectiveness Within Organizations

Rowsell and Berry (1993) suggested that "the effectiveness of an organization depends on a capacity to build and maintain an identity congruent with environmental realities" (p. 18). In addition, Morgan (1998) stated, "Effective organizations depend on: developing a cohesive set of relations between structural designs; the age, size, and technology of a firm; and the conditions of the industry in which it is operating" (p. 50-51). In both descriptions of the concept of organizational effectiveness, it appears that the concept of *effectiveness* is dependent on a synergistic culture that is in harmony with its internal and external environment.

Lawler (cited in Courtney, 2002) identified a connection between the needs and expectations of individuals (within organizations) with the need for the realization of organizational effectiveness. From a human resource perspective, there are five major determinants of organizational effectiveness: (a) motivation, (b) satisfaction, (c) acceptance of change, (d) problem solving, (e) and communication; and all of these can be positively affected by increasing the participation of the employees (Courtney, p. 88). Some similarities can be drawn between employees within a professional organizational context and followers within a voluntary organization. Lawler (cited in Courtney) also argued, "increased participation reduces the resistance to change, which so often undermines an organization's efforts to implement strategic plans" (p. 88). It can be suggested that evaluating effectiveness, whether targeting a leader (and/or an organization), would include the ability to plan, and the realization of that planning.

Understanding leadership effectiveness can be directly related to describing organizational success. Effectiveness within organizations as a direct result of leadership

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seems to be an implicit assumption given that leaders can positively affect group processes, systems, and culture. Nahavandi (2003) stated, “Leaders are effective when their followers achieve their goals, can function well together, and can adapt to the changing demands from external forces” (p. 6). Comments by House (1971), House and Dessler (1974), and House and Mitchell (1974) (cited in Nahavandi, 2003) suggested that the key role of leadership is to “clear paths subordinates have to take in order to accomplish goals” (p. 161). Nahavandi also suggested, “leaders and followers establish a relationship that revolves around the exchange of guidance or support for productivity and satisfaction” (p. 161). In addition, Fielder (cited in Nahavandi) essentially suggested, “leadership effectiveness is a function of the match between the leader’s style and the leadership situation” (p. 126). Overall, Fielder (cited in Nahavandi) suggested that models such as the *Contingency Model* and *Cognitive Resource Theory (CRT)* should focus primarily on group performance as a means to evaluating leadership effectiveness (Nahavandi). This would support the conclusion that organizational effectiveness and leadership effectiveness are closely related outcomes that can be evaluated together.

Although it appears that leadership is necessary for goal accomplishment and overall performance, the literature does not clearly support the assumption that leadership makes a significant difference overall regarding organizational effectiveness. In other words, leadership effectiveness in organizations may be a subjective concept, and may be assumed positive as long as the organization continues to succeed (Pierce & Newstrom, 2003). The assessment of a leader’s effectiveness in the organization may be seen as phenomenological and best measured through qualitative research. This holds true whether the organization is voluntary, non-profit, or professional in nature.

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Followers

Pierce and Newstrom (2003) stated that a follower can be defined as “a person who performs under the guidance and instructions of a leader” (p. 5). In this study, followers can be understood as “active, independent, critical thinkers who can manage themselves. They are committed to the organization and to persons, principles, or purposes beyond themselves. Their personal and organizational goals are aligned” (Bass, 1990, p. 346).

Followership

The literature does not have many references to the concept of followership. Most significant contributions on the topic of followership are provided by Kelly (1992) and Chaleff (1995) with supporting work by other authors who cite original work by them. Although followership is not well represented in the literature, the concept of follower, as defined previously, has received considerable notice in the leadership literature described in detail by Bass (1990) and other leadership authors.

In contrast, followership, being the act or process of following, is more complicated to define and conceptualize. Dixon and Westbrook (2003) suggested that “followers should be understood and treated as partners, participants, co-leaders, and co-followers in the pursuit of meaning and productivity in the organization" (p. 22). Followership can be understood in less direct terms and it may be described in passive and active terms. “Passive followership is the form of followership practiced by a potato when on the end of a string being pulled by a child. Active followership – the desired form of followership – occurs when a follower interacts with his or her leader to insure *[sic]* understanding and success” (Townsend, 2002, p. 17).

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Followers and followership have carried negative connotations of subordination down through the ages. Leaders have been seen as all-powerful, whereas followers and followership have been perceived as powerless and dependent. More contemporary views of the roles of leaders and followers suggest more of a sharing of leadership so that one role complements the other. Chaleff (1995) suggested that a dynamic model of followership is possible, which creates a balance between the two roles and supports a dynamic model of leadership. This model includes five dimensions of *courageous followership.* Also, this model is the initiation of a value-based action plan to improve the internal and external processes and activities within an organization. A summary of Chaleff's five dimensions of courageous followership follow:

1. The courage to assume responsibility. Courageous followers assume responsibility for themselves and the organization.
2. The courage to serve. Courageous followers are not afraid of the hard work required to serve a leader.
3. The courage to challenge. Courageous followers give voice to the discomfort they feel when the behavior or policies of the leader or group conflicts with their sense of what is right.
4. The courage to participate in transformation. When behavior that jeopardizes the common purpose remains unchanged, courageous followers recognize the need for transformation.
5. The courage to leave. Courageous followers know when it is time to separate from the leader and group (pp. 6-7).

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In addition to courageous followership, good followers have some of the same characteristics that make up good leaders. For instance, Kelly (quoted in Bass, 1990) described good followers as “active, independent, critical thinkers who can manage themselves” (p. 346). In addition, Bass described good followership as an active process in which good followers engage:

> They are committed to the organization and to persons, principles, or purposes beyond themselves. Their personal and organizational goals are aligned. They are competent and avoid obsolescence with continuing education and development. They disagree agreeably. They build credibility. They can move easily into the leadership role and return to the role of follower. (p. 346)

Traditional thinking in management and leadership may portray the follower as non-assertive, waiting to be led by the leader, and needing to realize potential. Other discussions suggest that followers require nurturing and need to be motivated or manipulated to perform. Passive behavior or non-assertiveness may be a theoretical basis for these perspectives, but true followership, as stated previously in this discussion, is an active process. As Goffee and Jones (2001) have stated, “Yes, followership implies commitment, but never without conditions. The follower wants the leader to create feelings of significance, community, and excitement or the deal is off” (p. 148).

In the processes that make up the management of tasks, followers are as essential to organizational success as are their leaders. Truly effective leaders have been, and continue to be, good followers. Good followership is a skill, a mindset that evolves as individuals learn through the social learning process. Through the social learning process of modeling, mentoring, and coaching, individuals can “try on” the roles of leaders and

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followers. This is especially evident in children. Good followers who would be good leaders have keen interpersonal skills and strong team-building skills. They are able to observe the behavior of others, employ active listening, and apply critical-thinking skills to develop their leader-follower roles. Excellence in leadership involves an appreciation for excellence in followership. “The success of any group depends on the willingness of members to play both roles. Being able to take the lead when called on and to follow at other times is crucial to the viability of a group” (Madera, 2000, p. 52).

Understanding why people become followers is important for both the leaders and followers of groups. There are intrinsic as well as extrinsic motivators that drive individuals to follow a leader, an ideal, a cause, or even a dream. However, misunderstanding the motives that drive followership may lead to an organization’s decline or demise. Kelly (1992) offered seven essential paths that lead to followership. These paths are: (a) apprentice, (b) disciple, (c) mentee, (d) comrade, (e) loyalist, (f) dreamer, and (g) lifeway (summary in Table 2). In addition, Kelly also mentioned, “some followers appreciate the interpersonal involvement of followership” (p. 52). In addition, followers do not follow any particular path for their entire lives. “Each of us is likely to follow one or more of these followership paths during our lives. Or we may also travel down some of them simultaneously” (Kelley, 1992, p. 52-53).

In broad terms, the seven paths may be grouped into categories that describe the effect on followers. Kelly (1992) developed a taxonomy to categorize the seven paths of followership into groups characterized by the following descriptions: shaped by relationship, shaped by personal goals, a means to express self, and a means to transform self. These descriptions and categorizations are summarized in Table 3.

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Table 2

Kelly's Seven Paths to Followership

Path	Description
Comrade	One who combines the efforts and talents of the group members to accomplish through a sense of intimacy and belonging.
Loyalist	One who has a strong emotional commitment to a leader and/or organization.
Lifeway	One who follows from a personal preference and conviction believing that no other lifestyle is as rewarding.
Dreamer	One who is committed to a personal dream rather than a particular leader who embodies an idea or cause.
Mentee	One who has a one-on-one relationship with a leader to develop his or her maturity as a leader.
Disciple	One who learns a body of knowledge passed on from a leader that provides intellectual development, and the opportunity to emulate the leader.
Apprentice	One who aspires to be a leader proving him or herself in the follower's role to gain the confidence of superiors.

Note: (Kelley, 1992)

The Relationship between Leaders and Followers

In contrast to other social relations, the relationship of leaders and followers assumes a "working relationship." Working relationships differ from social relationships because they involve different situational and contextual characteristics (Parent, 1998).

Leader-Member Exchange

Individuals experience leadership as either leaders or followers. This relationship is commonly referred to as the Leader-Member Exchange. Nahavandi (2003) explained

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this concept as a personal relationship model that was first described as the Vertical Dyad Linkage Model by Dansereau, Graen, and Haga (1975), and also Graen and Shieman (1978). In each relationship that the leader maintains with followers the quality of the relationship can vary greatly in regards to the exchange that exists between leader and follower. In this model, "each dyadic is different and a leader establishes a one-on-one relationship with each follower" (p. 166).

Table 3

Seven Paths to Followership: A Means to Self-Expression and Transformation

Kelly's Seven Paths	Effect on Follower	Outcome
Comrade	Shaped by relationship	A means to express self
Loyalist	Shaped by relationship	
Lifeway	Shaped by personal goals	
Dreamer	Shaped by personal goals	
Mentee	Shaped by relationship	A means to transform self
Disciple	Shaped by relationship and personal goals	
Apprentice	Shaped by personal goals	

Note: (Kelley, 1992)

In each exchange that the leader and follower participate in, the follower assumes a specific role. A high quality relationship with the leader allows the follower to be in the in-group. These followers within the in-group are able to experience support, confidence, and challenging assignments by their leader and at times overlook their errors. In essence, in-group membership can result in high performance, high work satisfaction, and low stress (Nahavandi, 2003). Scandura (2003) suggested in her study of LMX theory that

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organizational justice was an important aspect of the leader-follower relationship because it takes into account the issue of fairness in the distribution of rewards and other outcomes among group members. Also, studies by Hoffman and Morgeson (1999) suggested that positive leader-member exchange relationships can enhance communication, commitment, and reduction in work-related accidents. Also, more recent work related to the LMX model by Sparrowe and Liden (1997) suggested that high quality work relationships might enhance social networks, "whereby leaders sponsor members of their in-group into various social networks" (cited in Nahavandi, p. 167).

The literature suggests that a working relationship exists between followers and leaders, and it is impossible to understand either without knowledge of the other. In addition, most authors writing on the concepts of followership and leadership see them as a complement of each other. As an example, Smith (quoted in Hesselbein, Goldsmith, & Beckhard, 1996) mentioned that "everyone must learn both when and how to exercise the following part of leading and the leading part of following" (p. 204). In addition, Rosen (quoted in Hesselbein, Goldsmith, & Beckhard, 1997) added, "as we become better leaders, we also learn to become better followers" (p. 310). However, what is known about leadership and followership is that followers (and leaders) can be described in the context of effectiveness. Effective followers, according to Kelly (1995) share the following qualities:

- They manage themselves well.
- They are committed to the organization and to a purpose, principles, or person outside themselves.
- They build their competence and focus their efforts for maximum impact.

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- They are courageous, honest, and credible. (p. 196)

Followership can be understood as the act of following; however, since followers do not exist without leaders, both followership and leadership exist together in the same continuum. The ideal follower is one who forms excellent relationships with not only leaders, but also with other organizational stakeholders. Kelly (1992) agreed with this concept by stating, “the best followers know how to get along with their co-workers and leaders in ways that benefit the organization” (p. 149). In forming excellent relationships, followers can develop a network of associations that can enhance and further individual as well as corporate goals. These relationships can cross the lines of formal authority and be seen within informal groups, teams, and even referred power from executive networks. These relationships can be beneficial to the follower, the organization, and other stakeholders.

