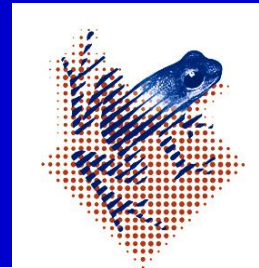


# Interpersonal emotions and citizenship behavior between nurses and medical students

*The role of transformational and abusive leaders*

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# INTERPERSONAL EMOTIONS AND CITIZENSHIP BEHAVIOUR BETWEEN NURSES AND MEDICAL STUDENTS

The Role of Transformational and Abusive Leaders

Groningen, 31 maart 2010

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## Voorwoord

Voor u ligt mijn afstudeerscriptie. Ik vond het een hele leuke ervaring en heb erg veel geleerd tijdens het afstuderen. Zelf ben ik trots op het eindproduct en op de resultaten die uit mijn onderzoek naar voren zijn gekomen.

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De scriptie is in het Engels, omdat dit een vereiste was van de RUG. Er zit een uitgebreide Nederlandstalige samenvatting bij.

Ik hoop dat u mijn onderzoek interessant vindt en wens u veel leesplezier toe.

Patrick Veeloo



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## Samenvatting

Citizenship behaviour kan veel positieve invloed hebben op een organisatie, zoals meer betrokkenheid van medewerkers en een beter presterende organisatie. Daarom is het belangrijk om te weten hoe citizenship behaviour in een organisatie verbeterd kan worden. Citizenship behaviour is het gedrag van medewerkers die bijdragen aan organisatie-goals op manieren die niet formeel verlangd worden van de organisatie.

Ik heb in mijn onderzoek gekeken naar de invloed van de emoties bewondering, afgunst en minachting op citizenship behaviour. Daarnaast heb ik gekeken naar de moderating rol die abusive en transformationeel leiderschap op de genoemde emoties en op citizenship behaviour kunnen hebben. Onder transformational leidership wordt verstaan het type leiderschap waarbij de ondergeschikten beïnvloed worden door voor hen brede en uitdagende doelen te stellen en hen vertrouwen te geven zodat ze boven verwachting kunnen presteren. Onder abusive leadership wordt verstaan bedreigend verbaal en non-verbaal gedrag van de leidinggevende t.o.v. de ondergeschikte. Hier valt fysiek geweld niet onder. De onderzoeksvraag die beantwoord wordt in mijn onderzoek is:

*Hoe beïnvloedt het gedrag van leidinggevendenden de relatie tussen de emoties van onderschikten en citizenship behaviour?*

Om deze vraag te beantwoorden heb ik onderzoek gedaan met behulp van enquêtes in drie ziekenhuizen in Nederland. Hier heb ik gekeken naar hoeveel bewondering, afgunst of minachting een specifieke verpleegkundige heeft t.o.v. een co-assistent, hoeveel citizenship behaviour een co-assistent ontvangt van een specifieke verpleegkundige

en wat voor invloed de leidinggevende van de verpleegkundige hierop heeft. De resultaten zijn gebaseerd op 52 paren (co-assistent en verpleegkundige die over elkaar een enquête hebben ingevuld).

De belangrijkste conclusie van dit onderzoek is dat alleen wanneer een leidinggevende een transformational leidership stijl gebruikt, de emotie bewondering een positieve invloed heeft op citizenship behaviour. En wanneer een leidinggevende een abusive leadership stijl gebruikt de emoties afgunst en minachting een negatieve invloed hebben op citizenship behaviour. Daarnaast is het opmerkelijk te noemen dat zowel de emoties bewondering, afgunst en minachting, als transformational leiderschap en abusive leadership geen directe invloed op citizenship behaviour hebben.



## 1 Introduction

Organizational Citizenship behaviour (OCB) describes efforts by employees to take initiative to contribute to organizational goals in ways that are not formally required by the organization (Smith, Organ & Near, 1983). Citizenship behaviour is interesting because of the positive outcomes of citizenship behaviour. When employees show more citizenship behaviour this is associated with improved levels of employee commitment, customer loyalty and business performance (Maignan, Ferrell & Hult, 1999). Furthermore, citizenship behaviour is positively related to organizational support, developmental experiences, quality work performance and professional education (Hopkins, 2002) and the benefits of citizenship behaviour for organizations and groups are that employees who engage in high levels of citizenship achieve higher performance quality, performance quantity, and customer satisfaction (Ehrhart, 2004; Podsakoff, MacKenzie, Paine and Bachrach, 2000). Because citizenship behaviour can have a lot of positive outcomes for an organization, it is important to look at the antecedents of it.

A lot of research has been done on the antecedents of OCB. Some examples of antecedents influencing OCB are commitment (Felfe & Yan, 2009), frequency of voluntary interactions (Venkataramani & Dalal, 2007), perceived politics (Chang, Rosen & Levy, 2009), employee blogging (Sung Tae, Choong Kwon & Taewon, 2008), job satisfaction (Murphy, Athanasou & King, 2002), workgroup commitment (Felfe & Yan, 2009) and profit sharing (Chiu & Tsai, 2007). There are different types of OCB, namely OCB targeted at individuals (OCBI), OCB targeted at organisations (OCBO) (McNeely and Meglino, 1994; Williams and Anderson, 1991) and Coleman and Borman even mention a third one: OCB targeted at a job/task. Behaviours reflecting altruism, helping, courtesy, cooperative behaviour and interpersonal facilitation are enacted to benefit other people in some way (Ilies, Spitzmuller, Fulmer & Johnson,

2009). These actions are focused on helping co-workers and an example of OCBI.

