The Impact of Transformational Leadership on Leader-Follower Work Value Congruence

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ARTICLE INFO	ABSTRACT
	This study builds on the theory that transformational leadership impacts perceptions of leader-follower value congruence. The study examines intrinsic, altruistic, and social work values in a sample of 150 workers in the United States. The hypotheses tested that different levels of transformational leadership, as perceived by followers, are positively related to follower perceptions of leader-follower intrinsic, altruistic, and social work value congruence. Utilizing hierarchical multiple regression, the findings indicate that levels of perceived transformational leadership are positively related to higher levels of perceived leader-follower intrinsic, altruistic, and social work value congruency. This study used four different measurement tools to test these hypotheses and controlled for task-oriented behaviors, tenure with supervisor as well as race, gender, and age similarity with supervisor. The findings suggest that organizations involved in a restructuring or reorganization due to either internal or external circumstances should emphasize developing leaders' transformational leadership behaviors in order to capture benefits related to value congruency.

1. Introduction

According to researchers there are many benefits to leader-follower value congruence (Brown & Trevino, 2009). Meglino, Ravlin, and Adkins (1989) and Amos and Weathington (2008) reported that workers were more committed, satisfied with their job, and with the organization as a whole, when their values were perceived as congruent with their leader. Others have found that work value congruence can lead to a positive work attitude (Posner & Schmidt, 1992), trust (Cazier, Shao, &St. Louis, 2007), and even career success (Erdogan, Kramer, & Liden, 2004). When the leader and follower's values are perceived to be congruent there is a greater likelihood that employees will follow through with the requests of their leader, therefore increasing the likelihood of completing tasks and obtaining organizational goals (Lau, Liu, &Fu, 2007). Value congruence with the leader has also been found to be positively related to a follower's ethical behavior (Grojean, Resick, Dickson, & Smith, 2004)

Lack of value congruence is not neutral, but can have negative results such as job dissatisfaction, which can lead to absenteeism, tardiness, or an intention to leave (Li, Liu, &Wan, 2008). Therefore, since value congruence is helpful in explaining retention, turnover, and level of effectiveness (Meglino, Ravlin, &Adkins, 1992) organizations and their leaders need to understand this topic. They need to understand the impact leaders, and particularly leadership style, can have on leader-value congruence.

2. Purpose of Study

According to Lord and Brown (2001), leaders have the potential to influence their follower's values leading to a perception of value congruence. In a field study completed in a large health care organization Brown and Trevino (2009) identify charismatic and transformational leadership behaviors as being associated with influencing leader-follower value congruence. Krishnan (2002) also found transformational leadership style is positively associated with terminal value congruence between the leader and follower. However, to date there does not appear to be any study that looks at the impact leadership style has on the perceived value congruence of intrinsic, altruistic, and social work values, three of five key work values organized by Ros, Schwartz, and Surkiss (1999). Specifically, there is no research that answers the question, does

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leadership style have an impact on leader-follower intrinsic, altruistic, and social work value congruence? This study builds upon the work of Krishnan (2002) and Brown and Trevino (2009), but goes beyond the impact transformational leadership style has on leader-follower terminal value congruence, and looks specifically at its impact on certain aspects of leader-follower work value congruence. More specifically, Krishnan studied transformational leadership's association with leader-follower congruency of terminal values, which are considered a person's end state values and includes values such as salvation and world peace.

This study attempts to determine if the same findings that Krishnan found related to terminal values also hold for work values, which are beliefs about the appeal of certain work attributes, such as pay, working conditions, and outcomes such as accomplishment and fulfillment (Lyons, Duxbury, & Higgins, 2006).According to Burns (1978) transformational leaders and followers raise each other up to higher levels of motivation and purpose resulting in a synchronization of value systems that were once separate (Krishnan, 2002). Krishnan states transformational leaders see current values as changeable and not fixed, and thus, found transformational leadership style as positively associated with terminal value congruence. Therefore, the specific purpose of this study is to test the theory that levels of perceived transformational leadership style results in greater levels of perceived leader-follower intrinsic, social, and altruistic work value congruency. Variables such as transactional leadership behaviors, similarities with the supervisor in age, gender, and race, as well as tenure within the organization were controlled for in this study of employees in a medium-sized city in the southeastern United States.