With reference to organizational purpose and mission, Chaleff (1995) suggested that leaders and followers are integrated with one another by stating, “followers and leaders both orbit around the purpose; followers do not orbit around the leader” (p. 44). Rost (cited in Wren, 1995) suggested that “followers do not do followership, they do leadership. Both leaders and followers form one relationship that is leadership” (p. 192). There appears to exist a relationship between leaders and followers that underlies the outcome and effectiveness of organizational goals, objectives, and ultimately the mission. This relationship may even have a more profound organizational effect in that it may even sow the seeds for purposeful vision, mission, and collaboration over time. Chaleff supported this suggestion by saying that “the rewards of the balanced leader-follower

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relationship are the rewards of all healthy relationships – honest struggle, growth, mutual admiration, and even love" (p. 175).

In work situations within a dynamic environment, the relationship between leaders and followers is crucial for organizational success. Situational leadership, proposed by Hersey and Blanchard (cited in Wren, 1995), described the relationship between a leader's behavior and a particular aspect of a situation as it relates to the readiness level exhibited by followers. The leader must be attuned to the level of readiness of followers to follow in a given situation. There is a dynamic process in place so that leadership behavior changes in relation to the followers' response and readiness in order that performance and productivity will be maintained (Hersey & Blanchard, as cited in Wren).

Leading and following can be a dynamic relationship that is influenced by how followers respond as a group. Followers within relationships with leaders behave positively; however, in some cases they may adversely affect group leadership. Offerman (2004) suggested that good leaders can be influenced to make poor decisions because of well-meaning followers who are united and persuasive about a particular course of action. In addition, followers who may deceive them with flattery may surround leaders. This behavior may isolate the leader from the unpleasant realities associated with leadership (Offerman). Finally, unscrupulous and ambitious followers may intrude on the authority of a leader to the extent that the leader relinquishes power and the ability to lead and only retains responsibility (Offerman).

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Trust in Leadership

Research by Bennis and Nanus (1985), Fairholm (1994), Golembiewski and McConkie (1975), Kouzes and Posner (1987), Likert (1967), McGregor (1967), and Zand (1972, 1997) in applied psychology have implied that a higher level of trust in leadership by followers can result in higher organizational performance. Much of the literature related to leadership trust and its impact on performance is assumed and relatively empirically un-validated. However, studies by Dirks (2003) supported the concept that trust in leadership positively affects leader-follower relationships, and has a positive effect on team performance. In addition, the findings suggested that trust in leadership is more important for organizational success than trust in either teammates, or trust in a partner (Dirks).

Transformational Leadership Style and Leader-Follower Relationships

It has been suggested in the literature that transformational leadership would be most suitable to promote effective leader-follower relations (Nahavandi, 2003). Transformational leadership, first described by Burns (1978), suggests that some leaders are able to more effectively influence their followers through their personal traits and their relationship with followers. Wofford, Whittington, and Goodwin (2001) agreed with this position and added that:

Transformational leaders motivate their followers to perform beyond normal expectations by transforming their thoughts and attitudes. They enlist their followers to buy into their vision and strive for its fulfillment. To accomplish this, transformational leaders exhibit the following kinds of behaviors: attributed charisma, inspirational motivation, intellectual stimulation, and individualized consideration. (p. 197)

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This style of leadership goes beyond the leadership that focuses on an exchange of resources and productivity. Transformational leadership includes three factors that facilitate effectiveness: (a) charisma and inspiration, (b) intellectual stimulation, and (c) individual stimulation (Nahavandi, 2003). Although it can be noted that charismatic leadership may include negative connotations, in general, transformational leadership is a positive style. Research findings by Ross and Offerman (1997) suggested that organizations can benefit from transformational leadership styles that encourage leaders to be more nurturing and less aggressive with relationships. The three factors described by Nahavandi "combine to allow the leader to undertake the necessary changes in an organization" (p. 237). These changes are the hallmark evidence of effective leadership that can initiate organizational evolution through the process of transformation.

The literature regarding leadership research is replete with discussions on commitment by followers toward professional organizations and to their leadership. However, in considering the effect of transformational leadership on volunteers, the literature provides limited data and discussion that address the concept of leadership commitment by volunteers within voluntary organizations. In spite of limited research data, a recent study by Catano, Pond, and Kelloway (2001) indicated, "transformational leadership elicits support from members for the organization through their acceptance of the organization's values, goals, and behaviors based on interaction with the transformational leader" (p. 263). Results from research by Krishnan (2001) suggested that "transformational leaders might give greater importance to values pertaining to others than to values concerning only themselves" (p. 126). In the same study, Krishnan

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also concluded, “there is a preference given by transformational leaders to moral values over competence values” (p. 126).

Bass (quoted in Catano, Pond, & Kelloway, 2001) characterized transformational leadership as, “the ability to elicit support and participation from followers through personal qualities rather than through reward or punishment which is more characteristic of transactional leadership” (p. 58). It is through these personal qualities that leaders of voluntary organizations are positively able to affect the behavior of their followers.

A study done by Wofford, Whittington, and Goodwin (2001) indicated that leaders use transformational behaviors more with some followers compared to others. This suggests that leaders should consider the motive patterns of each follower and adapts their behavior to match the followers’ characteristics. In essence, adapting one’s leadership application to individuals through personalized relationships may make a significant difference in the leader’s overall effectiveness (Wofford, Whittington, & Goodwin). Nahavandi (2003) supports this concept of leadership by stating that transformational leadership is able to facilitate followers’ cooperation through a number of ways:

- Projecting confidence and optimism about the goals and followers’ ability.
- Providing a clear vision.
- Encouraging creativity through empowerment, rewarding experimentation, and tolerance for mistakes.
- Setting high expectations and creating a supportive environment.
- Establishing personal relationships with followers. (p. 238)

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In summarizing transformational leadership and followership, Bass and Avolio (cited in Coad & Berry, 1998) suggested that:

> Transformational leadership, when successful, arouses a heightened awareness of the key issues for the group or the organization, develops followers concern with achievement, growth and development, stimulates interest among colleagues and followers to view their work from new perspectives, [*sic*] generates awareness of the mission or vision of the team and organization, develops colleagues and followers to higher levels of ability and potential, and motivates others to transcend self-interest so as to benefit the group as a whole. (p. 165)

Personality Traits and Demographic Factors that Affect Leader-Follower Relationships

In followers and leaders it is difficult to determine whether specific personality traits or demographic factors influence the effectiveness of leaders' and followers' relationships. The literature does not address this topic in any great detail; however, some social science research studies are applicable to understanding the effect of personality characteristics on leaders and followers. Early studies by Sanford (2003) suggested that followers are always present when leadership occurs and follower brings to the relationship their habits, attitudes, preferences, biases, and even deep psychological needs.

Introversion and Extraversion

The quality of any leader-member exchange may be associated with personal and interpersonal attributes such as introversion and extraversion (Phillips & Bedeian, 1994). Research by McCrae and John (1992) suggested that introversion and extraversion are

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central dimensions to personality and are important factors in the leader-member relationship (Phillips & Bedeian, 1994). The differences in characteristics between introversion and extraversion were described by Eysenck (1986), who contrasts extraverts as seeking interaction with others, whereas introverts prefer their own company. As a result of these differences, Phillips and Bedeian (2000) suggested that:

> Extraverted followers, seeking interpersonal relations, would attempt a high level of interaction with leaders not only to gain the satisfaction of interacting, but also to enhance the possibility of being assigned stimulating tasks. Such behavior corresponds closely with *[sic]* that underlying high-quality leader-follower exchanges. (p. 207)

Briggs (1999) studied the personality factors of introversion and extraversion in relation to aerospace managers, and concluded that introverted managers are less likely to empower their subordinates as compared to extraverted managers. In addition, introverted managers tend to assess themselves at higher levels compared with their extraverted peers (Briggs).

Gender Differences

In the same study by Briggs (1999), the comparison of male and female managers did not show any appreciable differences in relation to the results given regarding introversion and extraversion. However, in other volunteer leader research, it was noted that females tend to be more readily involved as volunteers and volunteer leaders. These female volunteers and volunteer leaders were on average between the ages of 41- 43 years of age (Boz, 2000). Motivation to become volunteers and volunteer leaders included achievement, affiliation, and altruistic reasons (Boz). In another study related to

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leaders-followers and leadership styles, Johnson (2003) found that age and gender did not significantly affect leader-follower relationships. However, in the same study it was suggested that followers preferred a transformational style of leadership (Johnson, 2003).

In relation to gender and emotion, the literature suggests that a leader's emotional display may affect his or her audience. Gender may also affect how leaders are perceived by their followers in relation to emotional demonstration. Lewis (2000), suggested, “male or female leader expressions of negative emotion appear to influence the observer's affective state and assessment of the leader's effectiveness” (p. 221). This study suggests that negative emotional display has a significant and negative effect on the assessment of leadership effectiveness when compared to more neutral emotional displays. In addition, in this same study, Lewis found, “male leaders received lower effectiveness ratings when expressing sadness compared to neutrality, while female leaders received lower ratings when expressing either sadness or anger” (p. 221).

In another study on transformational leadership traits, Palmer, Walls, Burgess, and Stough (2001) noted that:

> Emotional intelligence correlated with several components of transformational leadership suggesting that it may be an important component of effective leadership. In particular, emotional intelligence may account for how effective leaders monitor and respond to subordinates and make them feel at work. (p. 5)

This study may help to validate the notion that leader-follower relationships are interdependent on the social aspects of human emotions, and that transformational styles of leadership enhance that relationship.

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Temperament

Temperament has been used as a means to describe behaviors related to operational and organizational characteristics. This has allowed researchers to look at various factors of relationship that include problem solving, team-building, and conflict management. In a study utilizing the Kersey Temperament Sorter as a research tool, Beckerleg (2002) determined that temperament characteristics among followers are significant for the leader-follower relationship. Leaders see themselves as idealists and exemplary followers. Exemplary followers are generally seen as idealists (intuitive-feeling) or guardians (sensing-judging).

In speaking of the relationship between temperament and intelligence, Keirsey (1998), in his book *Please Understand Me II,* proposed the following:

> The leader's objective, whatever his or her temperament, is to execute a plan of operations in the pursuit of a specified goal. However, since implementing any goal requires a certain kind and degree of intellectual development on the part of the personnel assigned to it, all types of leaders must take intelligence – their own and that of their employees – into account if they are to lead well (p. 287).

It may be suggested that whatever abilities, talents, or skills are present within leaders and followers, leaders must be in pursuit of talented individuals. In speaking of leaders, Keirsey (1998) mentions the following:

> We must nurture the talents of followers we already have: we must make sure that our followers engage in massed and distributed practice of those skills…. And we must see to it that our followers get timely feedback … (p. 330).

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The Keirsey Temperament Types description as they apply to this discussion is summarized in Table 4.

Studies on followership and leadership describe the relationship and synergy that exists between the two concepts. In addition, the need for organizational leaders to emulate the characteristics of good followership is emphasized. However, one comment by Himmelberg (1998) proposes that, “innate factors do not make some workers outshine others” (p. 6). This would suggest that followership is a learned activity through such mediums such as social learning within teams and groups. In general, comments on followers and leadership characteristics describe the activity, attitudes, and behaviors exhibited by both groups. In speaking of followership strategies, Kelly (quoted in Himmelberg) suggested that there are nine workplace strategies that can influence the effectiveness of good workers (followers): initiative, networking, self-management, perspective, followership (influence without ego), leadership, teamwork, organizational savvy (smarter than office politics) and the ability to show and tell (make a good presentation)” (Himmelberg, p. 6).

Although specific characteristics related to personality are not clearly defined for followers, specific characteristics of good and effective followership are consistent. For instance, Wallington (2003) described a summary of followership characteristics outlined in Table 5.