In this article I will focus on OCBI because OCBI focuses on individuals and the main subject in this article is the amount of citizenship behaviour person A receives from person B. In this article I will fill the gap why individuals target OCBI towards specific others and that interpersonal emotions and leadership are of critical influence on that. OCBI behaviours immediately benefit specific individuals (Williams & Anderson, 1991) and requires a firm understanding of which emotions are desirable for promoting OCBI behaviours and for knowing this research is requested (Turnipseed, 2002). Härtel and Page (2009) say that despite the intensive research on individuals' emotions in the workplace over the last decade, there is a surprising lack of attention to the interplay between individuals' emotional experiences. Leaders have a critical role in this, because follower positive and negative affect at work are related to perceptions of charismatic leadership and OCB (Johnson, 2008). Levine (2010) argues that managers have an influence on emotions of subordinates and that they can influence those emotions so that there can be higher OCB, but more research about this is needed to build on this thought.

Emotions can have a big impact on how employees function in a company. For example if an employee feels very bad this can have a negative impact on his or her functioning in a organization (Frost, 2006). Emotion is defined as a complex reaction of a person arising from appraisals of self-relevant interactions with the environment, which result in states of excitement, direction of attention, facial expressions, action tendencies, and behaviour (Lazarus, 1991). Interpersonal emotions, and particularly, admiration, envy and contempt, may strongly influence interpersonal behaviour (Cuddy, Glick & Fiske, 2007). What is known about interpersonal emotions is that if it is properly managed they can reduce threat between people (Williams, 2007) and

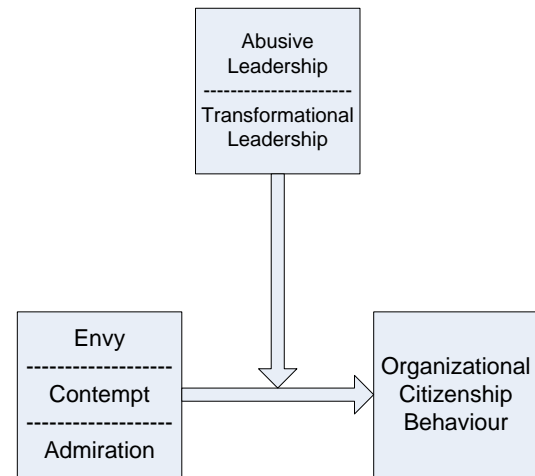
that at the personal level, admiration, contempt and envy predict distinct patterns of behavioural tendencies (Cuddy, et al., 2007). Employees who experience negative interpersonal emotions, for example envy, may engage in harming behaviours to satisfy the negative interpersonal emotion (Cohen-Charash & Mueller, 2007) and emotions of admiration and mutual liking may lead to greater frequency of OCB directed towards others in the organizations, for example employees will engage more frequently in cooperation, keeping others informed, and providing assistance to others in personal matters (Levine, 2010).

When leaders recognise and respond to their responsibility to work for the good of their subordinates and other stakeholders, the unit they lead, will as a whole, feel that they are treated fairly and members collectively feel they are treated fairly are characterized by higher overall levels of helping and conscientiousness behaviours (Ehrhart, 2004). Transformational leadership has been defined as influencing subordinates by “broadening and elevating followers’ goals and providing them with confidence to perform beyond the expectations specified in the implicit or explicit exchange agreement” (Dvir et al., 2002). Podsakoff, MacKenzie, Morrman and Fetter (1990) did research on the effects of transformational leadership on citizenship. Their results show that the effects of transformational leader behaviours on citizenship behaviours are indirect. Transformational leadership results in followers identifying with the needs of the leader (Judge & Piccolo, 2004). For example if a leader desires helpful behaviour, subordinates will be more likely to show helpful behaviour sooner with a transformational leadership style than with another leadership style. Leader behaviours activate self-concepts which in turn affect further motivational mechanisms (Shamir, House & Arthur, 1993). Transformational leadership is interesting because it can make sure that the interests of the organization and its members needs are aligned (Bass, 1999).

Zellars, Tepper and Duffy (2002) and Tepper (2000) show that abusive leadership reduces organizational citizenship behaviour. A amount of literature can be found on abusive leadership. In this article, abusive leadership will have the same definition as in Tepper (2000), namely subordinates’ perceptions of the extent to which leaders engage in the

sustained display of hostile verbal and nonverbal behaviours, excluding physical contact. This definition characterizes abusive leadership as a subjective assessment. Porath and Erez (2007) have concluded that rude behaviour decreased helpfulness. In their research, Porath and Erez (2009) have found that witnessing rudeness decreases citizenship behaviours. These researchers show that when a leader shows abusive leadership it influences the citizenship of subordinates negatively.

The goal of this research is to explore and get insight in the way abusive and transformational leadership can be used to influence the relationship between the interpersonal emotions envy, admiration and contempt and OCB (see figure 1).



**Figuur 1** Theoretical model used.

The research question that will be addressed in this article is: “How do leaders’ behaviours influence the relationship between subordinates’ interpersonal emotions and organizational citizenship behaviour?” This will be done with the use of questionnaires distributed among different groups of employees in hospitals in the Netherlands. This research extends previous research on OCB and how interpersonal emotions influence OCB moderated by

abusive and transformational leadership. Different researchers ask for more research on these topics, for example Tsai, Chen & Cheng (2009) ask for more research on transformational leadership in their article, positive moods and co-worker behaviour and George (2000) asks for empirical research on emotions in the leadership domain. This research also fulfils the gap that Spector and Fox (2002) are addressing, namely to say that studies that have emotion-related variables influencing organizational citizenship behaviour has been quite limited, with most focusing on general mood rather than specific emotional states. In this article the specific emotions admiration, contempt and envy will be addressed. Practical implications for this research can be that leaders get more handholds to increase OCB.