Intrinsic work values were defined by Lyons, Duxbury, and Higgins (2006) as generalized beliefs about the appeal of certain work attributes, such as challenging, engaging, and intellectually stimulating work, as well as support for continued employee learning and innovation. Social work values, as defined by the same researchers, are generalized beliefs about the appeal of interpersonal relationships at work. The last work value studied, altruistic work values, are defined as making a contribution to society and valuing service to the public. Value congruence is defined as the extent to which two sets, one being that of the leader and the other of the follower, of the mentioned work related values are in agreement with each other (Meglino, Ravlin, & Adkins, 1992). Transformational leadership has been defined as leaders who exhibit the following behaviors: (a) communicates a vision, (b) develops staff, (c) provides support, (d) empowers staff, (e) is innovative, (f) leads by example, and (g) is charismatic (Carless, Wearing & Mann, 2000).

3. Literature Review

Brown and Trevino (2009) claim it takes a special kind of leader to influence a follower's values. One of the things that transformational leaders do is transform the values of their follower (Jung & Avolio, 2000), and it appears that of the three leadership styles in the full range leadership theory spectrum, transformational leadership has the greatest potential to impact the values held by followers. Additionally, researchers see values as a result of culture and social systems (Meglino & Ravlin, 1998). Thus, social influences help an individual determine which behaviors are appropriate in certain situations. Therefore, according to Meglino and Ravlin, values are learned, and work values in particular are learned through socialization. This literature review will proceed from a general discussion of values, to work values, and finally to the specific work values that were studied.

3.1 Values

Rokeach's theory of values appears to be the most widely accepted and oft-cited in the academic literature (Lyons, 2003). Rokeach claimed personal values were both terminal and instrumental (Fields, 2002), and Rokeach developed 18 values for each category. A person's end state values (such as salvation or world peace) are considered terminal, whereas a person's instrumental values (such as honesty or cleanliness) relate to behavior and conduct. Rokeach (as cited in Lyons, Higgins, & Duxbury, 2010) defined values as an "enduring belief that a specific mode of conduct or end state of existence is personally or socially preferable to an opposite or converse mode of conduct or end state of existence" (p. 970). Thus, values are the criteria people use to determine the attractiveness of certain actions and behaviors (Lyons, Duxbury, & Higgins, 2006).

Schwartz (1994) modified the definition of values as "desired trans-situational goals, varying in importance, that serve as guiding principles in the life of an individual or other social entity" (p. 21). Schwartz developed ten categories of values, depicted on a wheel called a circumflex showing that they are on a continuum, and

found in various cultures around the world. The value types closest to each other on the continuum are compatible and have a shared motivational basis, while those opposite of each other are considered competing values. Using these value types, Schwartz created the Schwartz Value Survey which has gained wide acceptance among researchers (Lyons, Duxbury, & Higgins, 2006). Also, by nature of Schwartz's definition in which "individual" and "social entity" is mentioned, values are constructs assumed to be found at both the individual and organizational level (Kalliath, Bluedorn, & Strube, 1999).

Most researchers see values as a result of culture and social systems (Meglino & Ravlin, 1989). Therefore, according to Meglino and Ravlin, values are learned, and work values in particular are learned through socialization. Meglino and Ravlin further stated that even though values are generally enduring they can also be changed though interventions.

3.2 Work Values

Work values are generalized beliefs about the appeal of certain work attributes, such as pay, working conditions, and outcomes such as accomplishment and fulfillment (Lyons, Duxbury, & Higgns, 2006). Work values can also be described as being extrinsic and intrinsic similar to what is found in descriptions of general values discussed earlier (Hirschi, 2010). Lyons, Higgins, and Duxbury (2010) state that like general values, work values are used to help an individual prioritize goals, influence behaviors, and influence preferences.

Besides extrinsic and intrinsic work values a third type of work values involves an affective-social aspect that involves recognition, support, and people (Askun, Oz, Askun, 2009). The context, relationships, and social environment that an individual finds oneself in can provide meaning and be a guide as to what type of behaviors are socially acceptable (Dose, 1997). Other types of work values recognized by researchers are altruistic work values and prestige work values.

Gahan and Abeysekera (2009) stated that the antecedents of work values are generally believed to be national culture and individual level characteristics. According to Gahan and Abeysekera, individual level construction of values, known as self-construal, is determined by a range of factors including an individual's relationship to others, and the context in which individuals find themselves. Thus, according to Gahan and Abeysekera, a person's work values can be shaped and molded through interpersonal relationships and interactions with others as well as by being a member and identifying with a larger group of individuals.

Ros, Schwartz, and Surkiss (1999) attempted to organize the disparate research regarding work values. They found most work value researchers utilized the following four types: (a) extrinsic, (b) intrinsic, (c) social, and (d) prestige. Extrinsic values relate to pay and benefits, whereas intrinsic values relate to an individual's desire for intellectual stimulation, interesting work, variety, creativity, and challenge (Elizur, 1984; Lyons, Higgins, & Duxbury, 2010). Social work values are related to good interpersonal relations with coworkers and a fun work environment. Prestige work values are related to prestigious work, opportunities for advancement, and the ability to influence organizational outcomes. Altruistic values are also included in many researchers' studies and are characterized by an individual having a concern for assisting others and wanting to make a contribution to society (Finegan, 2000; Pryor, 1987).