The literature may be inconclusive in describing what specific personal characteristics are needed to assure that leadership can be effective within a group of followers. However, from the perspective of needs and motivation, there is ample evidence to suggest that basic needs, wants, and desires directly influence how well

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leaders are able to motivate volunteer followers. Meneghetti (1995) suggested that there exists an interrelationship between the motivational theories that include altruism, instrumentality, and reinforcement, Maslow's hierarchy of needs, Herzberg's two-factor, and McClelland's learned needs. In attempting to understand volunteer (followers) behavior and how it affects leadership, effectiveness requires an understanding of why a follower behaves in a certain way. Motivation theories can enhance this understanding. "Thus, the wide body of knowledge related to motivation comes together in a meaningful whole (Meneghetti, p. 32).

Table 4

Keirsey Temperament Types

Idealist	Guardian	Rational	Artisan
NF or Intuitive-feeling Predisposition to communicate in an abstract manner and to implement goals in a cooperative manner. Types of Idealists: Teacher, Counselor, Champion, Healer.	SJ or Sensing-judging Predisposition to communicate in a concrete manner and to implement goals in a cooperative manner. Types of Guardians: Supervisor, Inspector, Provider, Protector.	NT or Intuitive-thinking Predisposition to speak in an abstract manner and to implement goals in a utilitarian manner. Types of Rationals: Fieldmarshall, Mastermind, Inventor, Architect.	SP or Sensing-perceiving Predisposition to be concrete in communication and utilitarian in the implementation of goals. Types of Artisans: Promoter, Crafter, Performer, Composer.

Note: (Keirsey, 1998)

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Table 5

Characteristics of Followership

Characteristic	Description
Listening	Good listening may be the primary characteristic of good followers.
Focus	Good followers tend to be highly focused on results.
Egolessness	Some people shine only when they are in the starring role.
Relevance	Good followers stay close to the working environment because it gives their contributions a sense of reality.
Team-orientation	The team's effectiveness is a high priority for good followers.

Note: (Wallington, 2003, p. 1)

The literature does not clearly show how specific demographic and personality characteristics may directly affect leaders' and followers' relationships. A primary intent of the research for this project is to address relationships that may exist between effective leadership, followership, personality traits such as extraversion (and introversion), and other related demographic considerations. This research will add to the body of knowledge in these specific discussions on leader-follower relationships.

Voluntary Organizations

Voluntary organizations can be understood as organizations that have leaders and followers in which there is no direct or implied requirement for membership. Research on the dynamic relationship of volunteers and leaders is limited. Liao-Troth (2001) supported this by stating, "although many generalizations are made in the management literature about worker attitudes, actual testing to support the generalization to voluntary workers is spotty at best" (p. 434).

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Essentially, voluntary organizations contain members and followers who are motivated to belong to the organization because of more intrinsic values as compared to extrinsic or external rewards. In addition, many voluntary organizations are non-profit which characterize them as organizations that "are not profit-seeking enterprises" (Ivancevich & Duening, 2004, p. 69). Non-profit organizations exist to provide value and purpose for their mission outside of the need to increase the wealth of an owners or founders. Donations, dues, and the sale of various goods or services provide non-profit organizations with the means for their organizational viability (Ivancevich & Duening).

According to Shin and Kleiner (2003), within the context of voluntary organizations, "a volunteer is an individual who offers him or herself to a service without an expectation of monetary compensation. The services rendered benefit a third party as well as the volunteer" (p. 64). Commitment by a volunteer to his or her organization is similar to the commitment of members within professional organizations. Organizational commitment is defined as "the degree to which an employee feels obligated to an employer" (Liao-Troth, 2001, p. 427). Furthermore, Liao-Troth added, "organizational commitment is most frequently addressed in terms of how much an employee might like the employing organization … (p. 427).

According to Shin and Kleiner (2003), there can be three types of volunteers:

> The first type is called a Spot Volunteer. The volunteer activity is casual and will target specific needs. The second type of volunteer performs more formal types of volunteer service. They have a personal commitment and gain a sense of accomplishment and gratification. The last type of volunteer is one who

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volunteers because they are pressured or required to by an employer or other entity. (p. 64)

There is an existing trend in the incidence and prevalence of voluntary organizations in sophisticated societies. The benefits associated with any voluntary organization can be seen in how society and communities respond to the organizational culture that is created by voluntary organizations. Shin and Kleiner (2003) amplified this observation by making the following statement:

The spirit of volunteerism has made a significant contribution in improving not only the lives of people in need but also improving the efficiency of organizations, both financially and socially. Volunteerism has brought about innovation, economic efficiency as well as social cohesion. (p. 63)

According to Bass (1990), another important aspect of volunteerism that goes beyond definition or delineation of benefits is the description of what volunteers are like within an organization:

- Relationship is more personal and less formal.
- Performance can be more variable as compared with professional organizations.
- Volunteers are more likely to ignore leaders and work when they want.
- Volunteers are more intrinsically motivated by the organization's accomplishments and worthwhile purposes, and to a certain degree are motivated by the leader's directive role.

Although intrinsic motivation is fundamental to volunteers, their ability to perform can be based on a variety of motivational factors. Liao-Troth (2001) supported

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this by stating, “the differences in motive of volunteers can have a tremendous impact on their behavior and determine the appropriate method of managing them” (p. 438).

Leadership within Voluntary Organizations

Wilson (cited in Fisher & Cole, 1993) observed that voluntary organizations are often “managed by persons who are trained in the helping professions but have little administrative training and little experience managing organizations” (p. 4). Also, Miller (cited in Fisher & Cole) found that organizational needs within voluntary organizations frequently included recruiting, training, and effectively managing volunteer followers. The role of volunteer leadership may be seen as a dual role of an administrator-leader, and as an advocate-fundraiser. Multiple roles are necessary in the volunteer organizational milieu because deciding what needs to be done, creating networks of people and relationships to accomplish an agenda, and ensuring that people actually ensure that the job is done is the essence of volunteer leadership (Fisher & Cole). Voluntary leadership roles and responsibilities are similar to professional organizations. However, more focus and emphasis is needed in the areas of volunteer motivation, communication, and commitment. Bennis (cited in Fisher & Cole) defined four leadership competencies: (a) commitment to a vision or agenda; (b) communicating and interpreting the vision so that others align themselves with it; (c) maintaining a reliable, consistent posture; (d) and knowing one’s strengths and deploying them effectively” (p. 5). In addition to these essentials, a volunteer leader must be an advocate for voluntary effort, which is the primary source of motivation and facilitation to accomplish the organizational vision. However, Sawhill and Williams (2001) stated that “the more

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abstract the mission is, the more difficult it is to develop meaningful measures of outcome or mission impact" (p. 378).

In terms of outcome measures, business firms collect quantitative data on such indicators as profit, return on investment, and shareholder value creation. Quantitative data enables business leaders to benchmark their performance against competitors, and against their market trends. However, as Sawhill and Williamson (2001) observed, "for a mission-driven non-profit, however, measuring success is far more difficult" (p. 371). In a discussion by O'Neill and Young (cited in Sawhill & Williamson) the authors identified a distinctive characteristic of nonprofit organizations by suggesting that there exists a certain "ambiguity of their performance criteria" (p. 372). In contrast to for-profit organizations that measure their leaders by standardized quantitative criteria, Sawhill and Williamson suggested that in regard to non-profit voluntary organizations, "performance measures must be tailored to the missions and goals of individual institutions. Based on our observations, it seems clear that no generic scorecard nor any universal set of indicators will work in all cases for all nonprofits" (p. 383). The literature supports the assumption that leaders are responsible for the overall effectiveness of an organization (Nahavandi, 2003). Effectiveness can be measured in a number of ways that include outcome measures as a result of strategic planning. However, a quantitative evaluation of leadership effectiveness may not be the only suitable criteria to appraise volunteer leadership. Sawhill and Williamson suggested the following:

> An integrated system of performance measures is no substitute for a compelling mission, uplifting vision, clear goals, and innovative strategies. It would be a

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serious error to imagine that a nonprofit can develop effective measures in the absence of strategic alignment. (p. 385)

In contrast to follower characteristics within voluntary organizations, the following three points describe the leadership characteristics of voluntary organizational leaders:

1. Leaders are representatives of the membership.
2. They assume its authority. Leaders in voluntary organizations depend much more on their subordinates to accomplish work, and are more likely to be reluctant to be too directive or controlling in the event that this may lessen the desire for followers to be engaged.
3. Leaders within voluntary organizations are more relations-oriented (Bass, 1990).

Perhaps none of the tasks of volunteer leadership is more important than the maintenance of interpersonal relationships. Time, money, effort, commitment, and motivation all hinge on the volunteer leaders' ability to create and maintain relationships with their volunteer followers. The links between all facets and functions of voluntary organizations are based on communication, with the foundation rooted in the organizational culture. An organizational culture can be understood as a way of doing things. The customs, traditions, and language of an organization determine its uniqueness. Each member of the organization has a relationship with the leaders, managers, and the organization in general through the process of organizational enculturation. According to Fisher and Cole (1993), the importance of the relationship within voluntary organizations is suggested in the following statement:

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> Important aspects of an organization's climate are expressed through that relationship. Descriptors such as friendly or distant, supportive or disinterested, collaborative or independent signal differences between organizations where one receives a strong sense of belonging and organizations where one can leave without being missed. (p. 68)

Leadership within voluntary organizations can be very challenging. Maxwell (2002) suggested that, "positional leadership does not work in voluntary organizations. If a leader does not have leverage – or influence – then he is ineffective" (p. 68). Leverage (advantage) is the ability to influence through various power structures within an organization. Because voluntary organizations are non-profit, the external motivational tools used by for-profit organizational leaders may be ineffectual, and even inappropriate for volunteers. In addition, the ability to exert power through direct means may also be ineffectual in voluntary organizations. The ability to influence or to affect the behavior of an individual or group is the primary source of advantage that voluntary organizational leaders employ. Maxwell added, "followers in voluntary organizations cannot be forced to get on board. If the leader has no influence with them, then they won't follow" (p. 69). In essence, true leadership in voluntary organizations involves an understanding of the psychosocial and sociological factors that are unique to each individual who decides to be a voluntary follower within an organization. Shin and Kleiner (2003) stated the following:

> Volunteer managers must have effective management skills. Volunteer managers must be leaders. They must be encouraging, be good communicators, be supportive, knowledgeable, understanding, enthusiastic, practice empathy, give

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feedback and have social skills. Volunteer managers must also be able to relate to volunteers on a personal level while maintaining professionalism. (p. 70)

It is possible to exert influence on the culture of the organization, although it is likely that within voluntary programs leadership cannot exercise direct control over the motives of their followers. However, it may be possible to indirectly affect individual motivation. The key elements of affecting organizational culture within voluntary organizations may be rooted in the relationships that leaders maintain with their followers. It may also be possible that opportunities for individual growth, maturation, and fulfillment of followers are a means to influencing organizational effectiveness within voluntary organizations (Fisher & Cole, 1993). Leadership within voluntary organizations may present unique situations and opportunities. In relation to volunteer groups, Crosby (cited in Morrison, 1994) suggested a number of leadership considerations for leaders of voluntary organizations:

- There are no easy solutions.
- Volunteers do not work for money; they work for good feelings.
- Volunteers are more committed to work that they have helped to develop.
- People rise to the challenge, if it is given.
- Dedication requires the desire for success more than the volunteers.
- If a volunteer worker does not understand why he or she is doing something, he or she will probably not do it very well.
- Always show more concern for the people than the task. People are responsible for completing the task.

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- If you expect positive results, cultivate a positive attitude in yourself and your volunteer workers. (Morrison, 1994)

Leaders within voluntary organizations should focus on developing leadership potential with their followers so that an ongoing leader-follower dynamic will be in place. In addressing leaders, Morrison (1994) also suggested that, “unless you develop the leadership potential within those with whom you work, you are destined to work too hard yourself. Everything will need your attention. In your absence things will come to a virtual halt” (p. 69).

Summary

Chapter 2 is devoted to a review of the literature on leadership, followership, and voluntary organizations. A limited amount of material and research on the topic of followership, relationship with leadership, and effects of followership on leadership was noted. However, the literature supports the definitions of leaders and followers, in addition to leadership and followership. There is evidence within the literature of a relationship that exists between leaders and followers, and that this relationship influences the effectiveness of leadership. It is generally agreed within the literature that leaders and followers complement each other’s roles, and in so doing create a synergistic environment for organizational productivity. Also, the relationship between leaders and followers can be understood as not only complementary, but essential, whereby one cannot exist without the other present. Within the context of followership and leadership, a transformational leadership style appears to be more conducive for building good leader-follower relationships.

