



Journal of Organizational Effectiveness: People and Performance

Are leaders defined by followers? Role of follower's ILT and the mediating influence of LMX on follower outcomes

Doug L Rahn I.M. Jawahar Alex J. Scrimshire Thomas Stone

Article information:

To cite this document:

Doug L Rahn I.M. Jawahar Alex J. Scrimshire Thomas Stone , (2016), "Are leaders defined by followers? Role of follower's ILT and the mediating influence of LMX on follower outcomes", Journal of Organizational Effectiveness: People and Performance, Vol. 3 Iss 1 pp. 43 - 69

Permanent link to this document:

<http://dx.doi.org/10.1108/JOEPP-04-2015-0016>

Downloaded on: 11 November 2016, At: 01:53 (PT)

References: this document contains references to 133 other documents.

To copy this document: permissions@emeraldinsight.com

The fulltext of this document has been downloaded 178 times since 2016*

Users who downloaded this article also downloaded:

(2016), "Reimagining overqualified human resources to promote organizational effectiveness and competitive advantage", Journal of Organizational Effectiveness: People and Performance, Vol. 3 Iss 1 pp. 23-42 <http://dx.doi.org/10.1108/JOEPP-03-2015-0012>

(2016), "The changing contours of fairness: using multiple lenses to focus the HRM research agenda", Journal of Organizational Effectiveness: People and Performance, Vol. 3 Iss 1 pp. 70-90 <http://dx.doi.org/10.1108/JOEPP-01-2016-0004>

Access to this document was granted through an Emerald subscription provided by emerald-srm:563821 []

For Authors

If you would like to write for this, or any other Emerald publication, then please use our Emerald for Authors service information about how to choose which publication to write for and submission guidelines are available for all. Please visit www.emeraldinsight.com/authors for more information.

About Emerald www.emeraldinsight.com

Emerald is a global publisher linking research and practice to the benefit of society. The company manages a portfolio of more than 290 journals and over 2,350 books and book series volumes, as well as providing an extensive range of online products and additional customer resources and services.

Emerald is both COUNTER 4 and TRANSFER compliant. The organization is a partner of the Committee on Publication Ethics (COPE) and also works with Portico and the LOCKSS initiative for digital archive preservation.

*Related content and download information correct at time of download.

Are leaders defined by followers? Role of follower's ILT and the mediating influence of LMX on follower outcomes

Doug L. Rahn

Department of Administration, Passavant Area Hospital, Jacksonville, Illinois, USA

I.M. Jawahar

*Department of Management and Quantitative Methods,
Illinois State University, Normal, Illinois, USA, and*

Thomas H. Stone and Alex J. Scrimshire

*Department of Management, Oklahoma State University,
Stillwater, Oklahoma, USA*

Abstract

Purpose – The purpose of this paper is to cast followers in an active role, and proposes a research model in which follower's implicit leadership theory (ILT) congruence (ILT congruence) influences perceptions of transformational leadership (TL) and the quality of leader-member exchange (LMX) relationship. In addition, the authors expect LMX to mediate the influence of ILT congruence and TL on outcomes.

Design/methodology/approach – The research model was tested with data collected at three different points in time from 210 newly hired employees. Results of structural equation modeling provided strong support for the overall model.

Findings – This study focussed on extending the understanding of leader-follower relationships. First, ILTs measured on the first day of employment shaped new entrants' perceptions of TL measured 30 days after date of hire. Second, both ILT congruence and TL influenced the quality of LMX measured approximately 90 days from followers' date of hire. As expected, LMX fully mediated the influence of ILT congruence and perceptions of TL on the dependent variables of turnover intentions, organizational identification and perceived organizational support (POS).

Practical implications – Organizations should focus on measuring and developing LMX quality during the early phases of a follower's socialization into the organization. Consistent with other research (Erdogan and Liden, 2002), LMX was a significant predictor of turnover intentions, organizational identification, and POS. Given the cost of turnover, organizations focussed on developing high quality LMX relationships could realize dramatic results.

Originality/value – This study extends prior research by showing LMX fully mediates the influence of followers' ILTs and transformational leader behaviors on POS, organizational identification and turnover intentions. By using data collected at three points in time from new employees, the authors demonstrated the effect of ILT congruence on the early development of LMX. Additionally, the results showed high ILT congruence leads followers to perceive their leaders as more transformational. Finally, data show the effects of ILT congruence and TL perceptions on turnover intentions, POS and organizational identification were fully mediated by LMX.

Keywords Leadership, Transformational leadership, Leader-member exchange, Implicit leadership theory congruence

Paper type Research paper

A substantial body of leadership research has focussed on the influence of leaders on followers. We contend that it will be equally valuable to study leadership from the perspective of followers, especially newcomers to an organization. Because most extant



leadership research studies used employees in established relationships with managers (Dvir and Shamir, 2003; Hollander, 1992; Howell and Shamir, 2005; Meindl, 1990, 1995), relatively little is known regarding leadership from organizational newcomers' perspectives.

In this study, we overcome this shortcoming by using newcomers as study participants. We define newcomers as newly hired employees. New employees experience a definite transitional period (Ashforth, 2001) marked by uncertainty and ambiguity as they lack information about organizational norms and manager expectations (Berger, 1979). Consequently, newcomers are likely to rely on their implicit leadership theories (ILTs) for interpretation of their manager's behavior (Markus and Zajonc, 1985) in the early stages of socialization, and as they become acquainted with actions, norms, and cultures of the firm (Jones, 1983a). Thus, ILTs, as pre-existing cognitive structures of leadership, can potentially have a significant impact on a follower's perceptions of managerial leadership and the quality of relationships/he develops with their manager during the socialization process (Epitropaki and Martin, 2005a).

The present study examines the utility of the congruence between newcomers' pre-existing leadership schemas and their perceptions of their new leader's traits to predict perceptions of managerial leadership, work attitudes and turnover intentions. We assert the perceived match between managers' leadership traits and followers' ILT influences the degree of followers' perceptions of their manager as a transformational leader and the subsequent quality of their relationship. Additionally, the quality of the leader-member relationship as well as its consequences such as, perceptions of organizational support, organizational identification, and reduced turnover intentions, is indicative of effective socialization newcomers experience. The resulting higher levels of organizational commitment and identification facilitate higher employee performance, reduced turnover, and more effective organizations (Ashforth and Saks, 1996; Bauer *et al.*, 2007).

This study makes several important contributions to existing leadership literature. First, consistent with Lord and Maher's (1991) reciprocal processing theory it affords a central role to followers in the leadership process. Lord and Maher (1990, 1991) contend followers perceptions play a vital role in attribution of leader behaviors and in the development of leader-member relationships (Lord *et al.*, 1999; Nye and Forsyth, 1991; Shamir, 2007). Thus, understanding the role of a follower's ILT as an antecedent to perceptions of leadership offers a valuable extension of existing leadership theory.

Second, by investigating ILT as an antecedent to transformational leadership (TL), this study contributes to our knowledge of why certain leaders are perceived as transformational (Bacha and Walker, 2013). Third, incorporating the role of a follower's ILT as an antecedent to LMX provides insights into how high-quality LMX exchange relationships develop.

Fourth, the value of the aforementioned potential contributions is enhanced because unlike previous research that used current employees and a cross-sectional design, we employed a sample of new hires and data collection at three different points in time. Temporally separating the measurement of critical constructs enabled us to properly test if in fact, ILT congruence serves as an antecedent to perceptions of TL and if ILT congruence and TL serve as antecedents to LMX. Utilizing current employees to study the influence of ILT on perceptions of leadership and leader-member relationships is inappropriate because it is quite possible that perceptions of leadership and the quality of one's relationship with the leader may have affected

follower's ILT. Utilizing newcomers to an organization, however, and measuring their ILTs prior to any substantive interaction with a leader, as we did, makes it possible to accurately test if ILTs influence leadership and outcomes associated with leadership.

Finally, effective leaders facilitate newcomer socialization as evidenced by newcomers' perceptions of support, identification with the organization, and development of intentions to remain in the organization. Examination of these outcomes of leadership contributes to the socialization literature as well.

Theoretical background and hypotheses development

As the workforce becomes more mobile and organizational loyalties decline, effective socialization may be a key source of competitive advantage. In this more mobile workforce, workers change jobs an average of 11.3 times over their career (Bureau of Labor Statistics, 2012) with approximately 25 percent of US workers undergoing organizational socialization (Rollag *et al.*, 2005). Organizational socialization is a key approach for newcomers to ideally establish their role in the organization (Cable *et al.*, 2013; Reichers, 1987). In fact, research has shown effective socialization was responsible for more than doubling growth for firms (Bauer and Erdogan, 2014; Strack *et al.*, 2012). From the newcomers' perspectives, effective socialization may reduce, not only their withdrawal cognitions and behaviors, but also uncertainty about fitting in and performing well (Cable *et al.*, 2013; Carr *et al.*, 2006).

In this uncertain state, newcomers, in an attempt to reduce uncertainty, should seek information and feedback from various insiders, including direct managers. They proactively seek information and feedback from managers in an effort to learn more about their new roles and organizational settings (Smith and Kozlowski, 1994). Because managers are an immediate contact point, newcomers rely on them for a great deal of information, and furthermore, newcomers are very responsive to proactive socialization attempts of managers (Louis *et al.*, 1983; Major and Kozlowski, 1991; Major *et al.*, 1995). As such, Fisher (1986) and others (Ashford and Black, 1996; Bauer and Green, 1998) noted managers are key agents of newcomer socialization. Indeed, Bauer and Green (1998) concluded, "socialization research can ill afford to ignore the role of the supervising manager during the adjustment process" (p. 82).

Within this context, the role of preexisting knowledge structures and past experiences in the socialization process has been generally acknowledged (Jones, 1983b) by organizational scholars as important. Schema theory is a useful framework to capture these preexisting knowledge structures and past experiences as they relate to studying socialization of newcomers (Bauer and Erdogan, 2011) and leadership (Epitropaki and Martin, 2005a; Gioia and Poole, 1984; Lord and Foti, 1986; Weick, 1979). Although schema theory has rarely been used to investigate these two topics in one study, this study looks to integrate both topics.

In this study, using data collected from new employees cast in the role of followers, we examine the influence of ILT congruence on perceptions of TL behaviors and the quality of leader-member exchange (LMX). Additionally, we contend LMX mediates the influence of ILT congruence and perceptions of TL on turnover intentions, perceived organizational support (POS), and organizational identification. These expectations are depicted in our research model (see Figure 1).