3.3 Value Congruence

The benefits of perceived value congruence between the leader and follower are numerous (Brown & Trevino, 2009). Some of the benefits found are workers that are more committed and satisfied with their job (Amos &Weathington, 2008; Meglino, Ravlin, & Adkins, 1991). Others have found that a perception of value congruence can lead to a positive work attitude (Posner & Schmidt, 1992), ethical behavior (Grojean, Resick, Dickson, & Smith, 2004), increased trust (Cazier, Shao, & St. Louis, 2007), and career success (Erdogan, Kramer, & Liden, 2004). Additionally, when the leader and follower's values are perceived to be congruent there is a greater possibility of task completion and goal attainment (Lau, Liu, &Fu, 2007).

Value congruence can be understood as the extent to which two sets of work related values are in agreement with each other (Meglino, Ravlin, & Adkins, 1992). In other words, it is the alignment of an individual's values and the values of another (Cazier, Shao, &St. Louis, 2007). Employees with values that are similar to each other interact more positively and efficiently; conversely when the leader demonstrates values that are different from an employee, overall satisfaction decreases (Meglino, Ravlin, & Adkins, 1991). Additionally, when employees have interaction with a leader there is a greater opportunity to impact value congruence (Meglino, Ravlin, & Adkins, 1991).

3.4 Leader-Follower Congruence and Formation

Bass (1985) stated that achieving greater performance is only possible when a follower's lower values are transformed to higher values. According to Krishnan (2002), this transformation is a result of the relationship involving a transformational leader and follower where the follower identifies with the leader and their mission resulting in a similar value system. Thus, value congruence is indicative of a positive relationship between the leader and follower and results in a strong identification of the follower with the leader (Krishnan, 2002).Dose (1997) states that when new employees enter an organization it is likely that similar values are held between the leader and follower and the organization and the new employee as the attraction process and self-selection process that occurs in the application and hiring phases tends to draw individuals with similar values. However, according to Dose, socialization can further refine and sustain an individual's values. Socialization is one process of aligning an individual's values with that of the organization (Krishnan, 2002). Lord and Brown (2001) assert that leaders can influence their follower's values by bringing to the surface dormant values within the follower or by encouraging the creation of new values.

Popper and Lipshitz (2000) describe three ways leaders can influence values, they are: (1) what the manager spends time on, (2) what the manager consistently pays attention to, and (3) what the manager rewards and recognizes. They also state that giving employees psychological safety and transparency in honestly discussing alternatives, learnings, and failures can lead to value congruence. These things create trust, which according to Popper and Lipshitz can be impacted by transformational leadership, and leads to the transmission of values from the leader to the follower.

Furthermore, Lord and Brown (2001) state that leaders can influence their follower's self-identities and self-concepts, both of which are highly related to a person's values. Therefore, leaders are a primary cause of activation of follower's values and can have an immediate effect on their behaviors. There are two ways that leaders can do this according to Lord and Brown. The first way is through short-term effects or what they call priming. They define priming as using direct communication, which is a behavior found in transformational leaders (Carless, Wearing, & Mann, 2000) by the leader to encourage certain behaviors or by taking indirect steps of using symbolic actions. The second way of activating follower's values is through long-term effects like changing structures through developing community, and by changing the follower's aspirations by the use of direct communication.

Finally, Brown and Trevino (2009) found that charisma, one of the most important aspects of transformational leadership (Judge & Bono, 2000), is positively related to value congruence. In their study, Brown and Trevino asked leaders what values they attempted to convey to their followers. It was unclear if the leaders answered with their own values or the organization's values. Brown and Trevino suggest looking at other aspects of transformational leadership to determine what role they play in value congruence as they only looked at behaviors related to charisma.

3.5 Transformational Leadership

Transactional leaders usually work within the culture of their organization, whereas transformational leaders tend to work to change their organization and the individuals within the organization in order to have shared values and culture (Bass & Avolio, 2003). Bass and Avolio describe transformational leadership with four factors of characteristics known as the four I's. According to them, these four factors are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration and are seen to enhance the effectiveness of an organization. Carless, Wearing, and Mann (2000) further described transformational leaders as those exhibiting the following behaviors: (a) communicates a vision, (b) develops staff, (c) provides support, (d) empowers staff, (e) is innovative, (f) leads by example, and (g) is charismatic.