## 2 Theory and hypotheses

### 2.1 Interpersonal emotions and citizenship behaviour

The role of interpersonal emotions is that they can predict behaviours (Knobloch, 2005) and the three interpersonal emotions that will be looked at are envy, contempt and admiration. Firstly, the negative emotions envy and contempt will be discussed and secondly, the positive emotion admiration will be discussed.

Lawler (2001) argues that social exchange produces positive and negative global feelings, which are internally rewarding or punishing. When employee A feels negative feelings towards employee B in a social exchange this will be internally punishing, because the social exchange would be experienced as negative and unrewarding (Philips, 1969). Therefore employee A will not be willing to help employee B and this will reduce the citizenship behaviour of employee A. Interpersonal conflict is expected to be associated with negative emotion (Spector & Fox, 2002). When an employee feels envy towards another specific employee, he or she doesn't want to let that person be better in what he or she does and is therefore not willing to help that person. Envy is felt when a person lacks another's superior quality, achievement, or possession and either desires it or wishes that the other lacked it (Cohen-Charash & Mueller, 2007). Envy occurs when the "thing" one lacks in a domain that is central to one's self-concept and the envious person perceives the envied person as similar to him or her (Cohen-Charash & Mueller, 2007). When a person feels envy towards a specific other person, than that person is jealous at the other person and doesn't want that other person to be better (Vidaillet, 2007). Helping that person being better is not something that person wants to do and this results in lesser citizenship from person A to B.

**H1a:** The more employee A feels envy towards employee B, the less citizenship behaviour employee B receives from employee A.

When an employee feels contempt towards another specific employee, he or she dislikes that person and doesn't want to put any effort in to helping that person. Pelzer (2005) defines contempt as a basic feeling of superiority over others. A person feels contempt towards another person when that person violates the ethics of the community (Rozin et al., 1999). If a person feels contempt towards someone, the relationship is at risk because one has started to appraise the other person as unworthy or inferior and is not intended to change another person's actions but to exclude the other person from one's social network. This results in relationship deterioration (Fischer and Roseman, 2007). Thus, contempt between two employees makes the relationship between them worse and when an employee has more contempt towards another employee, that employee will be disliked more. Estimated likelihood of help is lesser when there is a disliking relationship than when there is a liking relationship (Kanekar & Merchant, 2001).

**H1b:** The more employee A feels contempt towards employee B, the less citizenship behaviour employee B receives from employee A.

If employee A feels positive feelings towards employee B in a social exchange this will be internally rewarding (Lawler, 2001), because the social exchange would be experienced as positive and satisfying (Philips, 1969). Therefore employee A will be more willing to help employee B and this will increase the citizenship behaviour of employee A. Admiration is a positive feeling and can be defined as a person's comparison of inter-individual abilities where the abilities of the compared person are higher than the ability of a normal person (Khalil, 1996). If employee A has admiration towards employee B it makes employee A want to do more for employee B, because admiration relates to cooperation (Alexander, Brewer & Hermann, 1999). When

a person does something for an admired person, it gives a rewarding feeling. Furthermore admiration motivates contact (Dijker et al., 1996). When a person has more admiration for another person they have more contact and more cooperation, than when there is less admiration. People tend to act actively for admired others (Fiske et al., 2002), this means that when someone admires another person, the citizenship behaviour is expected to be higher between them than when this is not the case.

**H1c:** The more employee A feels admiration towards employee B, the more citizenship behaviour employee B receives from employee A.

## 2.2 Leadership and citizenship behaviour

Third party influence is related to the performance and receipt of citizenship behaviour (Bowler & Brass, 2003). Third parties that can have a big influence on the citizenship behaviour of employees are the leaders of those employees. Research has shown that leadership has influence on the citizenship behaviour of subordinates (Podsakoff et al., 1990; Salem, Cox & Sims, 1996). Leaders of employees who show bad citizenship behaviour may influence the employees in that way that they may respond to uncivil behaviour with further incivility (Anderson & Pearson, 1999). If those behaviours are possible it can be expected that subordinates of abusive leadership displace their leaders hostility in some way (Duffy, Ganster & Pagon, 2002). Research in displaced aggression suggests that individuals who become angry and frustrated by a harm-doer may displace their aggression on individuals who are not the source of the harm (Dollard, et al., 1939). This indicates that when a leader does harm towards a subordinate, that subordinate may do harmful actions towards others, displacing the hostility of their leader to someone else. Furthermore interpersonal treatment is a central component of abusive supervision, and research indicates employees perceive supervisors as a dominant source of interpersonal mistreatment (Bies, 1999). This means that when a leader using an abusive leadership style

expresses negative feelings towards an employee that employee will see it as interpersonal mistreatment. This means that OCB will not increase when there is more abusive leadership. When we place this in the perspective of type of leadership and citizenship we can say that when a leader uses an abusive leadership style towards his or her subordinates, those subordinates may be harmful towards others and in that way less helpful, resulting in lesser citizenship behaviour. Zellars, Tepper and Duffy (2002) found in their research that subordinates of abusive supervisors perform less citizenship behaviour than their non abused counterparts.