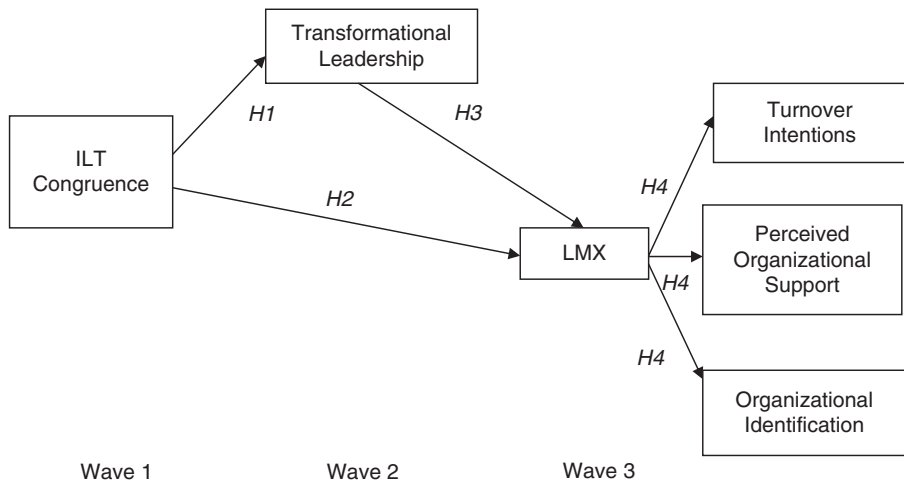


Figure 1.
Hypothesized
research model

Note: *H5 (a/b)*—Leader-member exchange mediates the influence of implicit leadership theory and transformational leadership on turnover intentions, perceived organizational support and organizational identity

ILTs and TL

Followers play an active role in the leadership process. Just as beauty is in the eye of the beholder, so is leadership. Indeed, as presented in Lord and Maher's (1991) reciprocal processing theory, leadership is defined as a process of perception. Additionally, current lines of thought are gravitating toward the idea that leadership is co-determined by leaders and followers (Shamir, 2007). Without a follower's perception and acceptance that a leader exists, leadership as a process cannot exist (Barnard, 1938).

Leadership schemas are cognitive preexisting knowledge structures individuals use to encode and denote information as it pertains to managerial leadership, and are thought to be essential elements of "organizational sense making" (Weick, 1995). ILTs are cognitive structures specifying the traits and abilities characterizing an ideal business leader (Kenney *et al.*, 1996). According to Lord's (1985) categorization theory, ILTs embody a "recognition-based approach" to leadership, where individuals are categorized as leaders if there is a perceived alignment between their behavior or character and the attributes of a preexisting leadership ideal or prototype the follower embraces from past experiences (Epitropaki and Martin, 2005a). Employees seemingly partake in a "ILTs versus actual manager" matching process, where any inconsistencies identified afterwards are thought to alter the overall impression the employee creates of the manager (Epitropaki and Martin, 2005a).

While ILTs are cognitive prototypes or knowledge structures followers use to define and categorize leaders (Epitropaki and Martin, 2005a, b; Lord *et al.*, 1984; Lord and Maher, 1991; Schyns and Schilling, 2010), ILTs are also a schema followers use to recognize and interpret leader behaviors, transformational or otherwise (Martin and Epitropaki, 2001; Medvedeff and Lord, 2007). In addition, the interpretation of a leader's behavior through the structure of the follower's ILT can influence follower's behavior and development of a dyadic relationship (Keller-Hansbrough, 2005), the quality of which is central to effective socialization.

As such, Lord *et al.* (1984) were the first to identify prototypical leadership characteristics. From this work, Offerman *et al.* (1994) affirmed implicit leadership prototypes as consisting of: sensitivity, dedication, attractiveness, intelligence, strength, charisma, tyranny, and masculinity. Additionally, Epitropaki and Martin (2004) identified these traits as six prototypical first-order factors of: sensitivity, dedication, attractiveness, intelligence, strength, and charisma (dynamism) with two other traits, tyranny and masculinity, considered anti-prototypes. While variations in people's ILT have been reported across cultures (Forsyth and Nye, 2008) and other situational factors such as differences within subdivisions of cultures (e.g. Lord *et al.*, 1984), the preponderance of ILT research supports the stability and generalizability of ILT across age, sex, tenure, leaders, and organizational contexts (Epitropaki and Martin, 2004, 2005a).

The defining characteristics of the follower's ILTs imply the leader should embody, are central to how a follower evaluates and reacts to the leader's behaviors (Engle and Lord, 1997; Epitropaki and Martin, 2005a). Newcomers look to their managers to make sense of their work roles, interpret behavior within the organization's context and understand expectations. When managers' behaviors closely align with the followers' ILT of prototypical leader behaviors, this congruence leads the managers to likely be perceived as more than just managers, but also, leaders.

Results of three empirical studies investigating the link between a follower's ILT and perception of TL behaviors are consistent with this expectation (Koommoo-Welch, 2008; Martin and Epitropaki, 2001; Zhang, 2008). For instance, in Martin and Epitropaki's (2001) study, ILTs were found to positively influence perceptions of transformational behaviors depending on the level of organizational identification. Koommoo-Welch (2008) found limited support for ILT congruence on the perception of charismatic behaviors. Zhang's (2008) dissertation revealed support for the effect of ILT on liking and perceptions of transformational behaviors.

Since transformational leaders supposedly influence followers' self-concept and world views, tests of the influence of ILT congruence on perceptions of TL in samples of employees who are already in an established relationship with their managers are likely confounded with the influence of TL on follower's ILTs. Support for this argument is seen in Martin and Epitropaki's (2001) study with established workers in which ILT's shaped perceptions of TL for those low in organization identification but not for high identification employees. Martin and Epitropaki (2001) explains this finding saying, "people low in organizational identification are psychologically disengaged from the organization and interpreting their social world through their personal identity" (p. 258). Thus, new employees, by definition, are not yet engaged with their new employer, and are similar to those with low levels of organizational identification. In contrast to these aforementioned studies relying on employees in already established relationships with their managers and engaged with their organization, this study, by examining the influence newcomers' ILT congruence has on their perceptions and effects of leadership behaviors, affords a more accurate test of the influence of ILT congruence on TL:

H1. ILT congruence will be positively related to perceptions of TL.

ILTs and LMX

LMX theory represents another major theoretical and empirical approach to leadership (Gerstner and Day, 1997; Graen and Uhl-Bien, 1995; Liden *et al.*, 1997) and focusses on the quality of leader-member relationships. LMX theory is based on the concepts of role

making and social exchange. Graen and his colleagues (e.g. Graen, 1976; Graen and Cashman, 1975) adopted Kahn *et al.* (1964) role episode model to help explain how LMXs form. Overall, the role-making process involves a trial period in which a leader evaluates the member and the member evaluates the leader. A member who has formed positive expectations of a leader should be more responsive to the leader's behavior in terms of accepting and acting on role requests (Pierce and Dunham, 1987). The explanation of a member's willingness to accept role requests, even those extending beyond what is expected from the employment contract, is consistent with social exchange theory (Blau, 1964). The member expends time and effort fulfilling the leader's role requests in anticipation of reciprocation on the leader's part. When the leader reciprocates, trust develops and a strong social exchange emerges (Sin *et al.*, 2009).

Upon organization entry, a newcomer's perceptions of the manager and the pattern of emerging interactions contribute to LMX development (Ashkanasy and O'Connor, 1997). One of the most essential processes in LMX is the categorization of the observed person as being a leader or non-leader. According to Lord and Maher (1991), recognition-based processes operate as a primary determinant of the leader-subordinate relationship. They specifically argued, people use ILTs both as a basis for interpreting the behavior of their dyad partner and as a foundation for generating their own behavior (Lord and Maher, 1991). ILTs are a useful explanatory framework for understanding the quality of LMX from the subordinate's perspective. Therefore, ILTs, as preexisting cognitive structures of leadership, can potentially contribute to the quality of interpersonal relationships during the socialization process.

Results of Epitropaki and Martin (2005a) and Martin and Epitropaki's (2001) studies provide support for Lord and Maher's (1991) suggestions that employees use ILTs to compare their actual manager with their implicit profile in order to form an impression of that manager and subsequently evaluate the quality of the exchange they develop with their manager. Their cross-lagged results suggest that ILT congruence affects LMX and not the other way around. Because their results are based on data collected from employees in established relationships with managers and not newcomers, they concluded, "the question of whether ILTs play a significant role in the very early stages of LMX development still remains unanswered" (Epitropaki and Martin, 2005a, p. 673).

To attempt to uncover the role ILTs play in the early stages of LMX development, we contend newcomers, who are by definition in the early stages of LMX, are likely to use ILTs to form an overall impression of managerial leadership (Epitropaki and Martin, 2004; Lord and Maher, 1991; Martin and Epitropaki, 2001; Weick, 1995). Then, followers are more likely to react positively to the influence attempts of those who match their ILT. By virtue of behaving in ways congruent with follower's expectations, leaders earn idiosyncratic credits and thus the ability to influence followers (Hollander, 1992). The norm of reciprocity and the ensuing give and take will likely lead to a high-quality LMX relationship.

This study will extend Epitropaki and Martin's (2005a) by investigating the influence of ILT congruence on LMX in new employee-leader relationships. This study is the first to investigate the role a new employee's pre-existing ILT has upon the quality of leader-member relationship. Indeed, Uhl-Bien *et al.* (2000) model focusses on the entrance of new employees and supports the expectation that ILTs are an important antecedent to LMX development. Using data collected from newcomers

at three different points in time, this study examines the influence of ILT congruence on the quality of LMX relationships between new employees and their leaders:

H2. ILT congruence will be positively related to perceptions of LMX.

TL and LMX

TL is comprised of behaviors that inspire followers to go beyond the quid-pro-quo exchanges found in transactional behaviors (Burns, 1978, Judge and Piccolo, 2004; Lowe *et al.*, 1996). Transformational leader behaviors inspire a higher level of motivation and morality (Burns, 1978) and influence followers to expend additional effort that transcends normal expectations. Transformational leaders provide a vision to their followers, inspire the follower to transcend self-interest and act in the collective interest, and provide individual support (Bass, 1985; House, 1977; Podsakoff *et al.*, 1990; Wang *et al.*, 2005).

In spite of the conceptual linkages and a plethora of research on TL and LMX, there is a very limited set of empirical research incorporating follower outcomes, LMX, and TL in a single, empirically based study. Additionally, Howell and Hall-Merenda (1999), in the only longitudinal study, reported positive correlations among LMX, transformational, and transactional behaviors. Transformational behaviors and three transactional leadership behaviors predicted LMX when measured from the perspective of leaders (Howell and Hall-Merenda, 1999). Further, Deluga's (1992) research found only charisma and individualized consideration predicted LMX, and Basu and Green (1997) found little differentiation between transformational and LMX effects on innovative behavior and commitment. In fact, many studies have reported very high correlations between LMX and TL ranging from 0.70 to 0.87, perhaps due to the use of cross-sectional research designs (Basu and Green, 1997; Connell, 2005; Krishnan, 2005; Wang *et al.*, 2005). Research has also shown that TL and LMX interact to predict follower outcomes (Krishnan, 2005; Li and Hung, 2009; Nichols, 2008).