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Factors related to personality traits of followers, and other demographic elements, are not well documented in the literature as having a direct effect on the leader-follower relationship. However, certain personal characteristics and motivational theories may influence how leaders affect their followers, and this indirectly has an impact on their relationship. No clearly defined profile of ideal follower characteristics related to personal attributes or demographic considerations is identified in the literature that describes volunteers and voluntary organizations. Leadership within these types of organizations is similar to “professional” organizations, but the literature suggests that these differences are related primarily to leader-follower relationships.

The intent of this research project was to look at various factors such as personality traits, and their potential effect on leader-follower relationships, and overall leadership effectiveness within a voluntary organization. It is hoped that through this research new material can be added to the body of knowledge related to relationship considerations of leaders and followers. Chapter 3 explains the methodology of this study.

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CHAPTER 3: METHODOLOGY

The discussion of this research project focused on describing and researching how relationships of leaders and followers affect leadership's ability to be effective and promote productivity within a voluntary organization. Kelly (1992) described the importance of followers to overall leadership effectiveness by stating, "followers determine not only if someone will be accepted as a leader but also if that leader will be effective. Effective followers are critical for a leader's or an organization's success" (p. 13).

Research Method and Design Appropriateness

In assessing the relational effect that followers have on leadership, two primary questions were proposed: (a) to what degree does the relationship between leaders and followers within voluntary organizations influence leadership effectiveness, and (b) to what degree do the individual characteristics of followers such as age, gender, extraversion, introversion, trust, and tenure affect their relationship with their leaders? The independent variables in this research study included age, gender, extraversion-introversion, trust, and tenure. The dependent variables included the relationship between leaders and followers, and the leader's overall productivity or effectiveness.

Research by Boz (2000) suggested that age and gender affect the relationship and the willingness of volunteers to work. Regarding extraversion and introversion, studies by Phillips and Bedeian (1994) suggested that extraverted followers are more likely to be involved in a high-quality leader-follower exchange than highly introverted (neuroticism) followers. Dirks (2003) suggested that trust by followers for their leaders may be an important contributor to enhancing leader-member relationships. Dirks (cited in Pierce &

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Newstrom, 2003) also stated, “the findings suggest that the effects of trust on team performance are not only important theoretically but also substantial in practical terms” (p. 50). Also, tenure with the group is an important variable to consider since new members may not be fully assimilated into the group as compared to established members. This difference in tenure may also influence the responses from the membership group.

Because the nature of the research group is an ecumenical, voluntary organization, the religious organization affiliation of the members of the group may affect the overall correlations. For this reason, organized religious affiliation was a variable included in this research study.

Research Hypotheses

Three sets of hypotheses were used to address the research questions. The Leader-Member (LMX) Exchange theory (Scandura, 2003) suggested that the quality of relationships between leaders and followers would directly influence the outcomes of an organization. Nahavandi (2003) proposed that leadership effectiveness can be best understood through focusing on the outcomes. Dirks (2003) suggested that trust of members for their leaders may be an important influential factor in leader-member relationships and organizational outcomes. These concepts are essential factors that were the basis for the first set of hypotheses that addressed leader-follower relationships and their effect on leadership effectiveness:

$H1_{(a)}$ In voluntary organizations, there is a significant positive relationship between effective leadership and a high quality relationship of followers and leaders.

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$H1_{(o)}$ In voluntary organizations, there is not a significant positive relationship between effective leadership and a high quality relationship of followers and leaders.

As discussed previously, high-quality leader-follower relationships may assist the leader with task completion, and may affect behaviors by followers that are conducive to appropriate group or team collaborative behavior. These hypotheses may support and enhance the current literature regarding the theory that high-quality leader-follower relationships result in increased leadership effectiveness.

The second set of hypotheses focused on the issue of certain personality traits, specifically extraversion versus introversion. Extraverted individuals may be more socially proactive with their environment as compared with introverted individuals. This proactive trait may initiate more opportunities for engaging high-quality relationships between leaders and followers (Phillips & Bedeian, 1994). This research study intended to address the correlational effect of these traits on the leader-follower relationship within a voluntary organization:

$H2_{(a)}$ Extraverted followers within voluntary organizations have higher-quality leader-follower relationships than non-extraverted followers.

$H2_{(o)}$ Extraverted followers within voluntary organizations do not have higher-quality leader-follower relationships than non-extraverted followers.

The third group of hypotheses addressed the issue of demographic considerations. Organizations may include individuals with different demographic characteristics. It may be reasonable to suggest that certain demographic factors and other personal characteristics could have an impact on and affect the leader-follower relationship.

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Limited studies revealed that females between the ages of 40 – 43 appear to be more actively involved as volunteer members and leaders (Boz, 2000). A correlational effect was examined for this study related to specific age and gender demographics and their effect on leader-follower relationships:

$H3_{(a)}$ Females over the age of 40 will be a dominant demographic feature of high-quality relationships between leaders and followers in voluntary organizations.

$H3_{(o)}$ Females over the age of 40 will not be a dominant demographic feature of high-quality relationships between leaders and followers in voluntary organizations.

These hypotheses may enhance the current literature in describing the effect that personal traits and demographics have on leader-follower relationships.

Correlational Method

A quantitative and correlational research methodology was used for the research component of this dissertation to evaluate the relationship of followers and leaders. Davis (1996) described quantitative research as a numerical and statistical assessment that typically uses larger samples involving structured questioning and observations; the data is subsequently analyzed. In addition, in speaking of quantitative research, Leedy and Ormrod (2001) stated that the processes associated with correlational research involves either identifying the characteristics of an observed phenomenon or exploring possible correlations among two or more phenomena. However, quantitative research does not focus on making changes. Leedy and Ormrod (2001) also added that quantitative research does not include changing or modifying the condition or processes that are being investigated, and neither is the intention to determine cause-and-effect relationships. The

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nature of the research methodology chosen for this project lends itself well to assuring an objective and unbiased evaluative process for the phenomenon of relationships between leaders and followers.

For the reasons mentioned previously, a questionnaire instrument was used for data gathering. The questionnaire addressed four specific areas: (a) a profile of demographic characteristics specific to the population was studied to determine their effect on the leader-follower relationship, (b) an assessment of leader-member relationships and effectiveness evaluated through a leader-member exchange questionnaire (Pierce & Newstrom, 2003), (c) a measure that addressed leadership trust (Pierce & Newstrom, 2003), and finally, (d) an introversion-extraversion survey measure identified levels of extraversion and a neuroticism score (Pierce & Newstrom, 2000) of the followers.

A descriptive analysis of the questionnaire data examined the correlations between the leader-follower (member) relationships as it is influenced by introversion-extraversion, situational characteristics, specific demographic data, and the opinion by the followers of their leader's overall effectiveness.

Population, Sampling, and Data Collection Techniques and Rationale

The study population included members of an ecumenical organization who participate in choral presentation, cultural demonstration, and performing arts on a voluntary basis. The group has been in existence for over 20 years with a primary focus of providing a medium for performing arts related to cultural and religious themes. Membership in the group is obtained through word-of-mouth or direct invitation by group members and its leadership. The research population was limited to this diverse group of

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volunteers from an organization that is located in Hawaii. The rationale for choosing this particular organization was based on its proximity, familiarity, and investigational interest to the researcher. The demographic variables included all genders, all participants over the age of 18, and tenure with the volunteer organization. The size of the research population is approximately 100 volunteers. All members were asked to participate by completing the questionnaire; a 90% response rate was expected since the study group was relatively small, and the membership had been notified of the study well in advance of the actual data collection period. Permission to perform the research study utilizing this volunteer organization's name, and members as subjects was approved by the organization's governing board.

Members involved in the study completed a questionnaire that addressed the four specific areas of the study: (a) a profile of demographic characteristics specific for the population to determine demographic effects on leader-follower relationship, (b) an assessment of leader-member relationships and effectiveness evaluated through a leader-member exchange questionnaire, (c) a measure that addressed leadership trust, and (c) an introversion-extraversion survey measure that identified levels of extraversion and a neuroticism score (to evaluate the level of introversion) of the followers. Data obtained from the questionnaire instrument was entered into a data analysis program specific for social science research.

Instruments – Selection Appropriateness and Reliability

The research tools used for this study were primarily intended to gather data and other information relevant for this research topic. In describing the sources of data for this study, there are primarily two ways to obtain data for research: primary and

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secondary methods. The research for this project focused on the collection of primary data. It is noted that primary data are collected specifically to address a research project in question. Primary data may be collected by methods such as personal investigation, experiments, surveys, and questionnaires (Lee, Lee, & Lee, 2000). In contrast, secondary data are "not originally collected for the specific purpose of the study at hand, but rather for some other purpose"(Lee et al., p. 14). Primary data acquisition can be collected from both quantitative and qualitative research studies. The research component of this project focused on quantitative data collection and statistical analyses.

The purpose of the research tools was to acquire primary data. The research tool for primary data gathering for this study was a questionnaire, due to its suitability for data gathering within the study methodology. Leedy and Ormrod (2001) supported the use of questionnaires by suggesting that survey or questionnaire research is descriptive in nature and it "captures a fleeting moment in time…. By drawing conclusions from one transitory collection of data, we may extrapolate about the state of affairs over a longer period of time" (p. 196).

Since the premise of this discussion centers upon the relationship between leaders and followers, the selection of validated questionnaire material that can be directly associated with relationship factors was a priority. The questionnaire for this study combined questions related to subject demographic information and questions from surveys developed by other researchers addressing the issue of leader-follower relationships (see Appendix A). In an effort to assure reliability, the questions taken from other research studies that have been permitted for use for this study exist exactly as they have been previously used and published.

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The relationship or the connection between leaders and followers is complex and multidimensional in nature and involves perceptions, cognition, affect, and behavior (Pierce & Newstrom, 2003). For these reasons, analysis of the relationship between leaders and followers requires questionnaire instruments that focus on the multidimensional factors of relationship such as fairness, trust, ethical behavior, and certain personality characteristics that include extraversion and introversion. In addition, certain demographic data such as age, gender, and tenure may also be important factors that influence leader-member relationships.

The reliability of any research instrument used for measurement depends on the extent to which it can produce consistent results when the variables being measured do not change (Leedy & Ormrod, 2001). The rationale for inclusion of all previously validated questionnaire material for this study was based on information in the literature that supported earlier studies and findings related to leader-member relationships. Pierce and Newstrom (2003) commented on the Leader-Member Exchange Theory (LMX) by saying that it is "one of the most extensive elaborations of leadership as a relationship…"(p. 30). The LMX theory describes how leaders develop different relationships with their various follower groups over time (Scandura, 2003).

Trust is also an important factor, and in addition to the elements of LMX theory, significantly described the dimensions of the leader-follower relationship (Pierce & Newstrom, 2003). Studies by Dirks (2003), conceptualized trust as an expectation or belief that a group can rely on its leader's actions or words and that the leader has the best intentions for the group in mind. In regard to relationships and group effectiveness, Dirks

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(2003) also comments that trust in leadership by a group or team is critical to overall group effectiveness.

Finally, previous work by Phillips and Bedeian (1994) supported the concept that extraverted individuals are more likely to be a part of a high-quality leader-member exchange as compared to highly introverted individuals. In addition, it was noted that positively correlated follower extraversion can be linked to higher quality and more frequent leader-member exchange relationships and interaction (Phillips & Bedian, 1994).

The LMX, trust in leadership, and introversion-extraversion questionnaires that have been described supported, enhanced, and facilitated the proposed study of this discussion related to analyzing the leader-follower relationship and its influence on leadership effectiveness.

A pilot study was conducted using the proposed research project questionnaire to aid in the thoroughness of the research process. The intent of the pilot study was to explore the reliability of the data collection process. Leedy and Ormrod (2001) suggested that “a brief pilot study is an excellent way to determine the feasibility of your study” (p. 116). For the pilot study, a sample questionnaire was given to five members of a similar but non-related volunteer group to complete. The pilot questionnaires were not included in the actual research study database. Responses to the questionnaire by this pilot study group allowed the researcher to look for inconsistencies with the intent to revise the instructions or the questions in an effort to illicit responses in the study group that assured consistent data gathering.