Many consider idealized influence to be another term for charisma (Bass, 1999), which is the term used in Carless, Wearing, and Mann's (2000) study and the most important component of transformational leadership (Judge & Bono, 2000). Charisma involves being a personal example and demonstrating high ethical values (Kark, Shamir, & Chen, 2003). Furthermore, charismatic behaviors focus on the values and sense of mission of the leader (Antonakis, Avolio, & Sivasubramaniam, 2003). These leaders are usually admired and respected for their consistent values (Bass, Avolio, Jung, & Berson, 2003).

Communicating a vision relates to articulating goals and what is important within an organization (Beugre, Acar, & Braun, 2006), however it can be done without the followers identifying with the leader (Bass &

Avolio, 2004). Usually the leader communicates ambitious but achievable goals (Antonakis, Avolio, & Sivasubramaniam, 2003) while displaying optimism and enthusiasm (Bass, Avolio, Jung, & Berson, 2003). According to Carless, Wearing, and Mann (2000), the process of vision-casting by the leader communicates values that motivate and guide employees. Additionally Jung and Avolio (2000), state that by having the follower identify with the leader's values, motivation takes place and the follower will perform at much higher levels.

Providing support along with developing and empowering staff is characterized by the leader taking an interest in each person individually as well as their developmental needs (Bass & Avolio, 2004). This personal interaction and attention allows the follower to develop (Antonakis, Avolio, & Sivasubramaniam, 2003), and is a key behavior of transformational leaders (Carless, Wearing, & Mann, 2000). A supportive climate is developed for new learning opportunities, mentoring, coaching, and development (Bass, 1997; Bass, Avolio, Jung, & Berson, 2003) in order for followers to reach their full potential (Bass & Avolio, 2004).

Allowing for innovation is another aspect of transformational leadership that involves the leaders challenging their followers to question their existing beliefs and values (Bass & Avolio, 2004) in order to change them (Grojean & Resick, 2004). According to Bass and Avolio, this allows the followers to develop creativity and solve problems independent of the leader. The leader does this by appealing to the follower's sense of logic (Antonakis, Avolio, & Sivasubramaniam, 2003) and personal participation allowing for different perspectives of situations (Balthazard, Waldman, & Warren, 2009). During the process leaders do not criticize or publicly humiliate followers as they brainstorm new ideas (Bass, Avolio, Jung, & Berson, 2003) and potentially make mistakes (Carless, Wearing, & Mann, 2000) in order to stimulate creativity and innovation while working with the cognitive rather than the behavior (Schreisheim, Wu, & Scandura, 2009). Related to this, intrinsic work values are characterized by an individual's desire for intellectual stimulation, interesting work, variety, creativity, and challenge (Elizur, 1984; Lyons, Higgins, & Duxbury, 2010).

The awareness that values are important is one of the things that transformational leaders do by transforming the values of their follower (Jung & Avolio, 2000). Two ways this value congruence takes place is through a developed trust in the leader and a process of value internalization. Popper and Lipshitz (2000) agree that transformational leaders inspire followers to high levels of trust. This is because followers of transformational leaders are willing to internalize their leader's values (Brown & Trevino, 2009). Jung and Avolio also state that the followers internalize and accept the values of the leader through influencing the follower's self concept, thus giving ideological explanations to the follower on why they have similar values. The transformational leader will reinforce this congruence, according to Jung and Avolio, by elevating the follower's confidence in the leader and in the group's purpose and goals. Transformational leadership also focuses on the shared intentions of the leader and follower and often results in transforming those intentions (Krishnan, 2002). Krishnan also found that transformational leaders cause their followers to copy their value systems.

Additionally, elements of transformational leadership - charisma and inspirational motivation - have been associated with influencing followers' values (Brown & Trevino, 2009). Through inspirational motivation, the leader presents a vision of the future, by incorporating values that inspire subordinates (Bass & Avolio, 2000; Carless, Wearing, & Mann, 2000). Leaders use charisma by modeling values that their followers want to mimic (Brown & Trevino, 2009). Grojean, Resick, Dickson, and Smith (2004) further posited that leaders convey their values to their followers in a few ways. One way is through using transformational leadership and by using motivation. Another way leaders influence the values of their followers is by setting an example and being role models. A leader's actions then become the standard of conduct, and followers learn what is valued in order to perform at a higher level (Carless, Wearing, & Mann, 2000).