Wang *et al.* (2005) evaluated the premise that the quality of LMX determines the influence of TL behaviors on organizational outcomes. Their findings supported full mediation of TL by LMX, however, the Wang *et al.* (2005) study was conducted with current employees in established LMX relationships and used a cross-sectional design. None of the studies we identified investigated the influence of TL on the quality of leader-member relationship in the acquaintance or newcomer phase of LMX development (Uhl-Bien *et al.*, 2000). This study is the first conducted with new employees in the acquaintance phase of LMX (Uhl-Bien *et al.*, 2000), and extends Wang *et al.*'s (2005) study by using a design that temporally separated measurement of TL behaviors and LMX.

Newcomers' intent on reducing their uncertainty through socialization, fitting in, and performing well are likely to be receptive to leader's influence attempts and reciprocate with commitment and support which, over time, is likely to result in a high-quality exchange relationship. These arguments are consistent with the LMX development model proposed by Graen and Uhl-Bien (1995) in which transformational leaders engender high level, mature LMX relationships with their subordinates:

H3. Perceptions of TL will be positively related to perceptions of LMX.

LMX and outcomes

Newcomers who are effectively socialized are likely to want to stay with the organization, perceive high levels of support from, and identify with the organization (Chao *et al.*, 1994). Indeed, identification with an organization could arguably be the

truest measure of socialization. Organizational identification concerns the perception of belongingness to, or “oneness” with, an organization of which the person is a member (Ashforth and Mael, 1989).

Newcomers entering an organizational setting engage in the process of role negotiation. Graen and his colleagues described this process as one of role making and role taking (e.g. Graen, 1976; Graen and Cashman, 1975). Managers offer newcomers a role, and the newcomer offers a response by accepting, rejecting, or revising the offered role. This negotiation process is continual between the newcomer and manager. During this initial phase of role negotiation, LMX represents an interaction process assimilating newcomers into the social fabric of the work group and helps define their roles (Sin *et al.*, 2009). A higher quality LMX relationship is representative of this assimilation process as it indicates the newcomer is receiving psychological support and experiencing quality interaction with his/her manager.

Given work attitudes are partly shaped by receipt of extrinsic and intrinsic rewards (e.g. Erdogan *et al.*, 2002), these rewards (e.g. intrinsic rewards such as praise and extrinsic rewards such as a pay raise) would be more readily given to subordinates in high-quality relationships with the leader. Further, these subordinates are more likely to report positive work attitudes than subordinates in low-quality relationships that may not receive these extrinsic and intrinsic rewards as frequently. Moreover, they are more likely to identify with the organization, perceive support from, and be committed to, the organization (e.g. Major *et al.*, 1995), and have lower intentions of leaving the organization relative to employees in low-quality exchanges with their managers:

H4. Leader-member relationships will be negatively related to turnover intentions and positively related to perceptions of organizational support and organizational identification.

Mediating influence of LMX

According to Bass (1985, 1990), transformational leaders focus on the employees' higher-order needs and motivate them to do more than what is implied in the employment contract. Transformational leaders transform the self-concept of followers, build personal, and social identification among followers with the mission and goals of the organization (Shamir *et al.*, 1993) and contribute to the fulfillment of followers' need for self-enhancement and increase identification with the organization (Epitropaki and Martin, 2005b, Kark and Shamir, 2002). These leader behaviors are capable of engendering organizational identification, perceptions of support, and intentions to stay among newcomers. Like their more seasoned counterparts, new employees are likely to be receptive to the influence attempts of transformational leaders and reciprocate by accepting such influence attempts (Bass and Avolio, 1993). Such reciprocity over a period of time may lead to high-quality leader-member relationships likely to reinforce perceptions of support, organizational identification and intentions to stay. Therefore, the quality of leader-member relationships could be expected to mediate the influence of TL on the outcomes of turnover intentions, POS, and organizational identification:

H5a. LMX will mediate the relationship between perceptions of TL and turnover intentions, POS, and organizational identification.

Upon organizational entry, newcomers are likely to be concerned with building or confirming a situational identity and with deciphering situational norms and contingencies (Vandenberghe *et al.*, 2011). Managers are in a unique position to instruct

subordinates in proper role management by clearly defining roles and expectations. In the initial stages of the socialization process, ILTs, as preexisting cognitive structures of leadership, significantly influence a follower's perceptions of leadership.

Earlier, we argued ILT congruence will positively influence the quality of LMX relationship. The socialization process facilitates high levels of interpersonal contact between managers and new employees (Katz and Tushman, 1983). In high-LMX relationships, the support and increased communication (Harris and Kacmar, 2006) will likely reduce turnover intentions and increase perceptions of support and identification with the organization. Lack of or lower levels of ILT congruence, on the other hand, will lead to low-quality LMX relationship which, in turn, will lead to lower levels of perceived support and organizational identification and higher levels of withdrawal including intentions to turnover:

H5b. LMX will mediate the relationship between ILT congruence and turnover intentions, POS, and organizational identification.

In summary, ILT congruence is expected to influence perceptions of TL (*H1*) and contribute to the quality of LMX relationship (*H2*). Perceptions of TL are expected to influence the quality of LMX relationship (*H3*). LMX is related to newcomer outcomes (*H4*). The influence of TL (*H5a*) and ILT congruence (*H5b*) on outcomes of POS, identification, and turnover intentions will be mediated by LMX. A study conducted to test this model (see Figure 1) is described next.

Method

Study design and procedure

The data for this research were collected from a large healthcare organization located in Midwest USA. The organization employs approximately 5,800 employees and is a tertiary healthcare provider. In this field study, data were collected in three waves. Ashforth *et al.* (2007, p. 48) noted "there does not appear to be an inherently fixed timeframes for becoming socialized;" yet, the majority of prior research suggests newcomers tend to adjust rapidly to their new jobs and organizations, within the first several months post-entry (Ashforth and Saks, 1996; Cooper-Thomas and Anderson, 2005).

We chose three measurement time points, first day of employment, 30th day and 90th day, in part on the basis of previous research on newcomer transitions and socialization (e.g. Boswell *et al.*, 2009; DeVos *et al.*, 2003), which has shown these as frequently used and relevant intervals for data collection (Bauer *et al.*, 2007). Our decision was also influenced by what management at the host organization deemed a reasonable demand on study participants' time as well as insight of the organization's director and human resource manager as to critical points to capture attitudinal patterns given the timing of socialization experiences and role transitions at this organization.

Data for wave 1 were collected from 482 new hires, hired over a three-month period. On the first day of a new hire's employment, measures used to collect demographic data and the new employee's ILT traits (a "business leader's" traits) were administered. Participants completed the surveys during paid work hours.

On the 30th day of her/his employment, measures used to collect data for wave 2 were administered. Wave 2 survey administered approximately 30 days ($M = 31.8$ days) after employment measured ILT leader traits (their manager's traits) and perceptions of TL behaviors. In all, 278 out of the 482 new hires (57.6 percent) who provided data in wave 1 completed measures administered in wave 2.

On the 90th day of employment, wave 3 data were collected. Wave 3 administered approximately 90 days ($M = 89.1$ days) after employment measured LMX and the outcome variables of turnover intentions, organizational identification, and POS. Of the 482 new hires, 210 (43.5 percent), completed measures administered in wave 3.

In all, 210 new hires completed measures administered in all three waves of data collection. The final sample was 75 percent female. The mean age was 38 years ($SD = 11.7$ years). In all, 47 percent of the respondents had post high school education. In all, 70 percent of the sample had less than one year's experience working in a hospital setting. Because data were collected in three waves, we tested for response bias and also considered the appropriateness of using multi-level data analysis.

Given subject mortality across the three waves, an independent t -test of the means was conducted for all focal variables to evaluate response bias. Results indicated a lack of significant differences. In addition, an independent t -test was conducted on age, gender, education, ethnicity, years of work experience, and years of work experience at any hospital. Limited differences between the 210 respondents completing all three waves and those respondents excluded from wave 2 or 3 were observed. Only age was significantly different at the $p < 0.01$ level with a mean difference of 3.7 years, such that younger newcomers were less likely to participate in all three waves of data collection. Non-respondents did not differ from respondents on other aforementioned variables indicating minimal sampling bias between those respondents completing all three surveys and those only completing the first or second waves.

To examine the possibility that data might be nested, we scrutinized the data and found only one newly hired employee reported to a supervising manager and none of the supervising managers was also a newly hired employee. Because each supervising manager only had one new employee who participated in the study, that is, completed all three waves of data collection, we concluded multi-level analysis is not appropriate for our study.

Measures

ILTs. ILT was measured with Epitropaki and Martin's (2004) 21-item ILT Scale. In wave 1, participants were provided with 21 traits preceded by the stem "how characteristic are the following traits of a business leader." They were asked to rate (Cronbach $\alpha = 0.83$) each trait on a seven-point scale with response options ranging from strongly disagree to strongly agree. In wave 2, participants were provided with the same 21 traits and the stem "how characteristic are the following traits of your direct manager" asked to rate ($\alpha = 0.92$) each trait on a seven-point scale with response options ranging from strongly disagree to strongly agree.

Four factors of ILT that are prototypical leader behaviors were measured [1]. These include sensitivity (understanding, sincere, helpful), intelligence (intelligent, knowledgeable, educated, clever), dedication (motivated, dedicated, hardworking), and dynamism (energetic, strong, dynamic). Each ILT characteristic is rated on a seven-point scale ranging from 1 = strongly disagree to 7 = strongly agree. We used the congruence approach utilized by ILT researchers (Engle, 1996; Epitropaki and Martin, 2004, 2005a; Ritter and Lord, 2007) and for each prototype calculated an absolute sum of the differences score to represent the differences between ILT-traits and ILT-recognized. And, a single indicator variable was created for each of the four ILT prototypical factors (Epitropaki and Martin, 2005a).

TL. TL behaviors were measured with Avolio *et al.* (1999) Multifactor Leadership Questionnaire (MLQ 5X). The MLQ 5X is a 36-item shorter version of the original multifactor leadership questionnaire developed by Bass (1985). The MLQ (5X) assesses transformational and transactional behaviors on nine leadership dimensions. Each of the nine leadership behaviors is assessed by four questions. TL dimensions include idealized influence (attributed and behavioral), inspirational motivation, intellectual stimulation, and individualized attention ($\alpha = 0.93$). The TL dimensions are highly intercorrelated (Bass and Riggio, 2006; Bycio *et al.*, 1995; Carless, 1998; Lowe *et al.*, 1996) and often are considered as a single measure of TL (Carless, 1998; Whittington *et al.*, 2004).

