

## Chapter 02 The Leader-Follower Relationship

### True / False Questions

1. According to Ralph Stogdill, leadership is a working relationship among members of a group.

True False

2. Affective commitment reflects a relationship that exists because one perceives that he/she "ought" to maintain the relationship.

True False

3. According to O'Reilly and Chatman (1986), the weakest level of psychological tie is compliance in nature, in which two parties are connected because the costs that they incur are offset by the benefits that are received.

True False

4. In the case of internalization, the relationship between the leader and follower is highly integrated and possessive in nature.

True False

5. According to the Leader-Member Exchange (LMX) theory, the majority of followers are in-group members.

True False

6. The leader commonly expects more from in-group members than out-group members.

True False

7. A leader's past successes (failures) influence the trust that followers place in the leader.

True False

8. Leader-Member Exchange was redefined in 1975 and relabeled as Vertical Dyad Linkage.

True False

9. Lagace, Castleberry, and Ridnour found that out-group members were higher on motivational factors and evaluations of their bosses and experienced less role-related stress when compared to in-group members.

True False

10. In-group members are more likely to file grievances than out-group members.

True False

11. Equal distribution of rewards totally avoids inequity perceptions.

True False

12. The differentiation process of in-groups and out-groups is not discrepant with the concept of organizational justice.

True False

13. The first test of the leader by the member is usually his/her delegation skills with members.

True False

14. Out-group members are more likely to focus on procedural justice rather than on distributive justice.

True False

15. In the two qualitatively different theoretical perspectives of trust in leadership, trust is a belief or perception held by the follower and is measured accordingly.

True False

16. When followers believe their leaders have integrity, capability or benevolence, they will be more comfortable engaging in behaviors that put them at risk.

True False

17. Transformational leaders focus more effort on ensuring that employees are rewarded fairly and that followers recognize that they will fulfill the work contract.

True False

18. Participative decision making may send a message that the leader enacting the program has confidence in, and concern and respect for, the subordinate.

True False

19. Research indicates that direct leaders tend to perform supervisory activities, such as managing performance and day-to-day activities on the job.

True False

20. Procedural fairness demonstrates respect for the employee and a valuation of the relationship.

True False

#### Multiple Choice Questions

21. \_\_\_\_\_ commitment represents an attachment that stems from wanting to be in the relationship because it produces positive emotion.

- A. Normative
- B. Continuance
- C. Defective
- D. Affective

22. \_\_\_\_\_ commitment reflects a relationship that exists because one perceives that he/she "ought" to maintain the relationship; this connection exists because it is the right thing to do.

- A. Normative
- B. Continuance
- C. Defective
- D. Affective

23. This form of commitment reflects a relationship that is based on "need." The costs associated with leaving the relationship are too great, and as a consequence, the individual maintains his/her relationship with the target in question.

- A. Normative
- B. Continuance
- C. Defective
- D. Affective

24. According to O'Reilly and Chatman, at the weakest level, each party to the leader and follower relationship is connected simply because the costs that they incur are offset by the benefits that are received. This weakest level of relationship is depicted by:

- A. identification.
- B. internalization.
- C. compliance.
- D. psychological ownership.

25. According to O'Reilly and Chatman, when a relationship is based on a(n) \_\_\_\_\_, there is a pride in affiliation and one's personal identity is expressed and enhanced as a result of the relationship that the leader has with his/her followers, and that the follower has with the leader.

- A. compliance
- B. internalization
- C. identification
- D. affection

26. According to O'Reilly and Chatman, in the case of \_\_\_\_\_, the relationship between the leader and follower is highly integrative and possessive in nature. The leader views the follower as "my follower" and the follower views the leader as "my leader".

- A. psychological ownership
- B. compliance
- C. normative ownership
- D. internalization

27. According to O'Reilly and Chatman, an extremely strong psychological tie can be depicted by \_\_\_\_\_ and psychological ownership.

- A. compliance
- B. internalization
- C. identification
- D. affection

28. Kurt T. Dirks defines \_\_\_\_\_ as "an expectation or belief that the team can rely on the leader's actions or words and that the leader has good intentions toward the team."

- A. power
- B. status
- C. fairness
- D. trust

29. \_\_\_\_\_ has recently been defined as the unique relationship-based social exchange between leaders and members.