**H2a:** The more employee A receives abusive leadership, the less citizenship behaviour employee B receives from employee A.

Transformational leaders motivate followers by getting them to internalize and prioritize a larger collective cause over individual interests (Hui et al., 2005). As a result, followers invest considerable time and energy on behalf of the organization and make even personal sacrifices in order to reach organizational goals (Conger, 1989). Hui et al. (2005) constructed a leader member exchange model and tested that model and their conclusion was that transformational leadership is positively associated with task organizational citizenship behaviour. This has been supported empirically (Podsakoff et al., 1990). Podsakoff, MacKenzie and Bommer (1996) found in their research that employees who receive support from transformational leaders are better sports, more satisfied, more productive and have less conflict. These characteristics cause that those employees are more willing to help other employees, this increasing the citizenship behavior from one employee to the other.

**H2b:** The more employee A receives transformational leadership, the more citizenship behaviour employee B receives from employee A.



### 2.3 Interpersonal emotions and citizenship behaviour moderated by abusive and transformational leadership

When employee A feels envy or contempt towards employee B, employee A will let this know less often to the envied or contempt employee when their leader uses almost no abusive leadership, than when the leader used a lot of abusive leadership. When people are working, they have to adapt to the work environment. It depends on the culture of the work floor if they express their feelings. The leader has a big influence on this. When a leader expresses negative affect in front of followers, the interaction may serve as an affective event which impact follower affect, attitudes, and behaviour (Johnson, 2008). For example: if a leader has negative feelings towards a subordinate and shows this in front of all subordinates, the other subordinates may also show their negative feelings towards each other, because their leader is also doing this. When this occurs the willingness to help others is lower than when those negative emotions were not shown to the employees. Abusive leadership influences employees' willingness to engage in negative behaviour and this does damage to the organization and others in the workplace (Mitchell & Ambrose, 2007). When abusive leadership makes employees willing to engage in negative behaviour this has a negative impact on the OCB of the employees: if you feel contempt or envy towards your colleague and your leader encourages you to let those feelings out, you will also not help envied nor employees who you contempt, because there is nothing to gain from that for yourself.

**H3a:** Abusive leadership moderates the negative relation between envy and OCB directed from person A to person B. This relationship is more pronounced when abusive leadership is high rather than low.

**H3b:** Abusive leadership moderates the negative relation between contempt and OCB directed from person A to person B. This relationship is more pronounced when abusive leadership is high rather than low.

When employee A feels admiration towards employee B this, as mentioned earlier, can improve cooperation. But why is this not always the case? Why do employees who feel admiration towards another employee not always express this, resulting in more citizenship behaviour? A leader has a big influence on this, the level of expressing feeling admiration towards other employees. When a leader expresses positive affect in front of followers, the interaction may serve as an affective event which can impact follower affect, attitudes, and behaviour (Johnson, 2008). Thus, when a leader gives the example that it is okay to express positive feelings, subordinates may also feel free to express their positive feelings. Transformational leadership can influence the work environment, because when leaders expresses him or her self positive this can enhance spontaneous co-operations, reduces socio – emotional conflict, and transform what otherwise may be experienced as distressing situations into enjoyable and manageable ones (Barsade et al., 2000).

When employees feel admiration towards each other they will express it quicker when their leaders show transformational leadership than when they don't show transformational leadership, this resulting in more citizenship behaviour from one employee towards another. Transformational leadership has a more positive effect on subordinates work engagement when follower characteristics are more positive (Weichun, Avolio & Walumbwa, 2009). This means that transformational leadership has more impact on an employee that feels admiration towards another employee then when he or she would not feel admiration.

**H3c:** Transformational leadership moderates the positive relation between admiration and OCB directed from person A to person B. This relationship is more pronounced when transformational leadership is high rather than low.



## 3 Method

### 3.1 Procedure

I collected data from three hospitals in the Netherlands. I have tested my hypotheses based on the data collected on the interaction between nurses and medical students. I have chosen for nurses and medical students, because the organization is very interested in this and from the point of literature there is not a lot known about this cooperation (Houldin, Naylor & Haller, 2004). The data was collected with the use of a questionnaire. The questionnaire was distributed to students. They got a package with 4 questionnaires, 1 for themselves and 3 for the nurses they answered questions about. The student filled out the questions about a specific nurse he or she chose and gave to that nurse a questionnaire. The questions the student answered were about a specific nurse and the student was asked to answer questions about the OCB they received from that specific nurse. That specific nurse was asked to answer questions about the specific student who gave the questionnaire. Nurses were asked to answer questions about the interpersonal emotions admiration, envy and contempt they felt towards that specific student. Furthermore the specific nurses were asked to answer questions about the leadership style of their leader (transformational and abusive). The questionnaires of students and nurses were able to be linked to each other with the use of a number. Anonymity was guaranteed. Before the questionnaires were distributed the head nurses of the hospitals were informed with a letter or email addressed to them, saying that students can come to them and to other nurses to ask their cooperation.

### 3.2 Sample

**Students** Students who are in their master (last 3 years out of 6 years of their education) were able to participate in this research, because they participated in internships in hospitals and have to cooperate with nurses. The students were randomly divided among different parts of the hospitals. There were 224 questionnaires distributed in total and 32 of them came back (14.29% response rate). Students were asked to answer questions about 3 nurses. Each questionnaire that came back could have a maximum of 3 answers about nurses. In total there were 90 filled in questionnaires from students referring to a specific nurse. The average age for the students was 23.9 years. 25.8% of the students was male and 74.2% was female. The mean of how many internships the students have done were 7.06. 61.3% of the students were 1<sup>st</sup> year master students, 6.5% of the students were 2<sup>nd</sup> year master students and 32.2% of the students were 3<sup>rd</sup> year master students.