LMX. LMX was measured with LMX-MDM Scale developed by Liden and Maslyn (1998). LMX-MDM Scale is a 12-item measure and is based on a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree and measures affect, loyalty, contribution, and professional respect ($\alpha = 0.91$). The scale has acceptable psychometric properties and has been extensively used in previous research (Bernerth *et al.*, 2007; Wang *et al.*, 2005).

Outcome variables. Turnover intentions, organizational identification, and POS served as outcome variables. Turnover intentions were measured with three items ($\alpha = 0.92$) (Cammann *et al.*, 1979; Harris *et al.*, 2005). A sample question is "I often think about quitting." Responses are on a seven-point scale ranging from a 1 = strongly disagree to 7 = strongly agree. Organizational identification was measured with Cook and Wall's (1980) two-item scale ($\alpha = 0.64$). These two questions are "I am quite proud to be able to tell people who it is I work for" and "I feel myself to be a part of the organization." Both are measured on a seven-point scale ranging from a 1 = strongly disagree to 7 = strongly agree. POS was measured with the eight-item scale ($\alpha = 0.91$) developed by Eisenberger *et al.* (1997). Sample items include "my organization cares about my opinions" and "my organization really cares about my well-being." POS is measured on a seven-point scale ranging from a 1 = strongly disagree to 7 = strongly agree.

Results

Data analysis strategy

We operationalized ILT congruence as ILT trait vs ILT recognized differences. To test the absolute differences between the follower's ILT traits and ILT recognized in their leader, we employed the methodology recommended by Edwards (1994) and used by several researchers (e.g. Epitropaki and Martin, 2005a; Engle and Lord, 1997).

A dummy variable for prototype behaviors was created to allow the slope of the regression line to change at the point the actual and recognized implicit leadership traits are equal. The dummy variable assumes a value of 0 if the actual is greater than recognized and a value of 1 if the actual is less than recognized. As per Edwards (1994), four conditions should be met to be confident of normality underlying the model when using absolute differences. These conditions include: first, the coefficients on actual, recognition, and the dummy variable interactions should be significant; second, coefficients on actual and recognition should be opposite in sign; third, the coefficients of the dummy variable interaction on both actual and recognition are opposite in sign and not significantly different in magnitude; and finally, the coefficient on the dummy interaction with actual is not significantly different than twice the negative of the coefficient on actual. All four assumptions

were met[2], therefore, the absolute measures for prototype were deemed acceptable for measurement model development (see Table I).

AMOS version 17 was used for structural equation modeling. We used the two-step model recommended by Anderson and Gerbing (1988) and others (Byrne, 2001; Kline, 2005) and tested the measurement model prior to examining the structural model. Models were evaluated for fit by examining the χ^2 statistic, degrees of freedom, root mean square error of approximation (RMSEA), standardized root mean squared residual (SRMR), comparative fit index (CFI), and the Tucker-Lewis index (TLI; Hair *et al.*, 1998; Kline, 2005).

Measurement model

First, we tested a one-factor model (Model 1) comprised of all items used to measure ILT congruence, TL, LMX, and the outcome variances of organizational identification, POS, and turnover intentions. This model did not fit the data (χ^2 (252, $n = 210$) = 1,906.3, RMSEA = 0.18, SRMR = 0.14, CFI = 0.47, TLI = 0.42). Second, we tested a two-factor model (Model 2) in which items used to measure leadership constructs (ILT congruence, TL, LMX) were loaded on one factor and items used to measure outcomes variables on another factor. This model did not fit the data (χ^2 (251, $n = 210$) = 1,382.9, RMSEA = 0.15, SRMR = 0.14, CFI = 0.64, TLI = 0.60). Model 3 in which items used to measure ILT congruence were loaded on one factor, items used to measure the constructs of TL and LMX were loaded on a second factor, and items used to measure outcome variables were loaded on a third factor also did not fit the data (χ^2 (249, $n = 210$) = 1,251.4, RMSEA = 0.14, SRMR = 0.14, CFI = 0.69, TLI = 0.66). In Model 4, TL was loaded on one factor, ILT and LMX on a second factor and outcome variables on a third factor. This model also did not fit the data (χ^2 (249, $n = 210$) = 1,033.1, RMSEA = 0.12, SRMR = 0.09, CFI = 0.75, TLI = 0.72).

The last model (Model 5) was the hypothesized model in which items used to measure each of the six constructs were loaded as separate factors. This model fit the data (χ^2 (240, $n = 210$) = 492.6, RMSEA = 0.07, SRMR = 0.06, CFI = 0.92, TLI = 0.91). Again, χ^2 difference test was used to investigate discriminant validity. The hypothesized six-factor model (Model 5) was compared to Model 1 (χ^2 difference = 1,413.7, $p < 0.01$), Model 2 (χ^2 difference = 890.3, $p < 0.01$), Model 3 (χ^2 difference = 758.8, $p < 0.01$), and Model 4 (χ^2 difference = 540.5, $p < 0.01$), and in each case results supported discriminant validity of the six constructs.

Convergent validity was demonstrated by the factor loadings of each indicator on their respective hypothesized constructs (Anderson and Gerbing, 1988). All factor loadings for each indicator was statistically significant ($p < 0.05$). The standardized loadings ranged from 0.45 to 0.88.

| Variable | Coefficients | Standardized coefficients | <i>t</i> -value | <i>p</i> -value |
|--|--------------|---------------------------|-----------------|-----------------|
| Constant | | | -0.65 | 0.520 |
| ILT prototype actual | 14 | 0.97 | 1.5 | 0.000 |
| ILT prototype recognized | -14 | -1.27 | -1.9 | 0.000 |
| Prototype dummy | 0.000 | 0.000 | 0.00 | 1.000 |
| Prototype dummy X prototype actual | -28.0 | -12.56 | -1.6 | 0.000 |
| Prototype dummy X prototype recognized | 28.0 | 13.39 | 1.7 | 0.000 |

Note: Dependent variable is prototype absolute difference

Table I.
Absolute differences
test for implicit
leadership
prototypes

Model modification

The number of parameters estimated relative to sample size is an important determinant of convergence, standard errors, and model fit in covariance structure models (Anderson and Gerbing, 1988; Settoon *et al.*, 1996; Williams and Anderson, 1994). Bentler and Chou (1988) recommend a minimum sample size to parameter ratio of 5:1 to achieve reliable estimates in maximum likelihood estimation. Given the complexity of our model, relatively small sample size and the fact we used previously validated scales to measure leadership constructs, to achieve a good sample size to parameter ratio, the manifest indicators for leadership behaviors and LMX were averaged on each of their previously noted factor dimensions. Following the method applied by Moorman (1991), Williams and Hazer (1986), and Epitropaki and Martin (2005a), the path from the latent variable to the scaled indicator variable was fixed at the square root of the reliability, and the error variance was fixed at the variance multiplied by one minus the reliability for these two multi-dimensional constructs (Dulac *et al.*, 2008; Hair *et al.*, 1998; Netemeyer *et al.*, 1990). Consistent with previous theory and empirical research, the dimensions of transformational leader behaviors were allowed to covary (Bass and Avolio, 1989; Bycio *et al.*, 1995; Carless, 1998) and the outcome variables were allowed to covary (Sluss *et al.*, 2008). This simplified measurement model demonstrated acceptable fit, (χ^2 (248, $n=210$) = 477.9, RMSEA = 0.07, SRMR = 0.09, CFI = 0.93). Means, standard deviations, and correlations between study variables are reported in Table II.

Even though data were gathered in three waves, all data were collected from the same source. Therefore, to address possible effects of common method variance in our data, we used the procedures presented by Widaman (1985) and used by several researchers (e.g. Carlson *et al.*, 2010; Jawahar and Stone, 2011). If common method bias exists, a measurement model with a method factor will fit the data significantly better than a model without a method factor.

As previously noted, the six-factor measurement model fit the data well (χ^2 (241, $n=210$) = 447.6, RMSEA = 0.06, SRMR = 0.06, CFI = 0.93, TLI = 0.93). To test for common method effects, we created a six-factor model with a method factor. In this method factor model all the items used in the six-factor model were used and these items had dual loadings on both their corresponding substantive factor and the method factor. The correlation between the method factor and the substantive factors was set to zero. This model fit the data well (χ^2 (235, $n=210$) = 436.4, RMSEA = 0.06, SRMR = 0.06, CFI = 0.94, TLI = 0.93). However, none of the factor loadings on the method factor were significant and the common method factor only explained 1.6 percent of the variance. We then used a χ^2 difference test to evaluate the significance of method bias. The χ^2 difference between the measurement model and measurement model with method factor was 11.2 for six degrees of freedom that is greater than the critical table value of 12.59 at the 0.05 level of significance. Hence, the more restrictive measurement model was retained and data indicate common method bias is not a significant concern in this study.

Structural model

The structural model had paths from ILT congruence to TL and to LMX, from TL to LMX and from LMX to turnover intentions, organizational identification and POS. The direct paths from ILT congruence and from TL to each of the three dependent variables were constrained to zero to test for full mediation. This model fit the data very well, (χ^2 (247, $n=210$) = 456.4, RMSEA = 0.06, SRMR = 0.065, CFI = 0.93, TLI = 0.93).