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Validity – Internal/External

Leedy and Ormrod (2001) proposed that "the validity of a measurement instrument is the extent to which the instrument measures what is supposed to be measured" (p. 98). Davis (1996) adds, "validity has to do with limiting research errors so that the results are accurate and usable when delivered" (p. 137). Internal validity for this study can be described in a number of forms: face, criterion, and construct.

Internal Validity

Internal validity for a research study is defined as the "degree of confidence that the results are true given the study situation" (Davis, 1996, p. 137). We may also understand that internal validity is sound when other interpretations of results are ruled out. Although it is difficult to assess internal validity, research that is conducted appropriately can expect that the major threats to internal validity will be isolated and identified (Davis, 1996). Internal validity of this research project was enhanced through association with previous similar research.

Through the use of previous research instruments and methodology, this research project intended to build upon the concept that high quality leader-member relationships may assist leaders with goal and task accomplishment, thereby creating effective leadership. This concept is strengthened by the conclusion that effective leaders are able to achieve goal accomplishment through their followers (Nahavandi, 2003). Related studies that add support include those by Graen (1978), Graen and Cashman (1975), and Graen, Cashman, Ginsburgh, and Schiemann (1978). Additional support by Bass (1990) stated that, "To understand many individual and organizational outcomes of leadership, it is necessary to focus attention on the dyadic leader-member exchange, for the same

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leader is likely to have different expectations and reactions about his or her different subordinates" (p. 338). Furthermore, Graen and Liden (cited in Bass, 1990) studied leader-member dyads and concluded that members with higher-quality relationships with their leader assumed more responsibility, contributed more, and were rated higher in performance as compared to their colleagues. Other supporting concepts that may express the causal relationship between leader-follower relationship quality and leader effectiveness include:

- Studies done by Dienesch and Liden (cited in Bass, 1990) that concluded, "the quality of the exchange may be affected by the mutual trust of the leader and the member …" (p. 333).
- Yuki and Van Fleet (cited in Pierce & Newstrom, 2000) concluded that the LMX model is primarily descriptive, not prescriptive. Therefore, "it examines the antecedents and consequences of leader-member exchange level to more fully describe leader-follower relations" (p. 206).
- Phillips and Bedeian (2000) concluded from their study that extraverted followers are more likely to be involved in higher quality leader-follower exchanges than highly introverted followers.

Face validity can be understood as the degree to which an instrument appears to be measuring a particular characteristic (Leedy & Ormrod, 2001). In this particular study application, the questionnaire intended to measure factors related to the leader-follower relationship through different approaches. This study made use of some specific validated surveys that endeavored to measure the quality of leader-follower relationships by

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focusing on concepts of fairness and trust related to leadership appraisal, and the personality characteristics of followers.

Criterion validity is the "extent to which the results of an assessment instrument correlate with another, presumably related measure …" (Leedy & Ormrod, 2001, p. 98). In this study, the results of the separate elements of the questionnaire were intended to correlate with a high quality leader-follower relationship. These outcomes would support similar outcomes from other previous leader-follower research findings.

Construct validity is the degree to which an instrument measures a characteristic that cannot be directly observed. Instead, the characteristic's measurement must be inferred from patterns of behavior (Leedy & Ormrod, 2001). Construct validity may also be understood as the degree to which the measuring instrument represents and acts like the concept being measured (Davis, 1996).

In this research study, the literature provided support that certain measurements such as the LMX, trust in leadership, and introversion-extraversion scales represented leader-follower relationship quality (Dirks, 2003; Phillips & Bedeian, 2000; Scandura, 2003). In addition, these measurements suggested a certain amount of convergent validity because they purported to measure essentially the same concept, that is to say, the quality of the leader-follower relationship. Furthermore, since the LMX, trust in leadership, and introversion-extraversion questionnaires approached the concept of the leader-followers relationship from different perspectives, a certain degree of association existed between these measuring instruments. As a result, construct validity may be present because a causal relationship may exist on the premise that the influence of certain variables may affect the quality of leader-follower relationships, and ultimately leadership effectiveness.

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External Validity

External validity of a research study has applications beyond its primary purpose. Leedy and Ormrod (2001) supported this statement by adding, “external validity of a research study occurs to the extent to which its results apply to situations beyond the study itself” (p. 105). The correlational data obtained could potentially enhance the project’s external validity by providing evidence that this study may have applications to other organizational situations in which leader-follower relationships influence organizational outcomes and leadership effectiveness.

It is anticipated that the data obtained from the primary research will support the previous conclusions made about leader-follower relationships as they directly have an impact on one another. It is also projected that the results of this research may have applications for other leadership situations in other volunteer organization settings, as well as possible applications for general leadership effectiveness recommendations.

It should be noted that the study group used for this research may be considered unique based on demographics and geographic location. Given that the study group is located in Hawaii, certain factors such as cosmopolitan culture and ethnicity may provide an exceptional study group of volunteers not easily replicated in other locations. For these reasons, the outcomes obtained from this study may have limited application to other volunteer organizations. However, the processes, research instrument, and research methodology employed for this study may have universal application for any future analysis of the leader-follower relationship and its influence on leadership effectiveness.

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Enhancing Research Study Validity

Variables that affect leader-follower relationships are measured through a number of question sets within this research study. Face validity in this research project is strengthened based upon the result of prior work since each question set used measured a particular characteristic of the leader-follower relationship. However, in combination these questions sets provided an expanded analysis of leader-follower relationship. This combination of different sets of analyses enhances the understanding of the leader-follower relationship because the relationship that develops between leaders and followers is often complex and multidimensional (Pierce & Newstrom, 2003). Face validity in this study was therefore enhanced through this multidimensional analysis approach.

The correlations of the variables within this project study were anticipated to be similar to correlations obtained in previous studies using these exact question sets. This should enhance the overall criterion validity of this research study since the previous research studies also intended to evaluate and examine the extent to which leader-follower relationships influence leadership effectiveness and group outcomes. The research outcome from previous studies that addressed the leader-follower relationship measuring certain variables was the primary basis for this research project. Since multiple sources of data were collected from the same questionnaire, it was anticipated that through a triangulation process, the data supported common themes, in addition to supporting the research study hypotheses (Leedy & Ormrod, 2001). These similar anticipated outcomes would further enhance the construct validity of this research study.

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In addition, there are a number of procedures that can enhance the overall research study validity, and are summarized in Table 6. These procedures were addressed and implemented during the developmental phase of this research study.

Table 6

Procedures to Enhance Research Study Validity

Procedures	Considerations
Conduct a search of the literature for all possible items to be included in the instrument.	Determine appropriate inclusions for the type of study to be done.
Solicit expert opinion on the inclusion of items.	Query experts in the discipline to determine suitability of the instrument.
Pretest the questionnaire instrument on a set of respondents similar to the study population.	Do a pilot study.
Modify the questionnaire as needed.	Modify as needed to satisfy both content and questionnaire format requirements to assure reliability.

Note: (Davis, 1996)

Data Analysis Techniques – Selection Appropriateness

Research to gather primary data for this dissertation topic required the use of various resources, some of which may involve the use of statistical experts. Primary data was obtained first hand through a questionnaire. This activity involved the use of validated research questionnaire instruments suitable and specific to this research. A

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correlational research methodology was used. The questionnaire analysis looked at the relationships of the independent variables of age, gender, extraversion-introversion, trust, and tenure to determine what affect their differences had on the dependent variables of leader-member relationship and leadership effectiveness. As discussed previously, high-quality leader-follower relationships may assist the leader with task completion, and affect behaviors by followers that may be conducive to appropriate group or team behavior. These behaviors may be understood as enhancing leadership effectiveness.

The research questionnaire utilized for this study was focused on determining the relationship between leaders and followers from the followers' perspective. Also, questions related to personal characteristics of followers in relation to their voluntary group membership provided additional insight into the leader-follower relationship. The outcome of the research analysis may support and enhance the current literature regarding the theory that high-quality leader-follower relationships result in increased leadership effectiveness as stated earlier in this discussion.

In the process of research activity, the researcher engaged resources including support such as clerical staff to assist with word-processing, and a consultant to assist with evaluating the research tools, methods, analysis, and outcomes of the project dissertation study.

Summary

Chapter 3 described the research methodology of this research project. The researcher employed a descriptive correlational method to analyze the relationship between leaders and followers, and how this relationship affects leadership effectiveness in voluntary organizations. The independent variables that were analyzed included age,

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gender, extraversion-introversion, trust, and tenure. A questionnaire was used that incorporated questions that address four key areas: (a) a profile of demographic characteristics specific to the population studied to determine their effect on the leader-follower relationship, (b) an assessment of leader-member relationships and effectiveness evaluated through a leader-member exchange questionnaire, (c) a measure that addresses leadership trust, and finally, (d) an introversion-extraversion survey measure identifying levels of extraversion and a neuroticism score of the followers.

The primary research population included a specific voluntary organization. This research population was an ecumenical performing arts group located in Hawaii. Because of the ecumenical make-up of the group, organized religion is a variable that was considered as a possible factor in the research outcomes. Therefore, organized religious affiliation of members was included in the data gathered. The research questions and hypotheses were intended to address the correlational effect of the independent variables on leader-follower relationships within voluntary organizations and how this influences leadership effectiveness.

Chapter 4 of this research project reports on the actual research data-gathering processes for this project.

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CHAPTER 4: PRESENTATION AND ANALYSIS OF DATA

The quantitative correlational research model that was detailed in Chapter 3 was implemented and provided primary data for the following research analysis that is described in the following discussion.

The Pilot Study Process

Before starting the actual research data collection, a pilot study was conducted to determine whether the questionnaire methodology would provide relevant information. The intent of the pilot study was to explore the reliability of the data collection process. As mentioned earlier in this discussion, Leedy and Ormrod (2001) suggested, “a brief pilot study is an excellent way to determine the feasibility of your study” (p. 116).

The pilot study included the distribution of the research questionnaire to five individuals who were acquaintances of the researcher. These pilot study subjects were asked to complete the questionnaire based on only reading the directions for each section. The subjects were then queried as to their impression of the questionnaire, specifically addressing the ease of completion, the clarity of the directions and questions. Responses from the pilot study subjects indicated that a few changes to the directions for the questionnaire were needed, and a few revisions to the clarity of the demographic questions were needed. These changes specifically included revised instructions to participants to consider their experience as members of the study organization, Pacific Island Praise (PIP) when completing the questionnaire. These changes were made to the questionnaire before its distribution to the research study group. No revisions were made to the question groups within the questionnaire: leader-member exchange, trust in

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leadership, or extraversion/introversion scales based on the need to ensure the integrity of the original questions and scales from the original surveys.

Data Collection

A research study list was developed from the master list of all the members of the study organization, Pacific Island Praise (PIP). Inclusion of members for the study group was determined by whether or not the member was considered active within the group. Active membership is defined as participation in organizational activities of any nature within the last 3 years. In January of each year, volunteers are tentatively identified for each year's program schedule. Member lists are updated during the first quarter of the year in anticipation of the organization's activities for the year. Organizational activities involve participation in performing arts presentations for major holidays such as Christmas, Easter, etc. Participation in an organizational activity generally involves a considerable commitment of voluntary time, usually over a period of six to eight weekends in advance of an event. The events generally occur over a period of a week, usually with three to five presentational performances.

The research study group that included all active PIP members totaled 110 individuals of both genders, 18-years-old and older. A participation consent form, questionnaire, introduction letter, and return stamped enveloped was sent out to each participant with a preferred return date. Approximately 30% of the initials questionnaires sent out were returned completed within two weeks. Completed questionnaires included responses to all four sections, and a signed, participant authorization form. The target return rate of questionnaires was expected to be 90%. To facilitate this rate of return, participants who did not return their questionnaires within two weeks after the initial

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mail-out were sent a reminder letter in addition to a duplicate questionnaire. The collection period for the initial and subsequent reminder letters totaled four weeks. Following the end of the full collection period, a grand total of 56 questionnaires were returned completed which represents an approximate return rate of 51%. The return rate of the questionnaires was lower than expected, and it is uncertain as to the actual cause(s) for the lower than expected return rate. It may be reasonable to conclude that the collection periods of two weeks initially, then an additional two weeks in the follow-up may have been too short. Some group members who received the questionnaire late in either collection period may have not completed it believing that they missed the deadline. Or, it may also be assumed that some members did not wish to participate in the questionnaire for various personal reasons.