4. Hypotheses

Burns (1978) stated that transformational leaders and followers elevate each other to higher levels of purpose and motivations. The result, according to Krishnan (2002), is a synchronization of value systems that were once separate between the leader and follower. Krishnan states this is possible because transformational leadership does not see current values as fixed but as able to be transformed. Thus, Krishnan also found transformational leadership style as positively associated with terminal value congruence, which are considered a person's end state values, as a result of identifying with the leader. Bass (1985) even stated that achieving superior performance is only possible when follower's values are transformed from lower values to higher values. According to Krishnan, this transformation is built out of

the relationship found between a transformational leader and follower where the followers tend to identify with the leader resulting in a similarity in the value system of the transformational leader and follower. Furthermore, Brown and Trevino (2009) argue that followers trust leaders with charisma and other transformational leadership behaviors such that the followers personally identify with the leader and are then willing to internalize the leader's values. Additionally, Lord and Brown (2001) stated transformational leaders have the potential to influence their follower's values leading to a perception of value congruence. Therefore, this study builds upon the literature and findings to extend the research beyond that of general or terminal value congruence to aspects of work value congruence, which are beliefs about the appeal of certain work attributes(Lyons, Duxbury, & Higgns, 2006), and the following three hypotheses were tested:

> **Hypothesis 1.** *Levels of transformational leadership as perceived by followers are positively related to follower perceptions of leader-follower intrinsic work value congruence.*

> **Hypothesis 2.** *Levels of transformational leadership as perceived by followers are positively related to follower perceptions of leader-follower social work value congruence.*

> **Hypothesis 3.** *Levels of transformational leadership as perceived by followers are positively related to follower perceptions of leader-follower altruistic work value congruence.*

The first variable that was controlled for in this study was that of task oriented leadership as a proxy for transactional leadership. Initiation of structure, one of the subsets of task oriented leadership, was used to determine whether a leader exhibits behavior associated with task-oriented behavior. Specifically, a leader exhibiting initiation of structure behavior will clearly define roles and lets followers know what is expected. These behaviors are similar to those of transactional leadership which is characterized by the leader defining roles, tasks, and standards of performance (Antonakis, Avolio, & Sivasubramaniam, 2003), and clearly communicating them in the form of expectations (Bass, Avolio, Jung, &Berson, 2003). Because transactional leadership is more short-term focused it may impact certain aspects of value congruence (Jung & Avolio, 1999), and in order to get the true impact of transformational leadership this variable was controlled for in this study.

The other control variables were tenure, age, race, and gender similarities between the leader and follower. For example, each respondent was asked "how many years have you worked under the current leader?" Additional questions were "are you and your leader of the same gender?" "Are you and your leader of the same ethnicity?" And, "are you and your leader in the same age group?" Since identifying with the leader in these three areas could lead to perceived value congruence the purpose of these questions was to eliminate the effect they have on value congruence between a leader and follower in order to understand the effect of transformational leadership on leader-follower intrinsic work value congruency. Finally, length of tenure working with the leader may also have an influence on perceived work value congruency. Therefore, in order to get to the impact that transformational leadership behaviors have perceived work value congruency this variable was controlled.

5. Methods

The setting for this study is a mid-sized city in the southeastern United States. Individuals that were at some point a part of the researcher's network and who had been involved in prior studies were emailed a link to www.surveygizmo.com and asked to complete a 56 question survey consisting of four distinct measures that are described below. By completing the survey the respondents indicated informed consent to participate in the study. Additionally, three demographic questions were asked of the respondents, as well as one regarding the length of service with the supervisor. Finally, three questions, different from the initial demographic questions, were asked related to similarities in age, gender, and ethnicity with their leader in order to control for these effects and the impact they may have on leader-follower work value congruency.

5.1 Procedure
The email with the link to the online survey was sent to 457 employees working in the southeastern United States. An attempt was made to get a cross-section of the population in regards to professional and non-professional employees. A clustering procedure was used as the sample came from the informal network of the researcher as well as employees of an organization that was used in previous research. An initial email was sent out with the link to the survey, and a follow up reminder survey was sent exactly one week later. The self-administered online survey was collected at a single point in time for each individual and took twenty to thirty minutes to complete. One advantage to this methodology is the speed in which data can be

collected and it can be done in an economical fashion. Lastly, the respondents were informed that their individual responses would remain anonymous.

5.2 Participants

153 individuals responded to the survey; however three of them failed to complete the survey resulting in 150 usable surveys for a 33% response rate. 85 (57%) of the respondents were men and 65 (43%) were women. 53 percent of the respondents were between the ages of 35 and 50 with 19 percent below the age of 35 and 28 percent over the age of 50. Additionally, 130 respondents (87%) identified themselves as Caucasian, 6 (4%) respondents identified as African-American, 5 (3%) identified themselves as other/multiracial, 4 (3%) as Asian, 2 (1%) as Hispanic, and 3 (2%) did not respond. Lastly, 93 respondents (63%) reported working under the supervision of their current leader for less than five years, and 42 (38%) respondents worked under their supervisor between five and ten years, while 15 (10%) reported working under their current leader for more than ten years.