Table II.
Means, standard deviations, and correlations between study variables

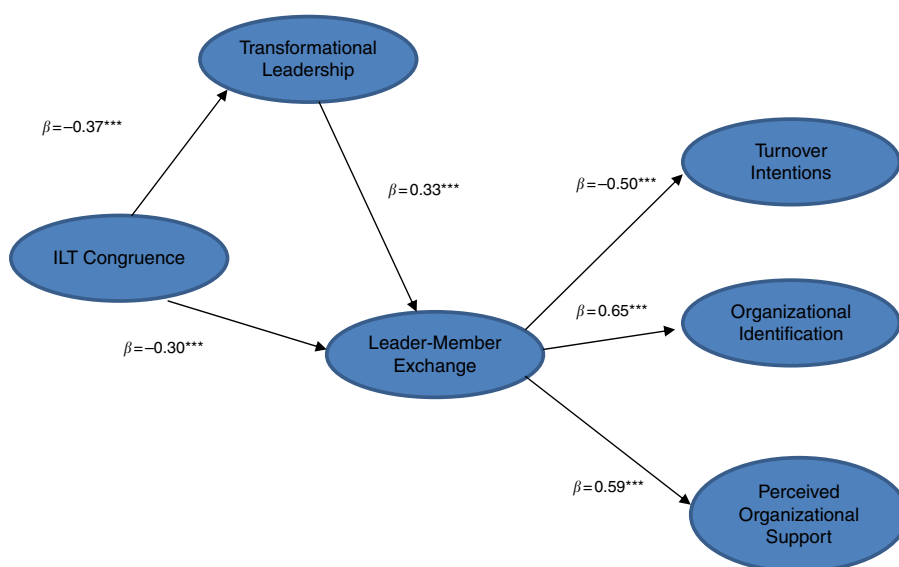
| Variable | M | SD | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|--------------------------------|------|------|-------------|-------------|---------|---------|---------|---------|---------|------|
| 1. Leader-member exchange | 4.04 | 0.57 | <i>0.91</i> | | | | | | | |
| 2. Transformational leadership | 3.70 | 0.78 | 0.37** | <i>0.93</i> | | | | | | |
| 3. ILT traits | 6.27 | 0.44 | 0.08 | 0.18** | 0.83 | | | | | |
| 4. ILT recognized ^a | 6.05 | 0.59 | 0.45** | 0.50** | 0.26** | 0.92 | | | | |
| 5. ILT congruence ^a | 6.93 | 6.4 | -0.29** | -0.22** | 0.12 | -0.45** | 0.72 | | | |
| 6. Perceived org. support | 5.11 | 0.74 | 0.52** | 0.34** | 0.21** | 0.42** | -0.22** | 0.91 | | |
| 7. Org. identification | 6.07 | 0.73 | 0.49** | 0.29** | -0.19** | 0.37** | -0.16** | 0.72** | 0.64 | |
| 8. Turnover intentions | 1.91 | 1.2 | -0.45** | -0.18** | -0.06 | -0.39** | 0.22** | -0.53** | -0.59** | 0.92 |

Notes: $n = 210$. Reliabilities of scaled variables noted on the diagonal in *Italic*. ^aILT congruence – sum of the absolute differences of each of the four ILT prototypical dimensions. ** $p < 0.01$

An alternative less restrictive model in which LMX partially mediates the influence of ILT congruence and TL on the dependent variables was also tested. The paths from TL and from ILT congruence that were previously constrained to zero to test for full mediation were allowed to freely vary to test for partial mediation. This partial mediation model also fit to the data, (χ^2 (241, $n = 210$) = 447.6, RMSEA = 0.06, SRMR = 0.057, CFI = 0.93, TLI = 0.91). The χ^2 difference test was conducted. The obtained χ^2 difference of 8.8 for six degrees of freedom was smaller than the critical χ^2 value of 12.59 ($p < 0.05$) indicating that the less restrictive alternative model should be rejected and the hypothesized research model retained (see Figure 2). Thus, *H5a* and *H5b* were supported indicating LMX fully mediates the influence of ILT congruence and TL on the dependent variables.

The Preacher *et al.* (2007) bootstrapping approach was used to evaluate mediation effect. Utilizing AMOS a bootstrapping iteration of 2,000 samples was run using Maximum Likelihood Estimation. This produced the standard errors and direct and indirect parameters provided in Table III. By calculating the critical ratios for each unstandardized parameter, the significance was calculated. These results indicate leadership behaviors are mediated by LMX. No direct effects are statistically significant, while the indirect effects are significant for each of the outcome variables.

Collectively, the model explained 25 percent of the variance in turnover intentions, 43 percent in organizational identification and 34 percent in POS. As expected in *H1*, ILT congruence influenced perceptions of TL explaining 14 percent of the variance in TL ($\beta = -0.37, p < 0.001$). In support of *H2*, ILT congruence influenced LMX ($\beta = -0.30, p < 0.001$). As expected in *H3*, perceptions of TL positively influenced LMX ($\beta = 0.33, p < 0.001$). Together, ILT congruence ($\beta = -0.30, p < 0.001$) and TL ($\beta = 0.33, p < 0.001$) explained 27 percent of the variance in LMX. And, LMX had



Note: $***p < 0.001$

Figure 2. Results of structural equation modeling

Table III.
Mediation tests of
LMX on leadership
behaviors and
outcomes

| Leadership Effect | LMX | | POS | | Turnover intentions | | Organizational identification | |
|----------------------|---------|-------|---------|-------|---------------------|-------|-------------------------------|-------|
| | Unst. | SE | Unst. | SE | Unst. | SE | Unst. | SE |
| Direct | 0.379** | 0.093 | 0.594 | 0.306 | 0.124 | 0.431 | 0.362 | 0.264 |
| Indirect | | | 0.684** | 0.194 | -0.833** | 0.255 | 0.569** | 0.165 |
| Total | 0.379** | 0.093 | 1.278** | 0.299 | -0.759 | 0.417 | 0.931** | 0.258 |

Notes: Unst., unstandardized; SE, standard error; Std., standardized. The standard error was calculated off the unstandardized coefficient. * $p < 0.05$; ** $p < 0.001$

significant effects on all the outcome variables of turnover intentions ($\beta = -0.50$, $p < 0.001$), organizational identification ($\beta = 0.65$, $p < 0.001$), and POS ($\beta = 0.59$, $p < 0.001$), thus supporting *H4*.

Discussion

This study focussed on extending our understanding of leader-follower relationships. First, ILTs measured on the first day of employment shaped new entrants' perceptions of TL measured 30 days after date of hire. Second, both ILT congruence and TL influenced the quality of LMX measured approximately 90 days from followers' date of hire. As expected, LMX fully mediated the influence of ILT congruence and perceptions of TL on the dependent variables of turnover intentions, organizational identification, and POS. The contributions of this research are discussed next.

Contributions to theory and research

This study makes several contributions to the leadership literature. First, it addresses an important gap in the literature by treating a follower characteristic, ILT, as an antecedent to well-established and consequential leadership constructs, TL and LMX. Unlike most previous theorizing on leadership, we asserted followers will perceive leadership behaviors as transformational to the extent observed leader behaviors match their implicit theory of leadership. By assessing ILT's of new hires vs established workers as in earlier research (Koommoo-Welch, 2008; Martin and Epitropaki, 2001; Zhang, 2008), our results support the role of ILT's on perception of TL by eliminating the confound of organization experience since hiring. This is consistent with Martin and Epitropaki's (2001) finding establishing employees low in organizational identification relied on ILT's for their perceptions of leaders while those with high identification-based leader perceptions on their organization experiences. Our results together with Martin and Epitropaki support the argument that the ILT-leader perceptions relationship using established employees in prior research was confounded.

Additionally, while previous research has identified the role of ILT congruence on LMX (Epitropaki and Martin, 2005a), this is the first study to evaluate the role of ILT congruence on the LMX relationship in new organizational entrants. Our data provide empirical support for Uhl-Bien *et al.* (2000) and Dockery and Steiner's (1990) assertions that predispositions and expectations of a follower influence the role-making stage during organizational entry.

Second, unlike prior cross-sectional research (e.g. Wang *et al.*, 2005), data were collected at three different points in time to study the antecedents of LMX, such that the measurement of TL preceded the measurement of LMX. In addition, this study was conducted with new employees enabling examination of the influence of transformational leader behaviors on LMX relationships. These two strengths address a number of key theoretical propositions discussed in previous research and respond to calls for further investigation concerning the quality of LMX (Uhl-Bien *et al.*, 2000; van Breukelen *et al.*, 2006; Yukl, 2006).

Results are consistent with prior theoretical postulates that TL nurtures the development of the leader-follower relationship (Deluga, 1992; Wang *et al.*, 2005). TL behaviors may offer additional contextual feedback to the follower during the role-making process characteristic of the acquaintance stage of LMX development (Graen and Uhl-Bien, 1995). Consistent with Wang *et al.* (2005), how followers perceived

transformational behaviors proved to be a significant predictor of LMX. The finding that TL enhances the quality of LMX, has theoretical and practical implications (discussed later).

Supporting *H5a* and *5b*, LMX fully mediated the influence of ILT congruence on new employees' POS, organizational identification and turnover intentions. And, similar to Wang *et al.* (2005), LMX produced full mediation between leadership behaviors and the outcome variables. In addition to confirming Wang *et al.*'s finding, our study makes three unique contributions. Unlike Wang *et al.*'s (2005) cross-sectional design, in this study, measurement of TL was temporally separated and preceded measurement of LMX relationship. Second, this study is the first to investigate the mediating influence of LMX on the relationship between TL and outcomes in a sample of new employees as opposed to previous studies using established workers. Third, and in response to calls for investigating follower characteristics on the development of LMX relationship (Epitropaki and Martin, 2005a; Uhl-Bien *et al.*, 2000), we also examined and found support for the mediating influence of LMX on the relationship between ILTs and outcomes.

Implications for theory and practice

Results of our study have a number of theoretical implications. The most obvious relates to the development of the LMX relationship during the early phases of organizational socialization (Bauer and Green, 1996; Liden *et al.*, 1993; Murphy and Ensher, 1999). Our results indicate follower's ILT congruence and leader's transformational behaviors as two key influences shaping LMX relationship of new employees. In addition to leaders, followers also appear to actively influence the quality of LMX relationship. Second, since establishing a high-quality relationship with one's manager is arguably an important indicator of successful socialization, ILT of new employees may well be a critical individual difference construct for organizational socialization. While theorists have recognized the role of the individual and the potential interaction between individual and environmental variables in models of socialization (e.g. Bauer, 2006; Reichers, 1987), empirical examination of newcomer ILT in the socialization literature is non-existent. Results of our study conducted with new employees suggest newcomers' ILT plays a critical role in the socialization process, given that important outcomes for the newcomer and the organization arise from developing a high-quality relationship with one's immediate supervisor.

Third, consistent with previous research documenting the relationship between LMX and outcomes (see Erdogan and Liden, 2002), in this study, LMX was significantly related to the organizational outcomes of POS, turnover intentions, and organizational identification. Encouraging managers and perhaps training them to proactively work toward forging a high-quality relationship with new hires is likely to not only facilitate effective socialization of new hires but also increases the organization effectiveness via higher employment commitment and reduced turnover.

A fourth significant implication is the relationship between leadership behaviors and LMX. Transformational behaviors can positively influence the development of the LMX during the early phase of a follower's orientation. Results for mediation indicate leadership behaviors are important in influencing outcomes through LMX relationship. As an extension to our study, future research could evaluate the specific elements of TL contributing to high quality of LMX following organizational entry. It is possible the needs of new followers will change their interpretation of and reaction to

specific elements of transformational behaviors over time (Koommoo-Welch, 2008; Schaubroeck and Green, 1989).

Finally, as previously noted, ILTs have a significant influence on the quality of leader-member relationship as perceived by followers. This research suggests the ILTs a follower has upon entry to an organization influence development of their dyadic relationship with his/her manager. These results are consistent with role theory as newcomers go through a sense-making process to cope with uncertainty (Major *et al.*, 1995) and suggest leadership theories should be revisited to view followers as active participants in the leadership process.