- A. In-group/out-group role identification
- B. Organizational citizenship behavior
- C. Vertical didactic linkage
- D. Leader-member exchange

30. With reference to the LMX theory, which of the following statements is true about in-group and out-group members?

- A. Out-group members receive more work-related benefits in comparison to in-group members.
- B. Out-group members are likely to exercise more influence or control over group activities than in-group members.
- C. In-group members receive more attention and support from the leader than out-group members.
- D. In-group members are more likely to file grievances than out-group members.

31. According to Cropanzano and Folger, \_\_\_\_\_ justice is defined as the individual's perception that the outcomes that they receive are fair.

- A. procedural
- B. distributive
- C. interactional
- D. organizational

32. \_\_\_\_\_ justice involves the manner in which organizational justice is communicated by supervisors to followers.

- A. Distributive
- B. Procedural
- C. Interactional
- D. Negotiable

33. In 1989, Meindl noted that the most frequently used alternative to equity is:

- A. parity.
- B. power.
- C. justice.
- D. status.

34. Which of the following is an example of procedural justice?

- A. Pay increases
- B. Promotions
- C. Challenging work assignments
- D. The degree of voice the person has in decision making

35. Which of the following statements is true about procedural justice?

- A. A decision will be accepted by subordinates if distributive justice is followed, even if procedural justice is not followed as per the expectations of the subordinates.
- B. Procedural justice is defined as the individual's perception that the outcomes that they receive are fair.
- C. Distributive, organizational, and interactional justice are distinct aspects of procedural justice.
- D. Leaders who are perceived as procedurally fair are rated favorably by subordinates even when resource allocation is unequal.

36. \_\_\_\_\_ justice suggests that as long as a leader is perceived as fair by all work unit members, then a fair exchange of inputs to rewards might be maintained for all members of the work unit.

- A. Procedural
- B. Distributive
- C. Interactional
- D. Organizational

37. Suppose a member is asked to perform a task that he/she feels is beyond the formal job description. The likely responses to the request are listed below. Which of the following can be considered a procedural justice response?
- A. Complete the task without questions, but expect a reward.
  - B. Not do the task or do it poorly because it is not in the job description and he/she is not compensated for it.
  - C. File a grievance because the leader has asked for an inappropriate task for his/her level.
  - D. Ask the leader for an explanation regarding why he/she has been asked to perform the task.
38. From a distributive justice perspective, LMX is \_\_\_\_\_ based.
- A. performance
  - B. equity
  - C. status
  - D. power
39. Out-group members may be more likely to focus on \_\_\_\_\_ justice than in-group members.
- A. interactional
  - B. organizational
  - C. procedural
  - D. distributive
40. On which factor should work group differentiation into in-groups and out-groups be based?
- A. Power
  - B. Race
  - C. Performance
  - D. Gender

41. Which of the following is true about the character-based perspective of trust in leadership?

- A. Followers see the relationship with their leader as beyond the standard economic contract such that the parties operate on the basis of trust, goodwill, and the perception of mutual obligations.
- B. Trust-related concerns about a leader's nature are important because the leader may have authority to make decisions that have a significant impact on the follower's ability to achieve his/her goals.
- C. Researchers have used this perspective in describing how trust in leader-follower relationships elicits citizenship behavior.
- D. Trust is a property of the relationship and the leader per se and is measured accordingly; it is not a belief or perception held by the follower.

42. McAllister (1995) suggested that interpersonal trust can be categorized into two different dimensions: cognitive and:

- A. normative.
- B. distributive.
- C. affirmative.
- D. affective.

43. \_\_\_\_\_ form of trust reflects issues such as the reliability, integrity, honesty, and fairness of a referent.

- A. Cognitive
- B. Normative
- C. Affective
- D. Distributive

44. Which form of trust reflects a special relationship with the referent that may cause the referent to demonstrate concern about one's welfare?

- A. Cognitive
- B. Normative
- C. Affective
- D. Distributive

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45. According to the text, trust in leadership is most strongly related to:
- A. emotional intelligence.
  - B. work attitudes.
  - C. citizenship behaviors.
  - D. job performance.

**Essay Questions**

46. Explain affective, normative, and continuance commitments.

47. Explain the various levels of psychological ties between a leader and a follower as discussed by O'Reilly and Chatman.

48. Explain any six differences between in-group and out-group members.

49. Describe the distributive and procedural forms of justice with examples.

50. Explain affective and cognitive forms of interpersonal trusts as discussed by McAllister.

## Chapter 02 The Leader-Follower Relationship **Answer Key**

### **True / False Questions**

1. (p. 25) According to Ralph Stogdill, leadership is a working relationship among members of a group.