5.3 Measures

Lyons (2003) created a work value measurement that captures five categories of work values. This scale used the same 9-point Likert scale as the Schwartz scale for 31 work values which is -1 = opposed to my values, 0 = not important, 1,2 = unlabeled, 3 = important, 4,5 = unlabeled, 6 = very important, 7 = of supreme importance.

Furthermore, Lyons' (2003) scale measures all five types of work values found in the literature (Lyons, Duxbury,& Higgins, 2006), which are extrinsic, intrinsic, altruistic, social, and prestige work values. The initial measure was subsequently revised from 31 items down to 18 (Lyons, Duxbury, & Higgins, 2006). Six items are used to measure intrinsic work values while three items are used to measure altruistic work values and two items are used to measure social work values in this scale. According to Lyons (2003), the intrinsic work values component of the survey had a reliability coefficient of .91, and the reliability coefficients for altruistic and social work values were.69 and .81 respectively. However, in this study the reliability coefficients for these scales were the following: (a) intrinsic (.81), (b) altruistic (.57), and (c) social (.73). The altruistic scale consisted of only three variables and when removing the third variable the Cronbach alpha only slightly improved to .61. Briggs and Cheek (1986) state that with small scales, such as this one, it is not uncommon to have low Cronbach values and thus the mean inter-item correlation can be reported with an optimal range of .2 to .4. Because the mean inter-item correlation for the altruistic scale including all three variables was found to be .36 in this study the complete scale was retained.

There are generally two ways to measure value congruency (Enz, 1988). The first method is to measure latent value congruity where the individuals measure their own values without asking about perceptions of themselves, others, or a larger group. The second method is by measuring the perception of congruity. In this method members are asked to measure the perceived values of themselves with the perceived measure of their leaders or the overall organization. Perceived congruency is the method that was used in this study.

A measure developed by Cable and Judge (1996) for perceived person-organization fit was modified for this research. Cable and Judge utilized a three question survey that gathers responses on a five-point Likert type scale with 1 being "not at all" and 5 being "completely". For purposes of this research, references to the "organization" were changed to "your supervisor" to reflect the intent of this study. According to Cable and Judge the three-item scale had an internal consistency estimate of .87. In this study work value congruency was measured for each aspect of work values. Thus, for intrinsic work value congruency the Cronbach alpha was .94, and for altruistic work value congruency the reliability estimate was .98. Finally, for social work value congruency the Cronbach alpha was .97.

To measure transformational leadership Carless, Wearing, and Mann's (2000) short measure of transformational leadership, the Global Transformational Leadership scale, was used. Carless, Wearing, and Mann developed the instrument to measure seven behaviors that encompass the aspects of transformational leadership that were described in the literature review. These seven behaviors are: (1) communicates a vision, (2) develops staff, (3) provides support, (4) empowers staff, (5) is innovative, (6) leads by example, and (7) is charismatic. The measurement utilizes a five-point Likert scale with a range of responses of "rarely or never" to "frequently, if not always". The GTL was found by Carless, Wearing, and Mann to have strong convergent validity with the MLQ and therefore it is a short scale that is easy to administer and score and gives a valid and broad assessment of transformational leadership. The

Cronbach's alpha coefficient for the measure according to Carless, Wearing, and Mann was calculated at .93. The Cronbach's alpha in this study was found to be similar at .94.

Stodgill (1963) modified the Leader Behavior Description Questionnaire (LBDQ) which was created to acquire descriptions of a supervisor, and thus can be used to obtain behaviors of a supervisor. One of the subsets, Initiation of Structure, was used to determine whether a leader exhibits behavior associated with task-oriented behavior, a proxy for transactional leadership. Specifically, a leader exhibiting initiation of structure behavior will clearly define roles and lets followers know what is expected. These behaviors are similar to those of transactional leadership which is characterized by the leader defining roles, tasks, and standards of performance (Antonakis, Avolio, & Sivasubramaniam, 2003), and clearly communicating them in the form of expectations (Bass, Avolio, Jung, & Berson, 2003). There are ten questions that make up this subscale of the LBDQ and the results are also scored on five point Likert scale ranging from "Always" to "Never". Stodgill found that the reliability coefficient for the initiating structure subscale ranged from .64 to .80 dependent upon the occupation of the leader being tested, whereas in this study the reliability coefficient was .86.