Results of our study have implications for practice as well. Organizations should focus on measuring and developing LMX quality during the early phases of a follower's socialization into the organization. Consistent with other research (Erdogan and Liden, 2002), LMX was a significant predictor of turnover intentions, organizational identification, and POS. Given the cost of turnover, focussing on development of high-quality LMX relationships should facilitate organizational performance and effectiveness.

Potential limitations

First, LMX has been conceptualized as a reciprocal process involving both the leader and the follower (Dienesch and Liden, 1986). While prior research focussed on perceptions of the leader, we focussed on perceptions of followers only. Measuring perceptions of both leaders and followers in a single study would be ideal for furthering our understanding of LMX. Second, the study was conducted at a single, non-profit organization. Future research is needed with samples from different types of organizations and industries. Third, it is important to note the majority of participants were women (75 percent) and a majority (78.6 percent) identified themselves as Caucasians. Finally, although the measurement of independent variables, mediators, and dependent variables were separated by time, future research should employ a longitudinal cross-lagged design to truly test for mediation.

Conclusion

This study extends prior research by showing LMX fully mediates the influence of followers' ILTs and transformational leader behaviors on POS, organizational identification and turnover intentions. By using data collected at three points in time from new employees, we demonstrated the effect of ILT congruence on the early development of LMX, thus responding to the question posed by Eitropaki and Martin (2005a). Additionally, our results showed high ILT congruence lead followers to perceive their leaders as more transformational. Finally, data show the effects of ILT congruence and TL perceptions on turnover intentions, POS and organizational identification were fully mediated by LMX.

Notes

1. We did not specifically hypothesize how anti-prototypical dimensions of ILT would relate to LMX and TL. In a *post hoc* analysis, we included the anti-prototypical dimensions of tyranny and masculinity in our structural model. These two anti-prototypical dimensions were not significantly related to either LMX or TL and their inclusion worsened model fit. This pattern of results is consistent with results of previous investigations of anti-prototypical dimensions of ILTs and dependent variables (e.g. Eitropaki and Martin, 2004, 2005a; Martin and Eitropaki, 2001; Koommoo-Welch, 2008; Ritter and Lord, 2007).

2. Utilizing the same methodology as Epitropaki and Martin (2005a, b) we applied the method proscribed by Edwards when evaluating absolute difference scores. Table I represents the standardized and unstandardized coefficients when the absolute difference of the ILT actual to prototype is the dependent variable. All of the appropriate signs and significance tests are met with our data set.

References

- Anderson, J.C. and Gerbing, D.W. (1988), "Structural equation modeling in practice: a review and recommended two-step approach", *Psychological Bulletin*, Vol. 103 No. 3, pp. 411-423.
- Ashforth, B.E. (2001), *Role Transitions in Organizational Life: An Identity-Based Perspective*, Erlbaum, Mahwah, NJ.
- Ashforth, B.E. and Mael, F. (1989), "Social identity theory and the organization", *Academy of Management Review*, Vol. 14 No. 1, pp. 20-39.
- Ashforth, B.E., Sluss, D.M. and Harrison, S.H. (2007), "Socialization in organizational contexts", in Hodgkinson, G.P. and Ford, J.K. (Eds), *International Review of Industrial and Organizational Psychology*, Vol. 22, Wiley, Chichester, pp. 1-70.
- Ashforth, B.K. and Saks, A.M. (1996), "Socialization tactics: longitudinal effects on newcomer adjustment", *Academy of Management Journal*, Vol. 39 No. 1, pp. 149-178.
- Ashford, S.J. and Black, J. (1996), "Proactivity during organizational entry: the role of desire for control", *Journal of Applied Psychology*, Vol. 81 No. 2, pp. 199-214.
- Ashkanasy, N. and O'Connor, C. (1997), "Value congruence in leader-member exchange", *Journal of Social Psychology*, Vol. 137 No. 5, pp. 647-662.
- Avolio, B.J., Bass, B.M. and Jung, D.I. (1999), "Re-examining the components of transformational and transactional leadership using the Multifactor Leadership", *Journal of Occupational and Organizational Psychology*, Vol. 72 No. 4, pp. 441-462.
- Bacha, E. and Walker, S. (2013), "The relationship between transformational leadership and followers' perceptions of fairness", *Journal of Business Ethics*, Vol. 116 No. 3, pp. 667-680.
- Barnard, C. (1938), *The Functions of the Executive*, Harvard University Press, Cambridge, MA.
- Bass, B. (1985), *Leadership and Performance Beyond Expectations*, The Free Press, New York, NY.
- Bass, B. and Avolio, J. (1989), "Potential biases in leadership measures: how prototypes, leniency, and general satisfaction relate to ratings and rankings of transformational and transactional leadership constructs", *Educational and Psychological Measurement*, Vol. 49 No. 3, pp. 509-527.
- Bass, B. and Riggio, R. (2006), *Transformational Leadership*, Lawrence Erlbaum Associates, Mahwah, NJ.
- Bass, B.M. (1990), "From transactional to transformational leadership: learning to share the vision", *Organizational Dynamics*, Vol. 18 No. 3, pp. 19-31.
- Bass, B.M. and Avolio, B.J. (1993), "Transformational leadership and organizational culture", *Public Administration Quarterly*, Vol. 17 No. 1, pp. 112-121.
- Basu, R. and Green, S.G. (1997), "Leader-member exchange and transformational leadership: an empirical examination of innovative behaviors in leader-member dyads", *Journal of Applied Social Psychology*, Vol. 27 No. 6, pp. 477-499.
- Bauer, T.N. (2006), "Organizational socialization", in Rogelberg, S.G. (Ed.), *Encyclopedia of Industrial/Organizational Psychology*, Sage, Thousand Oaks, CA, pp. 581-585.
- Bauer, T.N. and Erdogan, B. (2011), "Organizational socialization: the effective onboarding of new employees", in Zedeck, S. (Ed.), *APA Handbook of Industrial And Organizational Psychology*, Vol. 3, Sage, Thousand Oaks, CA, pp. 51-64.

- Bauer, T.N. and Erdogan, B. (2014), "Delineating and reviewing the role of newcomer capital in organizational socialization", *Annual Review of Organizational Psychology and Organizational Behavior*, Vol. 1 No. 1, pp. 439-457.
- Bauer, T.N. and Green, S.G. (1996), "Development of leader-member exchange: a longitudinal test", *Academy of Management Journal*, Vol. 39 No. 6, pp. 1538-1567.
- Bauer, T.N. and Green, S.G. (1998), "Testing the combined effects of newcomer information seeking and manager behavior on socialization", *Journal of Applied Psychology*, Vol. 83 No. 1, p. 72.
- Bauer, T.N., Bodner, T., Erdogan, B., Truxillo, D.M. and Tucker, J.S. (2007), "Newcomer adjustment during organizational socialization: a meta-analytic review of antecedents, outcomes, and methods", *Journal of Applied Psychology*, Vol. 92 No. 3, pp. 707-721.
- Bentler, P.M. and Chou, C.P. (1988), "Practical issues in structural modeling", in Long, J.S. (Ed.), *Common Problems/Proper Solutions: Avoiding Error in Quantitative Research*, Sage, Newbury Park, CA, pp. 161-192.
- Berger, C.R. (1979), "Beyond initial interaction: uncertainty, understanding, and the development of interpersonal relationships", in Giles, H. and St Clair, R.N. (Eds), *Language and Social Psychology*, University Park Press, Baltimore, MD, pp. 122-144.
- Bernerth, J.B., Armenakis, A.A., Field, H.S., Giles, W.F. and Walker, H.J. (2007), "Leader-member social exchange (LMSX): development and validation of a scale", *Journal of Organizational Behavior*, Vol. 28 No. 8, pp. 979-1003.
- Blau, P.M. (1964), *Exchange and Power in Social Life*, Wiley, New York, NY.
- Boswell, W.R., Shipp, A.J., Payne, S.C. and Culbertson, S.S. (2009), "Changes in newcomer job satisfaction over time: examining the pattern of honeymoons and hangovers", *Journal of Applied Psychology*, Vol. 94 No. 4, pp. 844-858.
- Bureau of Labor Statistics (2012), "Economic news release", available at: www.bls.gov/news.release/nlsoy.htm (accessed October 13, 2014).
- Burns, J.M. (1978), *Leadership*, Harper & Row, New York, NY.
- Bycio, P., Hackett, R.D. and Allen, J.S. (1995), "Further assessments of Bass's (1985) conceptualization of transactional and transformational leadership", *Journal of Applied Psychology*, Vol. 80 No. 4, pp. 468-478.
- Byrne, B.M. (2001), *Structural Equation Modeling with AMOS: Basic Concepts, Applications, and Programming*, Lawrence Erlbaum Associates, Mahwah, NJ.
- Cable, D.M., Gino, F. and Staats, B.R. (2013), "Breaking them in or eliciting their best? Reframing socialization around newcomers' authentic self-expression", *Administrative Science Quarterly*, Vol. 58 No. 1, pp. 1-36.
- Cammann, C., Fichman, M., Jenkins, D. and Klesh, J. (1979), *The Michigan Organizational Assessment Questionnaire*, University of Michigan, Ann Arbor, MI.
- Carless, S.A. (1998), "Assessing the discriminant validity of transformational leadership behaviour as measured by the MLQ", *Journal of Occupational and Organizational Psychology*, Vol. 71 No. 4, pp. 353-358.
- Carlson, D.S., Grzywacz, J.G. and Kacmar, K.M. (2010), "The relationship of schedule flexibility and outcomes via the work-family interface", *Journal of Managerial Psychology*, Vol. 25 No. 4, pp. 330-355.
- Carr, J.C., Pearson, A.W., Vest, M.J. and Boyar, S.L. (2006), "Prior occupational experience, anticipatory socialization, and employee retention", *Journal of Management*, Vol. 32 No. 3, pp. 342-359.
- Chao, G.T., O'Leary-Kelly, A.M., Wolf, S., Klein, H.J. and Gardner, P.D. (1994), "Organizational socialization: its content and consequences", *Journal of Applied Psychology*, Vol. 79 No. 5, pp. 730-743.