**Nurses** The nurses who participated in this research were asked by students. The students answered questions about a specific nurse and after that the student asked the nurse to fill in questions about him or herself and about their leader. The nurses were randomly divided among different parts of the hospitals. A total of 93 nurses were approached and 52 responded (55.91% response rate). Hence, the overall sample size for this study is  $N = 52$  (i.e., 52 matched student-nurse pairs). 15.4% of the nurses were male and 84.6% were female. The nurses had an average of 10.78 years of work experience. The mean age of the nurses was 33.8 years.

### 3.3 Measures

The questionnaire was distributed among Dutch participants, therefore the English questions were translated to Dutch using a double-blind back-translation procedure.

**Dependent variable** The dependent variable was OCB of the nurses. Medical students answered these questions referring to those specific nurses. I used six questions from Lee & Allen (2002) to measure organizational citizenship behaviour. Participants of the questionnaire were asked to indicate, using a 5-point Likert scale (1 = never, 5 = always), how often the target person engaged in these behaviours. Examples of questions from the questionnaires are: "Give up time to help me with work or nonwork problems" and "willingly gives time to help me when I have work-related problems." Cronbach's alpha for organizational citizenship behaviour was .90.

**Independent variables** The independent variables were the interpersonal emotions contempt, envy and admirations. Nurses answered these questions about specific students. The questions for these interpersonal emotions were found in previous literature. Fiske et al. (2002) have examined the emotions admiration and contempt and Parrott and Smith (1993) and Fiske et al. (2002) have examined envy by using different scales which have been tested in a pilot study by using exploratory factor analysis and the highest items were selected. I used the following statements to measure these items: "*I feel envy towards this student*"; "*I feel contempt towards this student*" and "*I feel admirations towards this student*." Nurses were asked to indicate how much they agree with these statements on a five-point Likert scale ranging from 1 (strongly agree) to 5 (strongly disagree). I used only single items here because I was given a time restriction on the organization. Using more items made the questionnaires too long and it would have taken the nurses too much time to answer the questions and this was not allowed.

**Moderator variables** The moderator variables were abusive leadership and transformational leadership. Nurses answered these questions about students from who they got the survey. The questions for both abusive and transformational leadership were found in previous literature.

Tepper (2000) developed 15 items to measure abusive leadership. I used those items in the questionnaire. Nurses were asked to indicate how often their leader acts in a specific way on a five-point Likert scale ranging from 1 (never) to 5 (always). Examples of the questions that were asked were: "*Is rude to me*" and "*tells me I'm incompetent*." Cronbach's alpha for abusive leadership was .81. From Podsakoff et. al. (1990) I got 9 questions to measure the transformational leadership nurses receive. Nurses were asked to indicate how often their leader acts in a specific way on a five-point Likert scale ranging from 1 (never) to 5 (always). Examples of the questions that were asked were: "*Provides a good model for me to follow*" and "*Inspires others with his/her plans for the future*". Two questions were dropped during analyses because in one question the name of one of the hospitals was named but the questionnaire was also distributed in other hospitals. The other question was dropped because it was very negative on cronbach's alpha, namely where the nurses were asked if the leader keeps to himself/herself. Cronbach's alpha for transformational leadership was .73.

**Control variables** Demographic variables may influence citizenship behaviour (Robinson & O'Leary-Kelly, 1998). I controlled for the participants' gender (1 = male, 2 = female) and age.

### 3.4 Analyses

The proposed hypotheses in this study were tested using moderated hierarchical regression analysis (Cohen & Cohen, 1983). In the hierarchical first step, I regressed citizenship behaviour on the control variables. In step 2, I inserted envy in order to test Hypothesis 1a, contempt in order to test Hypothesis 1b, admiration in order to test Hypothesis 1c, abusive leadership to test Hypothesis 2a and transformational leadership to test Hypothesis 2b. And finally, I inserted in the third hierarchical step the cross-product of abusive leadership and envy in order to test Hypothesis 3a, the cross-product of abusive leadership and contempt in order to test Hypothesis 3b, the cross-product of transformational leadership and admiration in order to

test Hypothesis 3c. Abusive leadership, transformational leadership, admiration, envy and contempt were grand mean-centred before creating this interaction term (Aiken & West, 1991).



## 5 Results

### 5.1 Descriptive Statistics

Table 1 presents the means, standard deviations and correlations among the variables. Envy and contempt are positively correlated ( $r = .81, p < .01$ ). This means that when a nurse feels envy towards a student that the nurse feels also contempt towards that student. Interestingly, no significance occurs between the other study variables.

	M	SD	1	2	3	4	5	6	7
1	1.84	.37							
2	33.8	10.7	-.15						
3	3.29	.83	-.24	.11					
4	3.16	.77	-.22	.25	-.03				
5	1.38	.64	-.09	-.23	-.25	-.16			
6	1.46	.58	.15	-.15	-.21	-.21	.81**		
7	1.17	.25	-.19	-.11	.15	-.15	-.05	-.16	
8	3.59	.43	-.15	-.14	.04	.16	-.22	-.20	-.24

**Table 1** Descriptive statistics.  
 1. Gender, 2. Age, 3. Citizenship, 4. Admiration, 5. Contempt, 6. Envy, 7. Abusive Leadership, 8. Transformational Leadership.  
 \*\*. Correlation is significant at the 0.01 level (2-tailed).