6. Results

To test the hypotheses hierarchical multiple regression analysis was performed. The independent variables are transformational leadership as measured by the GTL scale as well as the control variables which are task-oriented leadership, tenure, and race, gender and age similarity. The dependent variable in each regression equation is value congruence of the specific work value of the hypothesis being tested. The use of the statistical software package SPSS was used to perform this sequential regression so that the variables can be entered in blocks in a predetermined order. Therefore, in the first block the control variables of task oriented leadership, tenure, race, gender, and age similarity were entered, and in the second block the transformational leadership variable was entered.

The correlations between variables are included in Table I. Transformational leadership was found to be correlated with intrinsic, altruistic, and social work value congruency, whereas Task Oriented Leadership was found to be negatively correlated with perceived congruency of the same work values. The questions "are you the same tenure, race, and age as your leader?" were coded "Yes" = "0" and No = "1".

Table I: *Means, Standard Deviations, and Correlations between variable*

N = 150		M	S.D.	1	2	3	4	5	6	7	8
1	Intrinsic Value Cong.	3.43	0.93								
2	Social Value Cong.	3.29	1.01	0.62**							
3	Altruistic Value Cong.	3.70	0.96	0.62**	0.62*						
4	Same Race	0.15	0.36	0.06	0.04	0.16*					
5	Same Gender	0.33	0.47	0.07	0.14	0.02	0.07				
6	Same Age	0.47	0.50	-0.19*	-0.07	-0.07	0.10	0.01			
7	Tenure	2.46	1.20	0.03	0.08	0.06	-0.13	0.09	0.13		
8	Task Oriented Leadership	3.52	0.67	0.38**	0.29*	0.31*	0.64	0.08	0.13	0.08	
9	Transf. Leadership	3.62	1.09	0.68*	0.63*	0.64*	0.16*	0.11	0.09	0.12	0.62**

Note.* Correlation is significant at .05 level
** Correlation is significant at .01 level

6.1 Hypothesis 1
Hierarchical multiple regression was used to assess the ability of perceived transformational leadership to predict levels of perceived intrinsic work value congruency after controlling for the effects of age, gender, and race similarity, as well as length of tenure, and task-oriented leadership. Preliminary analyses were

conducted to ensure no violation of the assumptions of normality and multicollinearity. This was done by checking that there is a relationship between the independent variables and the dependent variable. Additionally, it was determined that correlations between the independent variables were not too high. Finally, a normal probability plot was analyzed to determine linearity, while a scatter plot was checked for homoscedasticity, which is that there is equal variance of the population error. The control variables entered in Step 1 explained 17% of the variance in intrinsic work value congruency. After entry of the transformational leadership variable at Step 2 the total variance explained by the model as a whole was 49.9%, $F(6,143) = 23.69$, $p < .05$. Transformational leadership explained an additional 33% of the variance in intrinsic work value congruency, after including the control variables, R squared change = .33, F change $(1,143) = 93.34$, $p < .05$. In the final model, only transformational leadership was statistically significant, with transformational leadership recording a significant beta value (beta = .74, $p < .01$). Thus, Hypothesis 1 is supported and Table II presents the results of the multiple regression equation.

Table II: *Multiple Regression Analysis Predicting Intrinsic Work Value Congruency*

Variable	Unstandardized Coefficients		Standardized Coefficients
	B	SE	Beta
(Constant)	1.46	.34	
Same Race	-.09	.16	-.03
Same Gender	.00	.12	.00
Same Age	-.21	.11	-.12
Tenure	.07	.05	.10
Task Oriented Leadership	-.11	.10	-.08
Transformational Leadership	.63	.07	.74**
$R^2 = .50$			

Note. n = 150
*$p < .05$; ** $p < .01$

6.2 Hypothesis 2

Hierarchical multiple regression was again used to assess the ability of perceived transformational leadership to predict levels of perceived social work value congruency after controlling for the effects of age, gender, and race similarity, as well as length of tenure, and task-oriented leadership. Again, preliminary analyses using the methods describe above were conducted to ensure no violation of the assumptions of normality, linearity, multicollinearity, and homoscedasticity. The control variables entered in Step 1 explained 11% of the variance in intrinsic work value congruency, and task oriented leadership was significant at $p < .05$. After entry of the transformational leadership variable at Step 2 the total variance explained by the model as a whole was 44.2%, $F(6,143) = 18.89$, $p < .05$. Transformational leadership explained an additional 33% of the variance in social work value congruency, after including the control variables, R squared change = .33, F change $(1,143) = 84.29$, $p < .05$. In the final model, transformational leadership, task oriented leadership, and tenure were statistically significant, with transformational leadership recording a higher beta value (beta = .74, $p < .01$) than the level of task oriented leadership (beta = -.16, $p < .05$), followed by tenure (beta = .16, $p < .05$). Thus, Hypothesis 2 is supported and Table III presents the results of the multiple regression equation.