Data Analysis

The researcher entered data obtained from the research study questionnaires into the SPSS version 12 program for statistical analysis. Assistance with analysis set-up was obtained from a statistical expert, Susan Pelowski, Ph.D., University of Hawaii faculty member. The data analysis specifically addressed the hypotheses groups of this research study.

Demographic Characteristics

The demographic data of the participants is summarized in tables 7 through 10. The demographic distributions revealed that gender was split between male (46.4%) and female (53.6%). Ages of participants were of older groupings, with 64.3% of all participants between the ages of 40 to 59 years of age. Tenure with the organization showed that the participants were involved with the organization in periods of time that

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included 3-5 years (30.4%), 6-10 years (21.4%), and 11-20 years (32.1%). Respondents with the longest tenure with the organization (11-20 years) were also the largest sub-group (32.1%) of the total membership that participated in the study by responding to the questionnaire.

Most participants responding to the questionnaire (58.9%) identified themselves religiously as Seventh-Day-Adventists, and (23.2%) identified themselves as Non-Denominational Christians. Other religious groups who were identified by the participants included: Catholic (5.4%), Pentecostal (3.6), Other (5.4%), and None (3.6%).

Demographic Distribution Tables

Table 7

Men and Women

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	26	46.4	46.4	46.4
	Female	30	53.6	53.6	100.0
	Total	56	100.0	100.0	

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Table 8

Age Range

Age Ranges		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-29	6	10.7	10.7	10.7
	30-39	5	8.9	8.9	19.6
	40-49	24	42.9	42.9	62.5
	50-59	12	21.4	21.4	83.9
	60-69	5	8.9	8.9	92.9
	70+	4	7.1	7.1	100.0
	Total	56	100.0	100.0	

Table 9

Tenure with the Organization

Tenure		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 yr	3	5.4	5.4	5.4
	3-5 yrs	17	30.4	30.4	35.7
	6-10 yrs	12	21.4	21.4	57.1
	11-20 yrs	18	32.1	32.1	89.3
	20+ yrs	6	10.7	10.7	100.0
	Total	56	100.0	100.0	

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Table 10

Organized Religion Identity

	Religious Identity	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Catholic	3	5.4	5.4	5.4
	Pentecostal	2	3.6	3.6	8.9
	Seventh-Day-Adventist	33	58.9	58.9	67.9
	Non-Denominational Christian	13	23.2	23.2	91.1
	Other	3	5.4	5.4	96.4
	None	2	3.6	3.6	100.0
	Total	56	100.0	100.0	

Descriptive Statistics

Descriptive statistics of the variables relationship, trust, extraversion, and neuroticism are summarized in Table 11. Analysis of the participants' responses involving the variables of leader-follower relationship quality (leader-member exchange) indicated a positive opinion with a mean score of 5.2 on a Likert scale of 1-7 (Table 12). Trust in leadership, which is also a variable used in this study to determine leader-follower relationship quality, is also noted as positive with a mean score of 5.3. The majority of respondents scored four or higher on their responses to leader-follower relationship. It was noted that 12.5% of respondents scored below four for the trust in leadership questions. Also, 10.7% cumulative responses were less than four for the leader-follower relationship. Because of the low incidence of scores of four or less, the data indicated a positive perception of leader-follower relationship by the respondents.

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The analysis of the extraversion variable within the participants showed a mean score of 0.79 on a scale of -6.0 to a +6.0. The data showed that 71.4% of respondents scored above the midpoint, indicating a slightly positive extraversion. In addition, the standard deviation was considerable for this variable (3.11). In regard to the evaluation for introversion, the participants showed a mean score of -3.71 for neuroticism (introversion). It was noted that 87.5% scored below the midpoint, indicating a negative overall score and a low level of introversion (neuroticism). In addition, the standard deviation was also considerable for this variable (2.84). Pierce and Newstrom (2000) described the scales for extraversion and neuroticism as:

> Higher scores (i.e., +6 or approaching +6) on the extraversion scale reflect a high extraversion self-assessment. Lower scores (i.e., -6 or approaching -6) on the extraversion scale reflect a high introversion self-assessment. Similarly higher scores (i.e., +6 or approaching +6) on the neuroticism scale reflect a high neuroticism self-assessment. Lower scores (i.e., -6 or approaching -6) reflect a low neuroticism self-assessment. (p. 197)

Correlations

The correlational analysis of the variables for this research data is summarized in tables 13 through 19. The overall results indicate that there is a degree of correlation between leader-follower relationship and trust in leadership. However, other variable relationships such as age, gender, extraversion, and introversion, do not show significant correlational relationships. For this research, the correlation values were significant at the level of 0.01 (2-tailed). The strength of the correlation increased as the relationship

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values approached $r = 1.0$. Detailed analyses of each correlational evaluation are described in the following sections.

Table 11

Descriptive Statistics: Relationship, Trust, Extraversion, and Neuroticism

	N	Minimum	Maximum	Mean	Std. Deviation
Leader-Follower Relationship	56	1.00	7.00	5.2270	1.18268
Trust in Leadership	56	1.00	7.00	5.3452	1.27281
Neuroticism	56	-6.00	6.00	-3.7143	2.83943
Extraversion	56	-6.00	6.00	.7857	3.11427

Table 12

Likert Scale

Numerical Value	Scale Description
1 =	Strongly disagree
2 =	Disagree
3 =	Slightly disagree
4 =	Neither agree nor disagree
5 =	Slightly agree
6 =	Agree
7 =	Strongly agree

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Leader-follower Relationship, Trust in Leadership, Extraversion and Introversion

Analysis of the data in table 13 suggests that a strong correlation exists between the variables of leadership trust and leader-follower relationship (r = .89; p < .001). However, based on the same degree of correlation, no considerable relationship at the 0.01 level of significance exists between leader-follower relationship and extraversion (r = .111; p = .413); and leader-follower relationship and neuroticism (r = -.114; p = .403). In addition, the correlation between trust in leadership and extraversion (r = .076; p = .577), and neuroticism (r = -.119; p = .381) did not show a significant relationship.

Gender and Age

The variables of gender and age groups were evaluated to determine their relationship to leader-follower relationship and trust in leadership. In relation to ages, Table 14 summarizes the data that suggests that no significant correlation appears to exist between all age ranges and leader-follower relationship (r = -0.36; p = .794), and all age ranges and trust in leadership (r = .009; p = .949) based on a 0.01 level of significance. To further assess the effect of age and gender, participants were divided into groups over and under the age of 40. Mean scores on leadership trust and relationship by age group and gender are shown in Tables 15-18.

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Table 13

Correlational Analysis: Leader-Follower Relationship, Trust in Leadership, Extraversion, and Neuroticism

	Leader-Follower Relationship	Trust in Leadership	Extraversion	Neuroticism
Leader-Follower Relationship	r = 1.000 **p = .000 n = 56			
Trust in Leadership	r = .885 **p = .000 n = 56	r = 1.000 **p = .000 n = 56		
Extraversion	r = .111 p = .413 n = 56	r = .076 p = .577 n = 56	r = 1.000 **p = .000 n = 56	
Neuroticism	r = -.114 p = .403 n = 56	r = -.119 p = .381 n = 56	r = -.075 p = .582 n = 56	r= 1.000 **p= .000 n = 56

**$p < .01$

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Table 14

Correlational Analysis: Leader-Follower Relationship, Trust in Leadership, and Age Groups

	Leader-Follower Relationship	Trust in Leadership	All Age Ranges
Leader-Follower Relationship	r = 1.000 **p = .000 n = 56		
Trust in Leadership	r = .885 **p = .000 n = 56	r = 1.000 **p = .000 n = 56	
All Age Ranges	r = -.036 p = .794 n = 56	r = .009 p = .949 n = 56	r = 1.000 **p = .000 n = 56

**$p < .01$

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Table 15

Mean Scores on Leadership Trust and Leader-Follower Relationship by Age Groups for Women under the Age of 40

Women under the age of 40	N	Minimum	Maximum	Mean	Std. Deviation
Leader-Follower Relationship	5	4.00	6.00	5.4000	.83544
Trust in Leadership	5	3.67	6.00	5.4000	.99567
Extraversion	5	-2.00	4.00	1.6000	3.28634

Table 16

Mean Scores on Leadership Trust and Leader-Follower Relationship by Age Groups for Women over the Age of 40

Women over the age of 40	N	Minimum	Maximum	Mean	Std. Deviation
Leader-Follower Relationship	25	2.00	6.43	5.0743	1.07943
Trust in Leadership	25	3.11	6.78	5.1378	1.17207
Extraversion	25	-6.00	6.00	.8800	3.41955

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Table 17

Mean Scores on Leadership Trust and Leader-Follower Relationship by Age Groups for Men under the Age of 40

Men under the age of 40	N	Minimum	Maximum	Mean	Std. Deviation
Leader-Follower Relationship	6	5.43	7.00	5.9524	.56182
Trust in Leadership	6	5.33	7.00	5.9815	.55072
Extraversion	6	-2.00	4.00	1.6667	2.65832

Table 18

Mean Scores on Leadership Trust and Leader-Follower Relationship by Age Groups for Men over the Age of 40

Men over the age of 40	N	Minimum	Maximum	Mean	Std. Deviation
Leader-Follower Relationship	20	1.00	6.57	5.1571	1.46194
Trust in Leadership	20	1.00	6.44	5.4000	1.57399
Extraversion	20	-6.00	6.00	.2000	2.89464

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Table 19

Results of ANOVA of Gender and Age as Predictors of Leader-Follower Relationship

Source	df	F	Sig.
Corrected Model	3	.948	.425
Intercept	1	727.245	.000
Gender	1	.630	.431
Age Group	1	1.962	.167
Gender *Age Group	1	.344	.560
Error	52		
Total	56		
Corrected Total	55		

As shown, the overall model was not significant, and neither main effects of gender and age, nor the interaction of gender and age, were significant, indicating that neither gender nor age are predictors of leader relationship. Results of another ANOVA used to test age and gender as predictors of trust in leadership appear in Table 20. As shown, the overall model was not significant, and neither main effects of gender and age, nor the interaction of gender and age, were significant, indicating that neither gender nor age are predictors of trust in leadership.

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Table 20

Results of ANOVA of Gender and Age as Predictors of Trust in Leader

Source	df	F	Sig.
Corrected Model	3	.726	.541
Intercept	1	639.692	.000
Gender	1	.948	.335
Age Group	1	.948	.335
Gender * Age Group	1	.136	.714
Error	52		
Total	56		
Corrected Total	55		

Tests of Hypotheses

The research hypotheses were evaluated based on the statistical data obtained from the quantitative correlational analyses.

Hypothesis One

The alternative of Hypothesis One stated that there is a positive relationship between effective leadership and a high quality relationship of followers and leaders. This relationship was evaluated based on data analyzed via the Pearson Product Moment Correlation Coefficient involving scores on the leader-member exchange, and trust in leadership scales. The resulting correlation was significant ($r = .89$; $p < .001$), which does not support the null of Hypothesis One, which stated that there would not be a relationship between effective leadership and a high quality relationship of followers and

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leaders. The strength of this relationship is 0.89, which is considered a strong association. Since support for the null of Hypothesis One was not found, it is reasonable to reject the null and accept the alternative of Hypothesis One.

Hypothesis Two

The alternative of Hypothesis Two stated that there would be a positive relationship between participants' extraversion scores and high-quality leader-follower relationships. This relationship was tested via the Pearson Product Moment Correlation Coefficient involving scores on the leader-member exchange, trust in leadership, and extraversion/introversion scales. Results indicated no significant relationship between extraversion and either Leader-Follower Relationship (r = .11, p = .413) or Trust in Leadership (r = .08, p = .577). The strength of these relationships are considered weak associations. Thus, the null of Hypothesis Two, which stated that there is no positive relationship between participants' extraversion scores and high-quality leader-follower relationships was supported, and the alternative of Hypothesis Two was rejected.