### 5.2 Hypotheses Testing

Hypothesis 1a predicted that the more employee A feels envy towards employee B, the less citizenship behavior employee B receives from employee A. Table 2 shows that this main effect was non-significant ( $B = -.13, p = n.s.$ ). Hypothesis 2a predicted that the more employee A receives abusive leadership, the lesser citizenship behavior

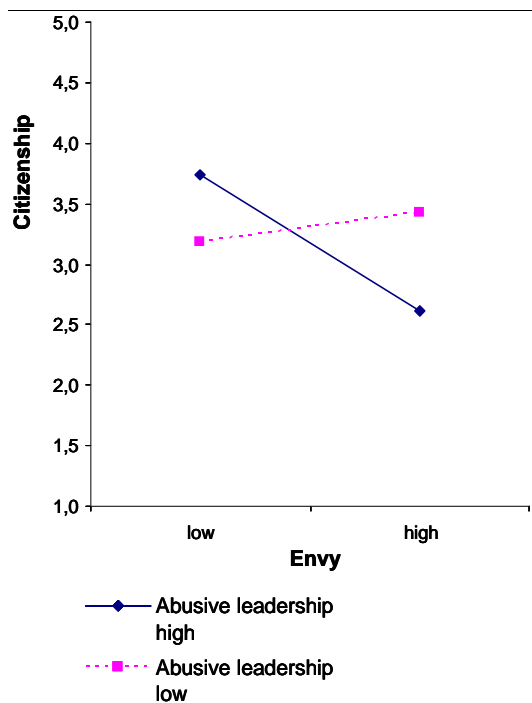
employee B receives from employee A. Table 2 shows that this main effect was non-significant ( $B = -.08, p = n.s.$ ). Thus, because both Hypothesis 1a and Hypothesis 2a were non-significant they were not supported.

Hypothesis 3a predicted that abusive leadership moderates the negative relation between envy and OCB directed from person A to person B. This relationship is more pronounced when abusive leadership is high rather than low. Table 2 shows that this moderating effect of abusive leadership is significant ( $B = -.41, p < .05$ ).

Variable entered	Constant	B	SE	R <sup>2</sup>
<b>Model 1: Control variables</b>				
	3.28		.12	.06
Gender		-.18	.12	
Age		.06	.12	
<b>Model 2: Main effects</b>				
	3.29		.12	.10
Gender		-.15	.13	
Age		.06	.13	
Envy		-.13	.12	
Abusive Leadership (AL)		-.08	.13	
<b>Model 3: Moderator effects</b>				
	3.21		.12	.18
Gender		-.11	.12	
Age		-.01	.13	
Envy		-.24**	.13	
TL		-.14	.13	
Envy*AL		.41*	.19	

**Table 2** Citizenship Relations Analyses for A's Envy towards B;  
 \*  $P < .05$ ; \*\*  $P < .07$

I plotted the significant moderating effect in Figure 2, following the procedures outlined by Aiken & West (1991). Supporting Hypothesis 3a Figure 2 shows that the relation is stronger when abusive leadership is high, but less strong when abusive leadership is low.



**Figure 2** Moderating effect of abusive leadership on envy and citizenship.

Hypothesis 1b predicted that the more employee A feels contempt towards employee B, the less citizenship behavior employee B receives from employee A. Table 3 shows that the main effect was non-significant ( $B = -.20, p = n.s.$ ). Thus, because Hypothesis 1b was non-significant it was not supported. Similarly, Hypothesis 2a was again rejected in equitation with contempt, it was a non-significant coefficient for abusive leadership ( $B = -.07, p = n.s.$ ). Finally, Hypothesis 3b predicted that abusive leadership moderates

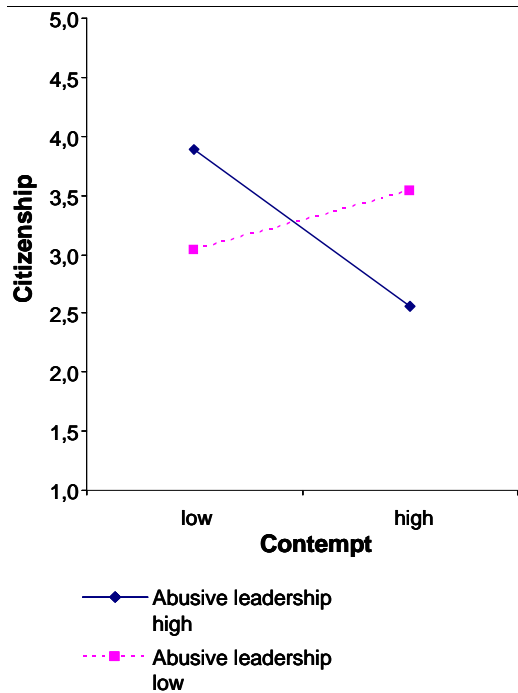
the negative relation between contempt and OCB directed from person A to person B. This relationship is more pronounced when abusive leadership is high rather than low. Table 3 shows that this moderating effect of abusive leadership is significant ( $B = -.41, p < .01$ ).