Table III: *Multiple Regression Analysis Predicting Social Work Value Congruency*

Variable	Unstandardized Coefficients		Standardized Coefficients
	B	SE	Beta
(Constant)	1.24	.39	
Same Race	-.17	.18	-.06
Same Gender	.19	.14	.09
Same Age	.02	.13	.01
Tenure	.13	.05	.16*
Task Oriented Leadership	-.24	.12	-.16*
Transformational Leadership	.69	.08	.74**
R^2 =.44			

Note. n = 150

*$p <$ .05; ** $p <$ .01

6.3 Hypothesis 3

Finally, hierarchical multiple regression was used to assess the ability of perceived transformational leadership to predict levels of perceived altruistic work value congruency after controlling for the effects of age, gender, and race similarity, as well as length of tenure, and task-oriented leadership. As previously discussed preliminary analyses were conducted to ensure no violation of the assumptions of normality, linearity, multicollinearity, and homoscedasticity. The control variables were entered in Step 1 and explained 12% of the variance in altruistic work value congruency. After entry of the transformational leadership variable at Step 2 the total variance explained by the model as a whole was 45.0%, $F(6,143) = 19.52$, $p <$ .05. Transformational leadership explained an additional 33% of the variance in intrinsic work value congruency, after including the control variables, R squared change = .33, F change (1,143) = 84.73, $p <$ .05. In the final model, transformational leadership and tenure were statistically significant, with transformational leadership recording the highest beta value (beta = .74, $p <$ .01), followed by tenure (beta = .14, $p <$ .05). Thus, Hypothesis 3 is supported and Table IV presents the results of the multiple regression equation.

Table IV: *Multiple Regression Analysis Predicting Altruistic Work Value Congruency*

Variable	Unstandardized Coefficients		Standardized Coefficients
	B	SE	Beta
(Constant)	1.77	.37	
Same Race	.19	.17	.07
Same Gender	-.10	.13	-.05
Same Age	.00	.12	-.00
Tenure	.11	.05	.14*
Task Oriented Leadership	-.20	.11	-.14
Transformational Leadership	.66	.07	.74**
R^2 =.45			

Note. n = 150

*$p <$ .05; ** $p <$ .01

7. Discussion

Bass and Avolio (2004) stated that an individual can learn new behaviors, and therefore, leadership styles can be changed. Additionally, research has shown the positive benefits of perceived value congruence in general, and leader-follower perceived work value congruence in particular. This research demonstrates that transformational leadership has an impact on the perception of leader-follower intrinsic, social, and altruistic work value congruence. Because relationship was found, than this is one more reason that organizations should develop training programs for their leaders to learn transformational leadership behaviors in order to harness the resulting benefits of leader-follower work value congruence.

By understanding the particular aspects of transformational leadership, organizations and individual leaders will be able to hone in on the behaviors that have impact on affecting value congruence. This can be particularly important during times of internal reorganizations due to mergers, acquisitions, or natural organizational adaptation. As employees are aligned with new leaders it will be important to know and understand the best way to obtain value congruence.

Further research should be undertaken to determine if the same benefits that researchers have found related to leader-follower value congruency are also obtained with leader-follower work value congruency. This study operates under the assumption that some of the same benefits would be obtained by the organization. Yet research is needed to determine if this is a valid assumption.

It is also interesting that in this sample social work values had the lowest mean (3.25) of the three work values (altruistic = 3.70, intrinsic = 3.43). This may be a result of the age of the sample as 81% of the sample was over the age of 35, and over half of the sample indicate their leader as from the same age group; especially since younger adults (Generation Y) are assumed to place a higher value on social aspects of work (Lyons, 2003). This is an area for wider study as a different and younger sample may yield different results.

Additional areas of research utilizing Lyons (2003) work value measure will be important in follow up research. Specifically, studying the impact that transformational leadership has on organization-follower work value congruence as well as on organization-leader work value congruence would appear to be of value. Similarly, by utilizing the Lyons work value measure and the Carless, Wearing, and Mann (2000) GLT it may be possible to learn the affects that certain transformational leadership behaviors have on work values. Lastly, performing this research across cultures, and among leaders and followers from different cultures, would be beneficial to determine if transformational leaders have the same level of perception of value congruence as those working within one cultural context. Based on the benefits of value congruence found by researchers over the years this information will allow organizations to potentially become more efficient and effective at achieving their mission in the highly competitive and global environment of the early 21st century.

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