Hypothesis Three

The alternative of Hypothesis Three stated that females over the age of 40 would report significantly higher quality in leader relationships than other participants. The correlation was tested via two 2 X 2 ANOVAs, with age and gender as independent variables and trust in leadership, and leader-follower relationship as dependent variables. As shown in tables 19 and 20, the overall model was not significant, and neither the main effects of gender and age, nor the interaction of gender and age, were significant, indicating that neither gender nor age were significant predictors of trust in leadership or leader-follower relationship. Therefore, based upon the research data analysis, the null of

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Hypothesis three, which stated that females over the age of 40 would not report significantly higher quality in leader relationships than other participants was supported and the alternative of Hypotheses three was rejected.

Summary

In Chapter 4 an analysis of the data collected, which were obtained by the methods described in chapter 3 in relation to the hypotheses proposed in chapter 1, was presented. The collected data were analyzed and interpreted, and results of the test of hypotheses were described and discussed by pertinent findings.

The null of Hypothesis One stated that there would not be a positive relationship between effective leadership and a high quality relationship of followers and leaders. The null of Hypothesis One was not supported by the data analysis. Therefore the alternative of Hypothesis One, which stated that there would be a positive relationship between effective leadership and a high quality relationship of followers and leaders, was accepted. The null of Hypothesis Two stated that there would not be a positive relationship between participants' extraversion scores and their scores on the leader-member exchange, and trust in leadership scales. The null of Hypothesis Two was supported by the data analysis. The null of Hypothesis Three stated that females over the age of 40 would not report significantly higher quality in leader relationships than other participants. The null of Hypothesis Three was supported by the data analysis. Table 21 summarizes the test of null hypotheses for this study.

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Table 21

Summary of the Hypotheses Testing

Alternative Hypotheses	Support Found	Support Not Found
H1	X	
H2		X
H3		X

Chapter 5 concludes this research study by providing a discussion of the results and possible implications for future research inquiry into leader-follower relationships. In addition, the importance of this research study, its significant findings, and recommendations that may benefit the themes of general leadership and leadership related to volunteer organizations are proposed.

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CHAPTER 5: SUMMARY AND RECOMMENDATIONS

It was noted earlier in this discussion that certain personality characteristics and demographics of followers may impact how well a relationship develops between leaders and followers. It was also suggested previously that voluntary organizations are unique and may exhibit leader-follower relationships that may be quite different from non-voluntary organizations in relation to their organizational dynamics. The focus of this research investigated the degree to which certain variables impact the voluntary leader-follower relationship and how this influences leadership effectiveness. Specifically, follower personality characteristics, demographics, trust, tenure, and organized religious affiliation were analyzed to assess their impact on leader-follower relationships.

Research Study Results

In assessing the relational effect that followers have on the perceptions of leadership quality, two primary questions were proposed: (a) to what degree does the relationship between leaders and followers within voluntary organizations influence leadership effectiveness, and (b) to what degree do the individual characteristics of followers such as age, gender, extraversion, introversion, trust, and tenure affect their relationship with their leaders? The following discussion of the results will explain the impact that the hypotheses testing outcomes had on the research questions for this study.

Hypotheses Testing

The research data provided evidence to reject the null Hypothesis One, and accept the alternative Hypothesis One. The analysis determined that a significant correlation existed between effective leadership and a high quality relationship of followers and leaders. The strong correlation may be a result of a number of factors that include:

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- Most volunteers who responded to the questionnaire had multiple years of tenure with the organization.
- The majority of respondents were essentially satisfied with the outcome of the organization's goals and purpose, and their organization's leadership.
- Most of the respondents were considered of mature adult age.
- Most of the respondents shared a similar religious identification.
- Limited variability in responses to the questionnaire.

Because of the similarities in the study group sample in regard to age, tenure, and religious identification, the findings suggest that less variability in responses may have influenced the outcome of the data. A less homogeneous sample group may have provided different results.

In contrast, the test of the null Hypothesis Two and the null Hypothesis Three did not provide sufficient data to reject either hypothesis. The literature suggested that the quality of any leader-follower relationship may be associated with personal and interpersonal attributes such as introversion and extraversion (Phillips & Bedeian, 1994). However, the results of the study did not support the suggestion that there would be a positive relationship between participants' extraversion scores and their scores on the leader-member exchange and trust in leadership scales. The reasons for this outcome may include:

- Of the volunteers who responded, only 28.6% scored below the midpoint indicating slightly positive extraversion.

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- Of the volunteers who responded, most showed a mean score of -3.71 for neuroticism. It was noted that 87.5% scored below the midpoint indicating a negative overall score and a low level of neuroticism.

It appears that in general, the study group sample did not show a significant propensity towards extraversion. Although the respondents appeared to have high quality relationships with their leader(s), a low level of neuroticism was seen in the data analysis. This may suggest that the leader-follower relationship quality may have not been adversely affected as a result of the lower level of truly extraverted followers within the group. It may also be suggested that within this particular study group relationships are strong as evidenced by the length of tenure in spite of any propensity toward extraversion or introversion. Finally, it can be suggested that an overall limited variability of the respondents may have affected the outcome of the results. A group that included members who were more extraverted or more introverted to the point of neuroticism may have provided different results.

The literature also included limited research studies that revealed that females between the ages of 40 – 43 appear to be more actively involved as volunteer members and leaders (Boz, 2000). This suggested that women over 40-years of age make good followers, and that age and gender may influence the perception that volunteers have of their leaders, thereby affecting the leader-follower relationship. However, the research data in this study did not support the suggestion that females over the age of 40 would report significantly higher quality leader-follower relationships as compared with other participants. The overall correlational results were not significant, and neither the main effects of gender and age, nor the interaction of gender and age, were significant

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predictors of leader-follower relationship. Other considerations that may have helped to support the null Hypothesis Three include:

- The demographic distributions revealed that the genders were split between male 46.4% and female 53.6%. There were slightly more women than men in the group of respondents. The strength of the gender relationship was .431, which is considered a moderate association.
- Ages of participants were of older groupings with 64.3% of all participants between the ages of 40 to 59 years. Since most of the respondents were of older ages, the restricted variation in responses may have limited the correlation between age, gender, and relationship.

Research Study Conclusions

Results of this research study indicated that leader-follower relationships that are considered high quality do significantly enhance leadership effectiveness as defined in this discussion for a voluntary organization. In addition, the results also support the literature review of this research study suggesting that leaders who utilize a transformational style of leadership may considerably enhance their ability to develop high-quality relationships with their followers.

The results also demonstrated that individual characteristics such as age, gender, extraversion, introversion, trust, and tenure with a voluntary organization do not significantly affect the quality of leader-follower relationships. Although this conclusion does not agree with research reported in the literature, it may support the suggestion that volunteer organizations are unique, and assumptions that are applicable to other volunteer and professional organizations may not readily apply in all cases. In addition, although

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the data did not demonstrate any correlations of significance related to the individual characteristics of age, gender, and extraversion, the data does suggest that respondents were slightly more extraverted, and there was evidence that a moderate relationship between age, gender, and leader-member relationship exists. Further testing with a larger, more diverse population of volunteer organizations may reveal results similar to what is reported in the literature.

The research applicability may have been limited by relatively small sample sizes (N<30) for certain variable analyses such as those involving gender and age groups. The outcome limitations are echoed in the original limitations statement noted in chapter one of this discussion, suggesting that projection of the relationship characteristics of leaders and followers within this specific voluntary organization may be applicable only to similar groups. The research outcomes and recommendations have focused on specific variables that may or may not have applications to other volunteer organizations in general. However, even though an application may not be appropriate for all volunteer organizations in general, the data may represent a suitable profile of leader-follower relationship influence in similar organizations in regards to structure, demographics, and purpose.

Implications

In addition to the tests of hypotheses, the research inquiry also obtained data related to the respondents' tenure with the organization as well as their religious organization identification. Analyses of this data implied that these variables may also indirectly affect the leader-follower relationship. From the data obtained it may be implied that long-term tenure with the organization enhances the quality of leader-

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follower relationships. Although the hypotheses for this research study did not directly test for the influence of tenure on leader-follower relationship, it may be proposed that longer tenure within this particular group of volunteers demonstrates a more favorable assessment by the respondents of their relationship with the leadership of the organization. However, it must also be stated that a lack of respondents who were new or members with shorter tenure (less than 3 years) within the group may have influenced the results of the study. It may be also implied that short tenure with this particular group adversely affects the leader-follower relationship quality.

The majority of participants were identified religiously as Seventh-Day-Adventists and Non-Denominational Christians. Other religious groups were identified by the participants but were not noted to be in large numbers. This demographic data may imply that a favorable leader-follower relationship, and hence a favorable opinion of leadership effectiveness exists for the respondents due to their common religious affiliation and its cultural effects. A more heterogeneous mixing of member responders from other religious groups may have affected the results of the study, especially if the mix of religious groups had included a considerable number of non-Christian volunteers. Overall, the variability in responses to the questionnaire from the members of the study group was low. As stated earlier, a larger and more diverse sample of responders may have influenced the study results outcome.

These implications, along with the data analyzed from this study give strong support to the suggestion that there are certain variables within followers that will influence the existence of high quality leader-follower relationships in a voluntary organization. Unfortunately, in this study only a relatively small portion of these follower

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variables were quantified as supporting this concept. As with other relationships and phenomena observed in leadership, it seems that an intuitive understanding from anecdotal experience in working with volunteer groups gives the strongest support for the importance of leader-follower relationships. In time, and with more varied research, more conclusive data may be forthcoming to objectively support this position. In the interim, the position of this research study proposes a strong belief that good relationships are critical to success of any volunteer organizational leadership.

Recommendations for Leadership

In creating recommendations based on the results of this study, two primary types are identified: recommendations that affect leader-follower relationships, and recommendations that affect volunteer organizations. Based on the literature review and the research data collected and analyzed for this study, it is recommended that leaders focus on developing high-quality relationships with their followers as a means to enhancing their overall leadership effectiveness. The application of a transformational leadership style will allow this relationship building process to be optimized.

The ability to develop a trusting relationship with followers through a transformational leadership style will create an environment that promotes a high-quality leader-follower relationship. Transformational leaders, especially within voluntary organizations can distinguish their relationship-building competency through being trustworthy, outlining clear visions, empowering, and setting high expectations for their followers. A transformational leadership style, which seems to characterize many postmodern type organizations, focuses on specific relationship building with followers. The application of transformational leadership should address each individual follower's

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capacity and readiness to form relationships. In applying transformational leadership, each follower should be engaged in the pursuit of the organizational goals utilizing both extrinsic and intrinsic motivational techniques. Since volunteer organizations are more relationship oriented in their ability to engage their followers, the application of transformational leadership practices within voluntary organizations would appear to be the most ideal situation for enhancing leadership effectiveness.

In review of the literature for this project, it seemed appropriate to consider determining profiles and characteristics of ideal followers as means to enhancing leadership effectiveness. With this information in hand, leaders could more readily facilitate better relationship-building. It was hoped that the data from this study would confirm earlier conclusions made in the literature about ideal follower characteristics related to age, gender, etc. However, since this study did not find a correlation of significance between specific demographics variables such as age and gender, or the personality factors of extraversion and introversion, it is recommended that caution be used in considering these variables as significant influences on leader-follower relationship building within general and volunteer organizational models.

The correlation between leader-follower relationship, trust in leadership, and leadership effectiveness is also significant in this study involving a voluntary organization. As mentioned earlier, this outcome supports the literature that suggests that a good relationship between leaders and followers within a voluntary organization is essential. It is recommended that volunteer organization leaders also focus on developing high-quality relationships with their followers as a means to achieving their desired organizational success. The unique characteristics of a specific voluntary organization

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were used as the background for this study. However, the data analysis of this study did not fully support all the assumptions made regarding a correlation of significance between age and gender variables, personality variables, and their impact on leader-follower relationships. Therefore it must be also recommended that caution be exercised in considering these variables as significantly influential on leader-follower relationship building within a voluntary organization.