Variable entered	Constant	B	SE	R <sup>2</sup>
<b>Model 1: Control variables</b>	3.29		.12	.07
Gender		-.21**	.13	
Age		.06	.13	
<b>Model 2: Main effects</b>	3.29		.12	.04
Gender		-.18	.13	
Age		-.02	.13	
Contempt		-.20	.13	
Abusive Leadership (AL)		-.07	.13	
<b>Model 3: Moderator effects</b>	3.25		.11	.22
Gender		-.13	.12	
Age		-.07	.12	
Contempt		-.22**	.12	
TL		-.06	.12	
Contempt*AL		.41*	.14	

**Table 3** Citizenship Relations Analyses for A's Contempt towards B; \*  $P < .01$ , \*\*  $P < .10$

I plotted the significant moderating effect in Figure 3, following the procedures outlined by Aiken & West (1991). Supporting Hypothesis 3b Figure 3 shows that the relation is stronger when abusive leadership is high, but it is even positive when abusive leadership is low.





**Figure 3** Moderating effects of abusive leadership on contempt and citizenship.

Hypothesis 1c predicted that the more employee A feels admiration towards employee B, the more citizenship behavior employee B receives from employee A. Table 4 shows that the main effect was non-significant ( $B = -.09, p = n.s.$ ). Hypothesis 2b predicted that the more employee A receives transformational leadership, the more citizenship behavior employee B receives from employee A. Table 4 shows that this main effect was non-significant ( $B = -.01, p = n.s.$ ). Thus, because both Hypothesis 1a and Hypothesis 2a were non-significant they were not supported. Hypothesis 3c predicted that transformational leadership moderates the positive relation between admiration and OCB directed from person A to person B. This relationship is more pronounced when transformational leadership is

high rather than low. Table 4 shows that this moderating effect of transformational leadership is marginally significant ( $B = .33, p < .07$ ).

Variable entered	Constant	B	SE	R <sup>2</sup>
<b>Model 1: Control variables</b>	3.28		.12	.06
Gender		-.18	.12	
Age		.06	.12	
<b>Model 2: Main effects</b>	3.28		.12	.07
Gender		-.20	.13	
Age		.08	.13	
Admiration		-.09	.14	
Transformational Leadership		-.01	.13	
(TL)				
<b>Model 3: Moderator effects</b>	3.23		.12	.15
Gender		-.13	.13	
Age		.04	.13	
Admiration		-.04	.14	
TL		-.07	.14	
Admiration*TL		.33*	.18	

**Table 4** Citizenship Relations Analyses for A's Admiration towards B; \*  $P < .07$

I plotted the significant moderating effect in Figure 4, following the procedures outlined by Aiken & West (1991). Supporting Hypothesis 3c Figure 4 shows that the relation is stronger when transformational leadership is high, but it is even negative when transformational leadership is low.

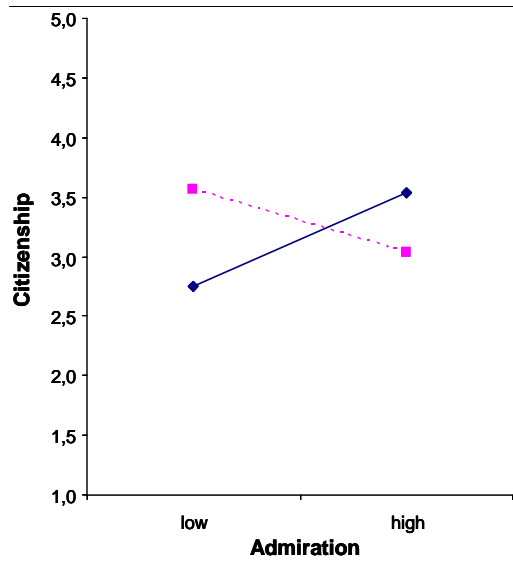


Figure 4 Moderating effects of transformational leadership on admiration and citizenship

## 6 Discussion

This study makes several contributions to a better understanding of citizenship in organisations. From my study can be concluded that transformational leadership moderates the positive relation between admiration and OCB directed from person A to person B and that this relationship is more pronounced when transformational leadership is high rather than low. Furthermore can be concluded that abusive leadership moderates the negative relation between contempt and OCB directed from person A to person B and that this relationship is more pronounced when abusive leadership is high rather than low. At last can be concluded that abusive leadership moderates the negative relation between envy and OCB directed from person A to person B and that this relationship is more pronounced when abusive leadership is high rather than low.

Other authors ask for a better understanding of citizenship behaviour, for example Grant and Mayer (2009) did a literature study and found that there may be undetected moderators of the relationship between pro-social motives and citizenship behaviours and that it is important that there will be a deeper understanding of citizenship behaviour. My research gives answer to that call, by looking at the interpersonal emotions envy, contempt and admiration and the moderating role of abusive and transformational leadership.

The lack of a main effect is a very interesting outcome from my research. Both interpersonal emotions (envy, contempt and admiration) as abusive leadership and transformational leadership have no direct significant effect on citizenship behaviour. Smith, Organ and Near (1983) concluded that leaders have no direct effect on citizenship behaviour, but by influencing other aspects of the work environment they are able to influence citizenship behaviour indirect. Leaders are a third party in a interpersonal relation between two employees and third party members influences are related to the performance and receipt of organizational

citizenship behaviour between two persons (Bowler & Brass, 2006).

The lack of a main effect makes it clear that if employee A feels envy or contempt towards employee B this is not negative for the citizenship behaviour from employee A towards employee B. Only when their leader uses abusive leadership it will have a negative influence on citizenship behaviour. If you as a leader see that two employees have negative emotions towards each other you as a leader can let it explode. This doesn't mean that a person feeling contempt will also do something with that emotion. On account of my results, there can be concluded that leaders can influence this by not using an abusive leadership style. When the leader is not using an abusive leadership style, the subordinate will not act on their emotions, so it will not influence the citizenship behaviour the subordinate gives negatively.