- Connell, P.W. (2005), *Transformational Leadership, Leader-Member Exchange (LMX), and OCB: The Role of Motives*, Unpublished doctoral dissertation, University of South Florida, Tampa, FL.
- Cook, J. and Wall, T. (1980), "New work attitude measures of trust, organizational commitment and personal need non-fulfillment", *Journal of Occupational Psychology*, Vol. 53 No. 1, pp. 39-52.
- Cooper-Thomas, H. and Anderson, N. (2005), "Organizational socialization: a field study into socialization success and rate", *International Journal of Selection and Assessment*, Vol. 13 No. 2, pp. 116-128.
- Deluga, R.J. (1992), "The relationship of leader-member exchanges with laissez-faire, transactional, and transformational leadership in naval environments", in Clark, K.E., Clark, M.B. and Campbell, D.P. (Eds), *Impact of Leadership*, Center for Creative Leadership, Greensboro, NC, pp. 237-247.
- DeVos, A., Butens, D. and Schalk, R. (2003), "Psychological contract development through organizational socialization: adaptation to reality and the role of reciprocity", *Journal of Organizational Behavior*, Vol. 24 No. 5, pp. 537-559.
- Dienesch, R. and Liden, R. (1986), "Leader-member exchange model of leadership: a critique and further development", *Academy of Management Review*, Vol. 11 No. 3, pp. 618-634.
- Dockery, T.M. and Steiner, D.D. (1990), "The role of initial interaction in leader-member exchange", *Group and Organization Studies*, Vol. 15 No. 4, pp. 395-413.
- Dulac, T., Coyle-Shapiro, J.A., Henderson, D.J. and Wayne, S.J. (2008), "Not all responses to breach are the same: a longitudinal study examining the interconnection of social exchange and psychological contact processes in organizations", *Academy of Management Journal*, Vol. 51 No. 6, pp. 1079-1098.
- Dvir, T. and Shamir, B. (2003), "Follower developmental characteristics as predicting transformational leadership: a longitudinal field study", *The Leadership Quarterly*, Vol. 14 No. 3, pp. 327-344.
- Edwards, J.R. (1994), "The study of congruence in organizational behavior research: critique and a proposed alternative", *Organizational Behavior and Human Decision Processes*, Vol. 58 No. 1, pp. 51-100.
- Eisenberger, R., Cummings, J., Armeli, S. and Lynch, P. (1997), "Perceived organizational support, discretionary treatment, and job satisfaction", *Journal of Applied Psychology*, Vol. 82 No. 5, pp. 812-820.
- Engle, E. (1996), "Implicit theories, self-schemas, and leader-member exchange", AAT 9623181, doctoral dissertation, ProQuest dissertations and theses database.
- Engle, E.M. and Lord, R.G. (1997), "Implicit theories, self-schemas, and leader-member exchange", *Academy of Management Journal*, Vol. 40 No. 4, pp. 988-1010.
- Epitropaki, O. and Martin, R. (2004), "Implicit leadership theories in applied settings: factor structure, generalizability, and stability over time", *Journal of Applied Psychology*, Vol. 89 No. 2, pp. 293-310.
- Epitropaki, O. and Martin, R. (2005a), "From ideal to real: a longitudinal study of the role of implicit leadership theories on leader-member exchanges and employee outcomes", *Journal of Applied Psychology*, Vol. 90 No. 4, pp. 659-676.
- Epitropaki, O. and Martin, R. (2005b), "The moderating role of individual differences in the relation between transformational/transactional leadership perceptions and organizational identification", *The Leadership Quarterly*, Vol. 16 No. 4, pp. 569-589.
- Erdogan, B. and Liden, R. (2002), "Social exchanges in the workplace", in Neider, L. and Schriesheim, C. (Eds), *Leadership*, Information Age, Greenwich, CT, pp. 65-114.

- Erdogan, B., Kraimer, M.L. and Liden, R.C. (2002), "Person-organization fit and work attitudes: the moderating role of leader-member exchanges", *Academy of Management Proceedings*, pp. F1-F6.
- Fisher, C.D. (1986), "Organizational socialization: an integrative review", in Rowland, K.M. and Ferris, G.R. (Eds), *Research in Personnel and Human Resources Management*, JAI Press, Greenwich, CT, Vol. 4, pp. 101-145.
- Forsyth, D.L. and Nye, J.L. (2008), "Seeing and being a leader: the perceptual, cognitive, and interpersonal roots of conferred influence", in Hoyt, C.L., Goethals, G.R. and Forsyth, D.R. (Eds), *Leadership at the Crossroads: Leadership and Psychology*, Vol. 1, Praeger, Westport, CN, pp. 116-131.
- Gerstner, C.R. and Day, D.V. (1997), "Meta-analytic review of leader-member exchange theory: correlates and construct issues", *Journal of Applied Psychology*, Vol. 82 No. 6, pp. 827-844.
- Gioia, D.A. and Poole, P.P. (1984), "Scripts in organizational behavior", *Academy of Management Review*, Vol. 9 No. 3, pp. 449-459.
- Graen, G. (1976), "Role making processes within complex organizations", in Dunnette, M.D. (Ed.), *Handbook of industrial And Organizational Psychology*, Rand McNally, Chicago, IL, pp. 1201-1245.
- Graen, G.B. and Cashman, J.F. (1975), "A role-making model of leadership in formal organizations: a developmental approach", in Hunt, J.G. and Larson, L.L. (Eds), *Leadership Frontiers*, Kent State University Press, Kent, OH, pp. 143-165.
- Graen, G.B. and Uhl-Bien, M. (1995), "Relationship-based approach to leadership: development of leader-member exchange (LMX) theory of leadership over 25 years: applying a multi-level multi-domain approach", *Leadership Quarterly*, Vol. 6 No. 2, pp. 219-247.
- Hair, J.F., Anderson, R.E., Tatham, R.L. and Black, W.C. (1998), *Multivariate Data Analysis*, 5th ed., Prentice Hall, Upper Saddle River, NJ.
- Harris, K. and Kacmar, K.M. (2006), "Too much of a good thing: the curvilinear effect of leader-member exchange on stress", *Journal of Social Psychology*, Vol. 146 No. 1, pp. 65-84.
- Harris, K.J., Kacmar, K.M. and Witt, L.A. (2005), "An examination of the curvilinear relationship between leader-member exchange and intent to turnover", *Journal of Organizational Behavior*, Vol. 26 No. 4, pp. 363-378.
- Hollander, E.P. (1992), "The essential interdependence of leadership and followership", *Current Directions in Psychological Science*, Vol. 1 No. 2, pp. 71-75.
- House, R.J. (1977), "A 1976 theory of charismatic leadership", in Hunt, J.G. and Larson, L.L. (Eds), *Leadership: the Cutting Edge*, Southern Illinois University Press, Carbondale, IL, pp. 189-207.
- Howell, J. and Shamir, B. (2005), "The role of followers in the charismatic leadership process: relationship and their consequences", *Academy of Management Review*, Vol. 30 No. 1, pp. 96-112.
- Howell, J.M. and Hall-Merenda, K.E. (1999), "The ties that bind: the impact of leader-member exchange, transformational leadership and transactional leadership and distance on predicting follower performance", *Journal of Applied Psychology*, Vol. 84 No. 5, pp. 680-694.
- Jawahar, I.M. and Stone, T.H. (2011), "Fairness perceptions and satisfaction with components of pay satisfaction", *Journal of Managerial Psychology*, Vol. 26 No. 4, pp. 297-312.
- Jones, G.R. (1983a), "Organizational socialization as information processing activity: a life history analysis", *Human Organization*, Vol. 42 No. 4, pp. 314-320.
- Jones, G.R. (1983b), "Psychological orientation and the process of organizational socialization: an interactionist perspective", *Academy of Management Review*, Vol. 8 No. 3, pp. 464-474.

- Judge, T. and Piccolo, R. (2004), "Transformational and transactional leadership: a meta-analytic test of their relative validity", *Journal of Applied Psychology*, Vol. 89 No. 5, pp. 755-768.
- Kahn, R.L., Wolfe, D.M., Quinn, R.P., Snoek, J.D. and Rosenthal, R.A. (1964), *Organizational Stress: Studies in role Conflict and Ambiguity*, Wiley, New York, NY.
- Kark, R. and Shamir, B. (2002), "The dual effect of transformational leadership: Priming relational and collective selves and further effects on followers", in Avolio, B.J. and Yammarino, F. (Eds), *Transformational and Charismatic Leadership: the Road Ahead*, Elsevier Science, Oxford, pp. 67-91.
- Katz, R. and Tushman, M.L. (1983), "A longitudinal study of the effects of boundary spanning supervision on turnover and promotion in research and development", *Academy of Management Journal*, Vol. 26 No. 3, pp. 437-456.
- Keller-Hansbrough, T. (2005), "Cognition matters: Leader images and their implications for organizational life", in Schyns, B. and Meindl, J.R. (Eds), *Implicit Leadership Theories: Essays and Explorations*, Information Age Publishing, Greenwich, CT, pp. 63-77.
- Kenney, R.A., Schwartz-Kenney, B.M. and Blascovich, J. (1996), "Implicit leadership theories: defining leaders described as worthy of influence", *Personality and Social Psychology Bulletin*, Vol. 22 No. 11, pp. 1128-1143.
- Kline, R.B. (2005), *Principles and Practice of Structural Equation Modeling*, 2nd ed., The Guilford Press, New York, NY.
- Koommoo-Welch, P. (2008), *Implicit Leadership Theories: Perceptions of Charisma, People, and Performance*, Unpublished doctoral dissertation, North Carolina State University, Raleigh, NC.
- Krishnan, V.R. (2005), "Impact of transformational leadership on followers' influence strategies", *Leadership & Organizational Development Journal*, Vol. 25 No. 1, pp. 58-72.
- Li, C. and Hung, C. (2009), "The influence of transformational leadership on workplace relationships and job performance", *Social Behavior and Personality*, Vol. 37 No. 8, pp. 1129-1142.
- Liden, R. and Maslyn, J. (1998), "Multidimensionality of leader-member exchange: an empirical assessment through scale development", *Journal of Management*, Vol. 24 No. 1, pp. 43-72.
- Liden, R., Wayne, S. and Stilwell, D. (1993), "A longitudinal study on the early development of leader-member exchange", *Journal of Applied Psychology*, Vol. 78 No. 4, pp. 662-674.
- Liden, R.C., Sparrowe, R.T. and Wayne, S.J. (1997), "Leader-member exchange theory: the past and potential for the future", in Ferris, G.R. (Ed.), *Research in Personnel and Human Resources Management*, Vol. 15, JAI Press, Greenwich, CT and London, pp. 47-119.
- Lord, R. and Maher, K. (1990), "Perceptions of leadership and their implications in organizations", in Carroll, J.S. (Ed.), *Applied Social Psychology and Organizational Settings*, Lawrence Erlbaum Associates, Hillsdale, NJ, pp. 129-154.
- Lord, R. and Maher, K. (1991), *Leadership and Information Processing: Linking Perceptions and Performance*, Unwin Hyman, Boston, MA.
- Lord, R.G. (1985), "An information processing approach to social perceptions, leadership perceptions and behavioral measurement in organizational settings", in Staw, B.M. and Cummings, L.L. (Eds), *Research in Organizational Behavior*, Vol. 7, JAI Press, Greenwich, CT, pp. 85-128.
- Lord, R.G. and Foti, R.J. (1986), "Schema theories, information processing, and organizational behavior", in Sims, H.P. and Gioia, D.A. (Eds), *The Thinking Organization: Dynamics of Organizational Social Cognition*, Jossey-Bass, San Francisco, CA, pp. 20-48.
- Lord, R.G., Foti, R.J. and De Vader, C.L. (1984), "A test of leadership categorization theory: internal structure, information processing, and leadership perceptions", *Organizational Behavior & Human Performance*, Vol. 34 No. 3, pp. 343-378.