It may also be recommended that further research that expands from this study attempt to look at a broader range of voluntary organizations. The literature regarding leaders and followers within volunteer organizations primarily addresses general discussions that are limited to non-profit organizations providing a community service. The study group for this research project was quite diverse in its makeup, and its purpose differed significantly from voluntary organizations reported in the literature. Also, the study group for this research project exists in an island society that is known for its diversity and its island culture. Further research involving voluntary organizations may wish to address the influence of culture and purpose on the leader-follower relationship in addition to gender, age, and tenure. Recommendations for further leader-follower relationship study may include:

- Volunteer groups whose primary composition includes indigenous people and cultures
- Volunteer groups with a specific geographic location and orientation
- Volunteer groups whose primary purpose has a religious or cultural theme
- Volunteer groups whose primary focus is in the performing arts
- Volunteer groups that have a gender or age specific membership criteria

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Other Recommendations

The return rate for the questionnaires by the organization members used in this study was acceptable for statistical analysis. However, the variability of the responses was narrow as shown in the distribution tables for the question response data. Although the quantitative correlational model for analysis used in this study was appropriate, inconclusive data may have been simply related to small sample size and lack of sample variability. While the respondent participants for this study represented the majority of the total organization, some sub-group sample sizes were relatively small and this may have limited the study findings. Also, the profile of the respondents in this study showed that the group was similar in demographic and personality characteristics. This lack of demographic variability may have also limited the study results. In addition, the mix of participants was primarily similar in age, tenure with the organization, and religious identification. This limited variation in member characteristics may have also influenced the outcomes of the data analyzed. In light of these outcomes, it is recommended that any future study of leader-follower relationships, and its influence on leadership effectiveness, focus on obtaining data from larger, more heterogeneous samples of diverse organization populations. This would include volunteer groups as well as other general organizational models.

Qualitative research can describe an understanding of complex phenomena from the participants' point of view (Leedy & Ormrod, 2001). Consequently, qualitative research models may be considered for further research in this area of leader-follower relationships since it may help to answer questions related to the complexity of relationship building in diverse volunteer organizations. Also, for any further study of

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volunteer organizations, it can be recommended that a comprehensive study of multiple volunteer organizations be done simultaneously. This may provide more conclusive data to support the positions taken by this study, but more importantly to provide clearer conclusions about the characteristics of volunteer followers within specific volunteer groups, and their influence on leadership effectiveness. Hopefully, as further research is done, the increasing body of knowledge will allow more definitive recommendations to be made for enhancing leader-follower relationship for various types of volunteer organizations.

Conclusion

The primary assumption that a high quality leader-follower relationship enhances leadership effectiveness within a voluntary organization appears to be well supported by this research. However, questions that were posed during the course of the study about the influence of volunteer follower characteristics on the leader-follower relationship were not clearly answered. Although there were assumptions suggested to answer these questions based on the literature and intuitive thinking by those involved in the research, the data from this study did not support these answers. What remains are a number of unanswered questions about the effect of volunteer follower characteristics on leadership. These questions include:

- Does older age, specifically ages of 40-years and older enhance leader-follower relationships?
- Does gender specifically affect the leader-follower relationship?
- Does longer tenure with the volunteer organization enhance the leader-follower relationship?

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- Do extraverted volunteers have higher quality relationships with their leaders?

The driving force for further research to address these questions will be determined by the degree to which leaders desire to understand more clearly the role of relationship building as means to enhancing their effectiveness. Voluntary organization leaders may especially see these questions as prime opportunities for exploring new measures and methods that can optimize their human resource potential.

To objectively answer the remaining questions from this study would require additional inquiry and research. However, the process of learning is a continuum that constantly expands as new and more definitive information and knowledge are created and acquired. The recommendations made by this researcher for further study take into account the need to look at the variations that exist in culture, purpose, and characteristics of leaders and followers within specific voluntary organizations.

In using the metaphor of a tapestry, the process of creating an image takes on the dynamic action of adding to the tapestry's fabric in small incremental ways so that in time a clear picture can be seen. In regard to the overall intention of this research study, the relationship between leaders and followers may also take on this same dynamic quality. What is observed and understood about leader-follower relationships will become clearer and more defined as new research and knowledge is added. As a result, the experience of volunteer organization leaders striving to achieve synergy with their followers will gradually refine the applied knowledge base. In time, a clearer image and more enhanced understanding of effective leadership within volunteer organizations will be achieved.

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APPENDIX A: FOLLOWER SURVEY

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Follower Survey

Part A

Instructions: Please "√" the most appropriate response for each numbered section (choose only one in each section).

I. Your gender:

____1. Male
____2. Female

II. Your age range:

____3. 18-29
____4. 30-39
____5. 40-49
____6. 50-59
____7. 60-69
____8. 70 or older

III. How long have you been associated with this volunteer organization?

____ 9. Less than one year
____10. 1-2 years
____11. 3-5 years
____12. 6-10 years
____13. 11-20 years
____14. Over 20 years

IV. With which organized religion do you identify?

____15. Baptist
____16. Catholic
____17. Church of Latter Day Saints
____18. Methodist
____19. Pentecostal
____20. Seventh-Day-Adventist
____21. Non-Denominational Christian
____22. Other_____
____23. None

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Part B

Instructions: Think about a situation in which you are a follower (subordinate) in a group (team) situation, and for which you have a leader (manager, supervisor). Indicate the degree to which you agree or disagree with each of the following statements.

1 = Strongly disagree
2 = Disagree
3 = Slightly disagree
4 = Neither agree nor disagree
5 = Slightly agree
6 = Agree
7 = Strongly agree

Please circle your choices:

24.	I usually know where I stand with my leader.	1	2	3	4	5	6	7
25.	My leader has enough confidence in me that he/she would defend and justify my decisions if I was not present to do so.	1	2	3	4	5	6	7
26.	My working relationship with my leader is effective.	1	2	3	4	5	6	7
27.	My leader understands my problems and needs.	1	2	3	4	5	6	7
28.	I can count on my leader to "bail me out," even at his or her own expense, when I really need it.	1	2	3	4	5	6	7
29.	My leader recognizes my potential.	1	2	3	4	5	6	7
30.	Regardless of how much power my leader has built into his or her position, my leader would be personally inclined to use his/her power to help me solve problems in my work.	1	2	3	4	5	6	7

Note: Survey/Questionnaire items 25-31 are taken from Pierce, J. L., & Newstrom, J. W. (2003), p. 33.

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Part C

Instructions: In responding to the following set of questions, please think about your team (group) leader. To what extent do you agree or disagree with each of the following statements.

1 = Strongly disagree
2 = Disagree
3 = Slightly disagree
4 = Neither agree or disagree
5 = Slightly agree
6 = Agree
7 = Strongly agree

Please circle your choices:

31.	Most team members trust and respect our leader	1	2	3	4	5	6	7
32.	I can talk freely to the team leader about difficulties I am having on the team and know that he or she will want to listen.	1	2	3	4	5	6	7
33.	If I shared my problems with the team leader, I know he or she would respond constructively and caringly.	1	2	3	4	5	6	7
34.	I have a sharing relationship with the team leader; I can freely share my ideas, feelings, and hopes with him or her.	1	2	3	4	5	6	7
35.	I would feel a sense of loss if the team leader left to take another job elsewhere.	1	2	3	4	5	6	7
36.	The team leader approaches his or her job with professionalism and dedication.	1	2	3	4	5	6	7
37.	Given the team leader's past performance, I see no reason to doubt his or her competence.	1	2	3	4	5	6	7
38.	I can rely upon the team leader not to make my job more difficult by poor coaching.	1	2	3	4	5	6	7
39.	Others consider the team leader to be trustworthy	1	2	3	4	5	6	7

Note: Survey/Questionnaire items 32-40 are taken from Pierce, J. L., & Newstrom, J. W. (2003), p. 36.

K.T. Dirks. Trust in leadership and team performance. Evidence from NCAA basketball. *Journal of Applied Psychology* 85 (2000), p.1012. Copywrite 2000, American Psychological Association. Copyright © 2000 by the American Psychological Association. Reprinted (or adapted) with permission.

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Part D

Instructions: Please answer each of the following questions by circling either "yes" or "no."

40.	Do you sometimes feel happy, sometimes depressed, without apparent reason?	Yes	No
41.	Do you prefer action to planning for action?	Yes	No
42.	Do you have frequent ups and downs in mood, either with or without apparent cause?	Yes	No
43.	Are you happiest when you get involved in some project that calls for rapid action?	Yes	No
44.	Are you inclined to be moody	Yes	No
45.	Does you mind often wander while you are trying to concentrate?	Yes	No
46.	Do you usually take the initiative in making new friends?	Yes	No
47.	Are you inclined to be quick and sure in your actions?	Yes	No
48.	Are you frequently "lost in thought" even when you are supposed to be taking part in a conversation?	Yes	No
49.	Would you rate yourself as a lively individual?	Yes	No
50.	Are you sometimes bubbling over with energy and sometimes very sluggish?	Yes	No
51.	Would you be very unhappy if you were prevented from making numerous social contacts?	Yes	No

---

Note: Survey/Questionnaire items #41-52 are taken from Pierce, J. L., & Newstrom, J. W. (2000), p. 197.
H. J. Eysenck, "A Short Questionnaire for the Measurement of Two Dimensions of Personality," *Journal of Applied Psychology* 42 (1958), pp. 14-17.

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APPENDIX B: INFORMED CONSENT FORM

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AMERICAN PSYCHOLOGICAL ASSOCIATION

RE: Kurt Tyler Dirks

Bob,

Yes, as long as a requester truly makes a "good faith" effort to locate an author, APA will waive rhe "author permission" requirement.

Barbara

-----Original Message-----
From: Bob Vega [mailto:vegab001@hawaii.rr.com]
Sent: Thursday, March 18, 2004 12:22 AM
To: Baker, Barbara
Subject: Re: Permission Agreement
Thanks Barbara for this information and your search is helpful. Let me clarify one comment you made: Are you saying that I can use the material from Dr. Dirks even though I cannot contact him, as long as I make a search for him in good faith?

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AMERICAN PSYCHOLOGICAL ASSOCIATION

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Date: March 17, 2004

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ACCEPTED AND AGREED TO BY: **PERMISSION GRANTED ON ABOVE TERMS:**

_____ _____

Applicant for the American Psychological Association

_____ _____

Date Date

_____ I wish to cancel my request for permission at this time.

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TERRI SCANDURA

Original Message -----
From: Scandura, Terri <mailto:tscandur@exchange.sba.miami.edu>
To: 'Vega' <mailto:vegab001@hawaii.rr.com>
Sent: Monday, March 22, 2004 10:47 AM
Subject: RE: Permission to use published work

Dear Bob,

I have no problem with you using the scale for your dissertation as long as it is basic research, not consulting. You may also want to check with George Graen who can be reached at lmxlotus@aol.com mailto:lmxlotus@aol.com>

Good luck with your dissertation.

Terri

GEORGE GRAEN

----- Original Message -----
From: Lmxlotus@aol.com
To: vegab001@hawaii.rr.com
Sent: Wednesday, March 24, 2004 8:25 AM
Subject: Re: Fw: Permission to use published work

Dear Bob,

You have my permission to use LMX7 for your doctoral dissertation. Good luck.

George

/jag
George Graen, Ph.D.
Professor of International Leadership
University of Louisiana Lafayette
B. I. Moody III College of Business Administration
(479) 631-9394
(479) 631-9365 (Fax)
lmxlotus@aol.com

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BOB LIDEN

Original Message -----
From: "Bob Liden" <bobliden@uic.edu>
To: "Vega" <vegab001@hawaii.rr.com>
Sent: Friday, March 19, 2004 7:42 am
Subject: RE: permission to use publised work

Dear Bob,
I am a bit confused by your request. I have not seen the Pierce & Newstrom book and did not receive a request from those authors for permission. If they printed my LMX-MDM scale which appeared in the 1998 volume of the Journal of Management, it is fine for you to use the scale. As for Scandura and Graen (1984), you would need to contact Prof. Scandura. And because we used the Graen and Scandura LMX7 measure in Wayne et al,1997, you once again need permission from either Graen or Scandura.

Best Regards,
Bob Liden

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