If employee A admires employee B and if a leader does nothing the positive feelings between two employees will not increase the citizenship behaviour between them. On account of my research, there can be concluded that transformational leadership has a positive influence on citizenship behaviour when employee A feels admirations towards employee B. Purvanova, Bono and Dzielwczynski (2006) also conclude that transformational leadership has a positive influence on citizenship behaviour. Behaviour of transformational leaders may improve employee's positive moods by idealized influence, inspirational motivation, intellectual stimulation, and individual consideration (Tsai, et al., 2009). But the role of admiration from employee A towards employee B when that person receives transformational leadership, was not yet been highlighted.

## 6.1 Limitations and Future Research

Despite the strong point of this research that it is measured by multiple data sources and those sources support both the conclusion, this research has also some limitations. As many of existing research that uses dyadic data (for example Venkataramani and Dalal, 2007), I used single-item measures for measure envy, contempt and admiration. This was done after discussing with the researched organisations that the time respondents needed for this questionnaire should not be too long. Dollinger and Malmquist (2009) did research on single-item measures for behaviours and they concluded that single-item measures where in general sufficiently reliable to be used for research purposes. I therefore believe that the use of single-item measures for envy, contempt and admiration does not invalidate my findings. Nevertheless, future research may find it useful to use multiple items for each of the variables. Furthermore, the response rate of the medical students was not very high. The cause of this may lay in the fact that medical students get a lot of questionnaires and they are not always enthusiastic to answer the questions. Also, they might have been afraid of giving their opinion about the nurses, because they were not so experienced in co-operating with them. Despite the low response rate of students, I believe that this research has not lost its validity, because  $N = 52$  is still high enough to have validate conclusions. Furthermore the respondents were divided among different hospitals, years of education and departments. Because  $N = 52$  and the respondents had different backgrounds, despite the low response rate, I believe it has not lost its validity.

For organizational researchers the current results support some interesting directions for future research. First, researchers may look for other leadership styles to add to my model as a moderator. For example transactional leadership has influence on the citizenship behaviour subordinates want to give to others (Walumbwa, Wu and Orwa, 2006). Another way to expand the present model is by examining additional interpersonal emotions. For example anger (Rodell and Judge, 2009) influences citizenship behaviour.

Another way for future researcher to look at this subject is to look at organizational climate. Levine (2010) describes that a positive or negative climate can have a influence on the citizenship behaviour of employees. Pirola-Merlo, et al. (2002) have found that leaders can counterbalance negative influences on climate. Also Pirola-Merlo et al. (2002) say that transformational leadership can turn negative climates in positive ones. In my research I look at the influence that transformational leadership has on positive interpersonal emotions. With the argument of Pirola-Merlo et al. (2002) that transformational leadership can influence climate, it is interesting for future research to see if transformational leadership can moderate negative interpersonal emotions to increase citizenship behaviour. My research concludes that emotions are only shown when a leader uses a particular style of leadership. An interesting point of view for future researcher can be that leaders promote showing emotions to increase citizenship behaviour. Emotions are affective conditions, enabling one to experience an attitude of concern, interest, attention, and care about the people and situation at stake (Lurie, 2004). Emotions can have the impact on employees that they will be more committed to organisations. Commitment is a important factor for success in terms of citizenship behaviour (Meyer et al, 2002).

## 6.2 Practical implications

For practising managers, the main implication of the current study's findings is that leaders have to remember that they can trigger the worst and best in others and that this influences the citizenship behaviour of their subordinates. To promote citizenship behaviour by subordinates it is important that they try to avoid styles of leadership that are abusive and promote styles of leadership that are transformational. In short: don't be a bully if you don't want your subordinates to be bullies and be nice, so subordinates can see it is okay to be nice to others in the organization. Managers should try to be as much of a transformational leader as they can. Managers should express their transformational behaviours within a personal, dynamic

relational exchange context (Hui et al, 2005). This will let subordinates feel that their leader is interested in them and that they are an important part of the organization. Furthermore managers should be aware that abusive leader- leadership can create an atmosphere where subordinates think it is okay to be abusive towards others and that when a leader uses abusive leadership, subordinates can think that they could also be abusive towards others (Mitchell & Ambrose, 2007).

Managers who seek to cultivate good citizens may benefit from highlighting the multiple rewards of citizenship. Managers can make sure that employees are aware of the fact that citizenship behaviour can have benefits for employees if they do their best to show citizenship behaviour themselves. The benefits the managers can address are more helping behaviours between employees and increasing status of those employees who show good citizenship behaviour, and by addressing these benefits the employees would be more motivated to show citizenship behaviour (Grant & Mayer, 2009). Employees can have emotions that can reduce the expressing of citizenship behaviour and Williams (2007) introduces a multi-step process as a form of interpersonal emotion management, consisting of perspective taking, threat-reducing behaviour and reflection.

### **6.3 Conclusion**

To improve citizenship behaviour between subordinates leaders should not use a abusive leadership style when there are negative feelings between subordinates and use a transformational leadership style when there are positive feelings between subordinates. Employees are able to have all kinds of feelings towards each other, but it depends on the leader of those employees what employees do with those feelings. Leaders have to make sure that negative emotions do not adversely impact interpersonal behaviour and positive emotions realize their full potential.



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