**TRUE**

*Difficulty: Easy*

2. (p. 26) Affective commitment reflects a relationship that exists because one perceives that he/she "ought" to maintain the relationship.

**FALSE**

*Difficulty: Easy*

3. (p. 26) According to O'Reilly and Chatman (1986), the weakest level of psychological tie is compliance in nature, in which two parties are connected because the costs that they incur are offset by the benefits that are received.

**TRUE**

*Difficulty: Easy*

4. (p. 27) In the case of internalization, the relationship between the leader and follower is highly integrated and possessive in nature.

**FALSE**

*Difficulty: Medium*

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5. (p. 27) According to the Leader-Member Exchange (LMX) theory, the majority of followers are in-group members.

**FALSE**

*Difficulty: Easy*

6. (p. 28) The leader commonly expects more from in-group members than out-group members.

**TRUE**

*Difficulty: Easy*

7. (p. 29) A leader's past successes (failures) influence the trust that followers place in the leader.

**TRUE**

*Difficulty: Easy*

8. (p. 34) Leader-Member Exchange was redefined in 1975 and relabeled as Vertical Dyad Linkage.

**FALSE**

*Difficulty: Medium*

9. (p. 35) Lagace, Castleberry, and Ridnour found that out-group members were higher on motivational factors and evaluations of their bosses and experienced less role-related stress when compared to in-group members.

**FALSE**

*Difficulty: Medium*

10. (p. 35) In-group members are more likely to file grievances than out-group members.

**FALSE**

*Difficulty: Medium*

11. (p. 36) Equal distribution of rewards totally avoids inequity perceptions.

**FALSE**

*Difficulty: Medium*

12. (p. 37) The differentiation process of in-groups and out-groups is not discrepant with the concept of organizational justice.

**TRUE**

*Difficulty: Medium*

13. (p. 38) The first test of the leader by the member is usually his/her delegation skills with members.

**FALSE**

*Difficulty: Medium*

14. (p. 39) Out-group members are more likely to focus on procedural justice rather than on distributive justice.

**FALSE**

*Difficulty: Medium*

15. (p. 43) In the two qualitatively different theoretical perspectives of trust in leadership, trust is a belief or perception held by the follower and is measured accordingly.

**TRUE**

*Difficulty: Medium*

16. (p. 45) When followers believe their leaders have integrity, capability or benevolence, they will be more comfortable engaging in behaviors that put them at risk.

**TRUE**

*Difficulty: Medium*

17. (p. 46) Transformational leaders focus more effort on ensuring that employees are rewarded fairly and that followers recognize that they will fulfill the work contract.

**FALSE**

*Difficulty: Medium*

18. (p. 46) Participative decision making may send a message that the leader enacting the program has confidence in, and concern and respect for, the subordinate.

**TRUE**

*Difficulty: Easy*

19. (p. 48) Research indicates that direct leaders tend to perform supervisory activities, such as managing performance and day-to-day activities on the job.

**TRUE**

*Difficulty: Easy*

20. (p. 50) Procedural fairness demonstrates respect for the employee and a valuation of the relationship.

**TRUE**

*Difficulty: Medium*

#### **Multiple Choice Questions**

21. (p. 26) \_\_\_\_\_ commitment represents an attachment that stems from wanting to be in the relationship because it produces positive emotion.

- A. Normative
- B. Continuance
- C. Defective
- D. Affective**

*Difficulty: Easy*

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22. (p. 26) \_\_\_\_\_ commitment reflects a relationship that exists because one perceives that he/she "ought" to maintain the relationship; this connection exists because it is the right thing to do.

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23. (p. 26) This form of commitment reflects a relationship that is based on "need." The costs associated with leaving the relationship are too great, and as a consequence, the individual maintains his/her relationship with the target in question.

- A. Normative
- B. Continuance
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24. (p. 26) According to O'Reilly and Chatman, at the weakest level, each party to the leader and follower relationship is connected simply because the costs that they incur are offset by the benefits that are received. This weakest level of relationship is depicted by:

- A. identification.
- B. internalization.
- C. compliance.
- D. psychological ownership.

*Difficulty: Medium*

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25. (p. 26-27) According to O'Reilly and Chatman, when a relationship is based on a(n) \_\_\_\_\_, there is a pride in affiliation and one's personal identity is expressed and enhanced as a result of the relationship that the leader has with his/her followers, and that the follower has with the leader.