- Lord, R.G., Brown, D.J. and Freiberg, S.J. (1999), "Understanding the dynamics of leadership: the role of follower self-concepts in the leader/follower relationship", *Organizational Behavior and Human Decision Processes*, Vol. 78 No. 3, pp. 167-203.
- Louis, M.R., Posner, B.Z. and Powell, G.N. (1983), "The availability and helpfulness of socialization practices", *Personnel Psychology*, Vol. 36 No. 4, pp. 857-866.
- Lowe, K.B., Kroeck, K.G. and Sivasubramaniam, N. (1996), "Effectiveness of correlates of transformational and transactional leadership: a meta-analytic review of the MLQ literature", *The Leadership Quarterly*, Vol. 7 No. 3, pp. 385-425.
- Major, D.A. and Kozlowski, S.W.J. (1991), Organizational socialization: the effects of newcomer, coworker, and supervisor proaction", paper presented at the Sixth Annual Conference of the Society of Industrial and Organizational Psychology, St. Louis, MO, April.
- Major, D.A., Kozlowski, S.W.J., Chao, G.T. and Gardner, P.D. (1995), "A longitudinal investigation of newcomer expectations, early socialization outcomes, and the moderating effects of role development factors", *Journal of Applied Psychology*, Vol. 80 No. 3, pp. 418-431.
- Markus, H. and Zajonc, R.B. (1985), "The cognitive perspective in social psychology", in Lindzey, G. and Aronson, E. (Eds), *The Handbook of Social Psychology*, Vol. 1, 3rd ed., Random House, New York, NY, pp. 137-230.
- Martin, R. and Epitropaki, O. (2001), "Role of organizational identification on implicit leadership theories (ILTs), transformational leadership and work attitudes", *Group Processes & Intergroup Relations*, Vol. 4 No. 3, pp. 247-262.
- Medvedeff, M. and Lord, R.G. (2007), "Implicit leadership theories as dynamic processing structures", in Shamir, B., Pillai, R., Bligh, M. and Uhl-Bien, M. (Eds), *Follower-centered perspectives on leadership*, Information Age Publishing, Greenwich, CT, pp. 19-50.
- Meindl, J. (1995), "The romance of leadership as a follower-centric theory – a social constructionist approach", *The Leadership Quarterly*, Vol. 6 No. 3, pp. 329-341.
- Meindl, J.R. (1990), "On leadership: an alternative to the conventional wisdom", in Staw, B.M. and Cummings, L.L. (Eds) *Research in organizational behavior*, Vol. 12, JAI Press, Greenwich, CT, pp. 159-203.
- Moorman, R.H. (1991), "Relationship between organizational justice and organizational citizenship behavior: does fairness perception influence employee citizenship?", *Journal of Applied Psychology*, Vol. 76 No. 6, pp. 845-855.
- Murphy, S.E. and Ensher, E.A. (1999), "The effects of leader and subordinate characteristics in the development of leader-member exchange quality", *Journal of Applied Social Psychology*, Vol. 29 No. 7, pp. 1371-1394.
- Netemeyer, R.G., Johnston, M.W. and Burton, S. (1990), "Analysis of role conflict and role ambiguity in a structural equations framework", *Journal of Applied Psychology*, Vol. 75 No. 2, pp. 148-157.
- Nichols, T.W. (2008), *Authentic Transformational Leadership and Implicit Leadership Theories*, Texas, UNT Digital Library, Denton, TX, available at: <http://digital.library.unt.edu/ark:/67531/metadc9056/> (accessed January 24, 2011).
- Nye, J.L. and Forsyth, D.R. (1991), "The effects of prototype-based leader biases on leader appraisal: a test of leadership categorization theory", *Small Group Research*, Vol. 22 No. 3, pp. 360-379.
- Offerman, L.R., Kennedy, J.K. and Wirtz, P.W. (1994), "Implicit leadership theories: content, structure and generalizability", *Leadership Quarterly*, Vol. 5 No. 1, pp. 43-58.
- Pierce, J.L. and Dunham, R.B. (1987), "Organizational commitment: pre-employment propensity and initial work experiences", *Journal of Management*, Vol. 13 No. 1, pp. 163-178.

- Podsakoff, P., MacKenzie, S., Moorman, R. and Fetter, R. (1990), "Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors", *Leadership Quarterly*, Vol. 1 No. 2, pp. 107-142.
- Preacher, K.J., Rucker, D.D. and Hayes, A.F. (2007), "Addressing moderated mediation hypotheses: theory, methods, and prescriptions", *Multivariate Behavioral Research*, Vol. 42 No. 1, pp. 185-227.
- Reichers, A.E. (1987), "An interactionist perspective on newcomer socialization rates", *Academy of Management Review*, Vol. 12 No. 2, pp. 278-287.
- Ritter, B.A. and Lord, R.G. (2007), "The impact of previous leaders on the evaluation of new leaders: an alternative to prototype matching", *Journal of Applied Psychology*, Vol. 92 No. 6, pp. 1683-1695.
- Rollag, K., Parise, S. and Rob, C. (2005), "Getting new hires up to speed quickly", *MIT Sloan Management Review*, Vol. 46 No. 2, pp. 35-41.
- Schaubroeck, J. and Green, S.G. (1989), "Confirmatory factor analytic procedures for assessing change during organizational entry", *Journal of Applied Psychology*, Vol. 74 No. 6, pp. 892-900.
- Schyns, B. and Schilling, J. (2010), "Implicit leadership theories: think leader, think effective", *Journal of Management Inquiry*, Vol. 20 No. 2, pp. 141-150.
- Settoon, R.P., Bennett, N. and Liden, R.C. (1996), "Social exchange in organization: perceived organizational support, leader-member exchange, and employee reciprocity", *Journal of Applied Psychology*, Vol. 81 No. 3, pp. 219-227.
- Shamir, B. (2007), "From passive recipients to active coproducers: followers' roles in the leadership process", in Shamir, B., Pillai, R., Bligh, M.C. and Uhl-Bien, M. (Eds), *Follower-centered Perspectives on Leadership: a Tribute to the Memory of James R. Meindl*, Inform Age, Greenwich, CT, pp. ix-xxxix.
- Shamir, B., House, R.J. and Arthur, M.B. (1993), "The motivational effects of charismatic leadership: a self-concept based theory", *Organization Science*, Vol. 4 No. 4, pp. 577-594.
- Sin, H.P., Nahrgang, J.D. and Morgeson, F.P. (2009), "Understanding why they don't see eye to eye: an examination of leader-member exchange (LMX) agreement", *Journal of Applied Psychology*, Vol. 94 No. 4, pp. 1048-1057.
- Sluss, D.M., Klimchak, M. and Holmes, J.J. (2008), "Perceived organizational support as a mediator between relational exchange and organizational identification", *Journal of Vocational Behavior*, Vol. 73 No. 3, pp. 457-464.
- Smith, E.A. and Kozlowski, S.W.J. (1994), "Socialization and adaptation: individual and contextual influences on social learning strategies", paper presented at the Ninth Annual Conference of the Society of Industrial and Organizational Psychology, Nashville, TN.
- Strack, R., Caye, J.M., Von der Linden, C., Quiros, H. and Haen, P. (2012), "From capability to profitability: realizing the value of people management", Boston Consult, Group/World Federation of People Management Association, San Francisco, CA, available at: www.ihrim.org/Pubonline/Wire/Sept12/BCG_From_Capability_to_Profitability_Jul_2012.pdf (accessed October 16, 2014).
- Uhl-Bien, M., Graen, G.B. and Scandura, T.A. (2000), "Implications of leader-member exchange (LMX) for strategic human resource management systems: relationships as social capital for competitive advantage", *Research in Personnel in Human Resources Management*, Vol. 18, pp. 137-186.
- van Breukelen, W., Schyns, B. and Le Blanc, P. (2006), "Leader-member exchange theory and research: accomplishments and future challenges", *Leadership*, Vol. 2 No. 3, pp. 295-316.

- Vandenberghe, C., Panaccio, A., Bentein, K., Mignonac, K. and Roussel, P. (2011), "Assessing longitudinal change of and dynamic relationships among role stressors, job attitudes, turnover intention, and well-being in neophyte newcomers", *Journal of Organizational Behavior*, Vol. 32 No. 4, pp. 652-671.
- Wang, H., Law, K.S., Hackett, R.D., Wang, D. and Chen, Z.X. (2005), "Leader-member exchange as a mediator of the relationship between transformational leadership and followers' performance and organizational citizenship behavior", *Academy of Management Journal*, Vol. 48 No. 3, pp. 420-432.
- Weick, K.E. (1979), "Cognitive processes in organizations", *Research in Organizational Behavior*, Vol. 1 No. 1, pp. 41-74.
- Weick, K.E. (1995), *Sensemaking in Organizations*, Sage, Thousand Oaks, CA.
- Whittington, J.L., Goodwin, V.L. and Murray, B. (2004), "Transformational leadership, goal difficulty, and job design: independent and interactive effects on employee outcomes", *Leadership Quarterly*, Vol. 15 No. 5, pp. 593-606.
- Widaman, K. (1985), "Hierarchical nested covariance structure models for multi-trait-multi-method data", *Applied Psychological Measurement*, Vol. 9 No. 1, pp. 1-26.
- Williams, L.J. and Anderson, S.E. (1994), "An alternative approach to method effects using latent-variable models: applications in organizational behavior research", *Journal of Applied Psychology*, Vol. 79 No. 3, pp. 323-331.
- Williams, L.J. and Hazer, J.T. (1986), "Antecedents and consequences of satisfaction and commitment in turnover models: a reanalysis using latent variable structural equation methods", *Journal of Applied Psychology*, Vol. 71 No. 2, pp. 219-231.
- Yukl, G. (2006), *Leadership in Organizations*, 6th ed., Prentice Hall, Englewood Cliffs, NJ.
- Zhang, Z. (2008), *In the Eyes of the Follower: Cognitive and Affective Antecedents of Transformational Leadership Perception and Individual Outcomes*, PhD dissertation, The University of Minnesota, Minnesota, ProQuest Digital Dissertations database: Publication No. AAT3318039.

Corresponding author

Thomas Stone can be contacted at: tom.stone@okstate.edu

For instructions on how to order reprints of this article, please visit our website:

www.emeraldgroupublishing.com/licensing/reprints.htm

Or contact us for further details: permissions@emeraldinsight.com