- A. compliance
- B. internalization
- C. identification**
- D. affection

*Difficulty: Easy*

26. (p. 27) According to O'Reilly and Chatman, in the case of \_\_\_\_\_, the relationship between the leader and follower is highly integrative and possessive in nature. The leader views the follower as "my follower" and the follower views the leader as "my leader".

- A. psychological ownership**
- B. compliance
- C. normative ownership
- D. internalization

*Difficulty: Medium*

27. (p. 27) According to O'Reilly and Chatman, an extremely strong psychological tie can be depicted by \_\_\_\_\_ and psychological ownership.

- A. compliance
- B. internalization**
- C. identification
- D. affection

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28. (p. 29) Kurt T. Dirks defines \_\_\_\_\_ as "an expectation or belief that the team can rely on the leader's actions or words and that the leader has good intentions toward the team."

- A. power
- B. status
- C. fairness
- D.** trust

*Difficulty: Easy*

29. (p. 34) \_\_\_\_\_ has recently been defined as the unique relationship-based social exchange between leaders and members.

- A. In-group/out-group role identification
- B. Organizational citizenship behavior
- C. Vertical didactic linkage
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*Difficulty: Medium*

30. (p. 35) With reference to the LMX theory, which of the following statements is true about in-group and out-group members?

- A. Out-group members receive more work-related benefits in comparison to in-group members.
- B. Out-group members are likely to exercise more influence or control over group activities than in-group members.
- C.** In-group members receive more attention and support from the leader than out-group members.
- D. In-group members are more likely to file grievances than out-group members.

*Difficulty: Medium*

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31. (p. 36) According to Cropanzano and Folger, \_\_\_\_\_ justice is defined as the individual's perception that the outcomes that they receive are fair.

- A. procedural
- B. distributive**
- C. interactional
- D. organizational

*Difficulty: Easy*

32. (p. 36) \_\_\_\_\_ justice involves the manner in which organizational justice is communicated by supervisors to followers.

- A. Distributive
- B. Procedural
- C. Interactional**
- D. Negotiable

*Difficulty: Easy*

33. (p. 36) In 1989, Meindl noted that the most frequently used alternative to equity is:

- A. parity.
- B. power.
- C. justice.
- D. status.**

*Difficulty: Easy*

34. (p. 36) Which of the following is an example of procedural justice?

- A. Pay increases
- B. Promotions
- C. Challenging work assignments
- D. The degree of voice the person has in decision making**

*Difficulty: Medium*

35. (p. 36) Which of the following statements is true about procedural justice?

- A. A decision will be accepted by subordinates if distributive justice is followed, even if procedural justice is not followed as per the expectations of the subordinates.
- B. Procedural justice is defined as the individual's perception that the outcomes that they receive are fair.
- C. Distributive, organizational, and interactional justice are distinct aspects of procedural justice.
- D.** Leaders who are perceived as procedurally fair are rated favorably by subordinates even when resource allocation is unequal.

*Difficulty: Medium*

36. (p. 37) \_\_\_\_\_ justice suggests that as long as a leader is perceived as fair by all work unit members, then a fair exchange of inputs to rewards might be maintained for all members of the work unit.

- A.** Procedural
- B. Distributive
- C. Interactional
- D. Organizational

*Difficulty: Easy*

37. (p. 38) Suppose a member is asked to perform a task that he/she feels is beyond the formal job description. The likely responses to the request are listed below. Which of the following can be considered a procedural justice response?

- A. Complete the task without questions, but expect a reward.
- B. Not do the task or do it poorly because it is not in the job description and he/she is not compensated for it.
- C.** File a grievance because the leader has asked for an inappropriate task for his/her level.
- D. Ask the leader for an explanation regarding why he/she has been asked to perform the task.

*Difficulty: Hard*

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38. (p. 38) From a distributive justice perspective, LMX is \_\_\_\_\_ based.

- A. performance
- B.** equity
- C. status
- D. power

*Difficulty: Medium*

39. (p. 39) Out-group members may be more likely to focus on \_\_\_\_\_ justice than in-group members.

- A. interactional
- B. organizational
- C. procedural
- D.** distributive

*Difficulty: Medium*

40. (p. 39) On which factor should work group differentiation into in-groups and out-groups be based?

- A. Power
- B. Race
- C.** Performance
- D. Gender

*Difficulty: Easy*

41. (p. 43) Which of the following is true about the character-based perspective of trust in leadership?

A. Followers see the relationship with their leader as beyond the standard economic contract such that the parties operate on the basis of trust, goodwill, and the perception of mutual obligations.

**B.** Trust-related concerns about a leader's nature are important because the leader may have authority to make decisions that have a significant impact on the follower's ability to achieve his/her goals.

C. Researchers have used this perspective in describing how trust in leader-follower relationships elicits citizenship behavior.

D. Trust is a property of the relationship and the leader per se and is measured accordingly; it is not a belief or perception held by the follower.

*Difficulty: Hard*

42. (p. 49) McAllister (1995) suggested that interpersonal trust can be categorized into two different dimensions: cognitive and:

A. normative.

B. distributive.

C. affirmative.

**D.** affective.

*Difficulty: Easy*

43. (p. 49) \_\_\_\_\_ form of trust reflects issues such as the reliability, integrity, honesty, and fairness of a referent.

**A.** Cognitive

B. Normative

C. Affective

D. Distributive

*Difficulty: Easy*

44. (p. 49) Which form of trust reflects a special relationship with the referent that may cause the referent to demonstrate concern about one's welfare?

- A. Cognitive
- B. Normative
- C. Affective**
- D. Distributive

*Difficulty: Easy*

45. (p. 54) According to the text, trust in leadership is most strongly related to:

- A. emotional intelligence.
- B. work attitudes.**
- C. citizenship behaviors.
- D. job performance.

*Difficulty: Hard*

#### **Essay Questions**

46. (p. 26) Explain affective, normative, and continuance commitments.

Affective commitment represents an attachment that stems from 'wanting to be' in the relationship because it produces positive emotion—it simply feels good.

Normative commitment reflects a relationship that exists because one perceives that he/she "ought" to maintain the relationship. This connection exists because it is the right thing to do.

Continuance commitment reflects a relationship that is based on "need." The costs associated with leaving the relationship are too great, and as a consequence, the individual maintains his/her relationship with the target in question.

*Difficulty: Easy*

47. (p. 26-27) Explain the various levels of psychological ties between a leader and a follower as discussed by O'Reilly and Chatman.

O'Reilly and Chatman provide a useful way to think about the psychological tie and the strength of that connection between the leader and follower.

At the weakest level, this psychological tie is compliance in nature. Each party to the relationship is connected because the costs that they incur are offset by the benefits that are received.

At a somewhat stronger level is a relationship that is based on identification. There is a pride in affiliation. One's personal identity is expressed and enhanced as a result of the relationship that the leader has with his/her followers, and that the follower has with the leader.

An extremely strong psychological tie can be depicted by internalization and psychological ownership. In internalization, the goals and values of the group are the goals and values of the leader and follower. They attach and maintain that attachment because of the inherent value they place in the goals that they share and pursue in common.

In psychological ownership, the relationship between the leader and follower is highly integrated and possessive in nature. The leader feels as though the follower is "my follower," and the follower experiences the leader as "my leader."

*Difficulty: Medium*

48. (p. 27, 35, 39) Explain any six differences between in-group and out-group members.

- An in-group is a small group of followers while the majority of the followers fall under the out-group.
- In-group members are higher on motivational factors and evaluations of their bosses and experience less role-related stress than out-group members.
- In-group members receive more attention and support from the leader than out-group members.
- Out-group members are more likely to file grievances than in-group members.
- In-group members are more likely to understand procedural justice issues due to the higher quality LMX and communication with supervisors as compared to out-group members.
- Out-group members may be more likely than in-group members to focus on distributive justice and perform at the level that is appropriate to the rewards they receive based upon the formal employment agreement.

*Difficulty: Medium*

49. (p. 36) Describe the distributive and procedural forms of justice with examples.

Cropanzano and Folger present a two-component model of justice, which includes distributive and procedural forms of justice.

Distributive justice is defined as the individual's perception that the outcomes that they receive are fair. Examples of distributive outcomes are pay increases, promotions, and challenging work assignments.

Procedural justice is defined as an employee's perception that the procedures followed by the organization in determining who receives benefits are fair. Examples of procedural justice are the degree of voice the person has in decision making and whether or not consistent rules are followed in making decisions.

*Difficulty: Medium*

50. (p. 49) Explain affective and cognitive forms of interpersonal trusts as discussed by McAllister.

McAllister suggested that interpersonal trust can be categorized into two different dimensions: cognitive and affective.

Cognitive forms of trust reflect issues such as the reliability, integrity, honesty, and fairness of a referent.

Affective forms of trust reflect a special relationship with the referent that may cause the referent to demonstrate concern about one's welfare.

*Difficulty: Easy*