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The Relationship Between Leaders' Group-Oriented Values and Follower Identification with and Endorsement of Leaders: The Moderating Role of Leaders' Group Membership

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Abstract In this article, we hypothesize that leaders who display group-oriented values (i.e., values that focus on the welfare of the group rather than on the self-interest of the leader) will be evaluated more positively by their followers than leaders who do not display group-oriented values. Importantly, we expected these effects to be more pronounced for leaders who are ingroup members (i.e., stemming from the same social group as their followers) than for leaders who are outgroup members (i.e., leaders stemming from a different social group than their followers). We tested our hypotheses in two studies. Results of a field study ($N = 95$) showed the expected relationship between leaders' group-oriented values and followers' identification with their leaders. A scenario study ($N = 137$) replicated the results and extended it to followers' endorsement of their leaders. Overall, these findings suggest that displaying group-oriented values pays off more for ingroup than for outgroup leaders.

Keywords Leader group orientedness · Group-oriented values · Leader group membership · Identification with the leader · Endorsement of the leader

The first two authors contributed equally to this research.

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Introduction

Several studies have demonstrated the importance of leader group orientedness for followers' perceptions of and responses to their leaders (e.g., Bass 1985; Bass and Avolio 1993; Conger and Kanungo 1998; Platow and van Knippenberg 2001; Shamir et al. 1993; van Knippenberg and van Knippenberg 2005). Leaders who think and act in a group-oriented manner are trusted that they consider the welfare of the group and not just their own personal interests (van Knippenberg and van Knippenberg 2005). This, in turn, has a positive impact on followers' perception of their leader, the willingness to follow his or her requests, and followers' motivation to act on behalf of the group (Hogg 2001; van Knippenberg and Hogg 2003).

In this study, we aim to integrate this rationale with the literature on group membership. We focus on leaders' underlying value orientation as an indicator for his or her level of group orientedness and expect that leaders who display group-oriented values are judged more positively than leaders who do not display these values. In addition, there is consistent evidence that people perceive ingroup members more positively than outgroup members (e.g., Macy and Skvoretz 1998; Yamagishi and Kiyonari 2000). People expect of ingroup members that they take the group's interests to heart and, therefore, tend to perceive them more positively than outgroup members (van Knippenberg and van Knippenberg 2005). Based on this notion, we hypothesize that ingroup leaders receive more favorable evaluations from their followers than outgroup leaders. Most importantly, we predict that both effects will interact such that the effect of leaders' group-oriented values will be stronger for ingroup leaders than for outgroup leaders. The social identity model of leadership (Hogg 2001; Hogg and van Knippenberg 2003) suggests that followers trust

ingroup leaders to behave in a group-oriented way, whereas they are more doubtful about outgroup leaders' level of group orientedness (Ullrich et al. 2009; van Knippenberg and van Knippenberg 2005). These expectations should have a profound effect on followers' evaluations of their leaders' group-oriented values because there is a strong human tendency to perceive and behave consistent with one's expectations (Nickerson 1998; Snyder and Swann 1978). This suggests that the display of group-oriented values by an ingroup leader should have a stronger effect on followers' evaluations than the display of group-oriented values by an outgroup leader.

We believe that examining these hypotheses can make an important contribution to the understanding of values in the leadership process. Group-oriented values are a central aspect of individuals' value systems and have a profound impact on people's attitudes and behaviors (Schwartz 2005, 2006). With the present research, we strive to unravel one important boundary condition for the effects of leaders' group-oriented values on their followers. In addition, this study may help to solve essential practical problems. Interim managers, project leaders, or leaders in newly merged organization are all examples for outgroup members leading groups. Against this background, it seems important to examine how the group membership of a leader may affect followers and their perceptions of leaders' group orientedness. Also, it seems worthwhile to investigate whether ingroup leaders can rely on their ingroup membership for follower endorsement or whether they too have to communicate their group orientedness. To this end, we conducted two studies, a survey study and a scenario experiment, both of which involved samples of employees from a broad range of organizational contexts.

Leader Group Orientedness and Follower Perceptions and Responses

In the past decades, researchers have demonstrated that the leader's focus on the collective is essential for followers' responses to their leaders. These studies show that leadership evaluations depend on whether the leader involves group members in taking decisions (i.e., is procedurally fair; de Cremer and van Knippenberg 2002; Tyler and Blader 2000, 2003); whether he or she shows identification with the group (i.e., perceives a strong bond to the group and dedication to its goals; Ashforth and Mael 1989; van Dick and Schuh 2010); and whether he or she is willing to engage in self-sacrificing behavior (i.e., to abandon or postpone personal interests or welfare the group; Choi and Mai-Dalton 1999; de Cremer and van Knippenberg 2004; van Knippenberg and van Knippenberg 2005). The common characteristic of these behaviors is that they focus on the welfare of the group rather than on individualistically centered outcomes. Hence, as van Knippenberg and Hogg (2003) pointed out, they demonstrate a leader's level of group orientedness. Prior research has shown that these behaviors relate to favorable leadership perceptions including leader endorsement (i.e., the degree to which a person is regarded as the right person to lead a group) and identification with the leader (i.e., the degree to which followers perceive an overlap between their own and their leader's identity; Kark et al. 2003; Shamir et al. 1998; Ullrich et al. 2009; van Knippenberg and van Knippenberg 2005).

One of the central explanations for these effects is that leaders' group orientedness builds trust among followers (van Knippenberg and van Knippenberg 2005). Group-oriented behavior signals that the leader takes the group's interest to heart. It demonstrates that the leader is willing to neglect personal interests and to incur personal costs to serve the common goal and mission (Shamir et al. 1993). This behavior fosters the conviction among followers that this leader is reliable and likely to act in a group-oriented way in the future (van Lange et al. 1997). Hence, it should result in favorable perceptions of the leader (Hogg 2001; Podsakoff et al. 1990; van Knippenberg and van Knippenberg 2005). As van Knippenberg and Hogg (2003, p. 252) aptly stated: "Leaders who are trusted to have the group's best interest at heart will be liked more and endorsed more strongly than others who are perceived to be less group oriented." In addition, group-oriented behavior also signals the leaders' regard for the group and its members (de Cremer and van Knippenberg 2004). Showing dedication to the collective communicates that the leader sees the collective and its goals as valuable. This demonstration of esteem should have a positive effect on followers' liking for their leader and result in favorable leadership perceptions (Hogg and Abrams 1988; Rodin 1978).

In most studies, leaders' level of group orientedness has been conceptualized as their display of group-oriented attitudes and behaviors (e.g., van Knippenberg and van Knippenberg 2005). However, instead of analyzing a leader's degree of group orientedness as the display of behaviors such as self-sacrifice, we conceptualized it as an underlying value orientation. Values are central elements of people's cognitive networks of attitudes (Rokeach 1973; Rosenberg 1960, 1968). Whereas attitudes and behaviors can easily be influenced and changed, value orientations are more stable and coherent and, therefore, might speak stronger about a leader's true sense of group orientedness (e.g., Maio et al. 1996). As Lord and Brown (2001) pointed out, value orientations have powerful effects on behavior and should thus be used to evaluate and explain behavioral reactions. Moreover, in their connectionist model of leadership, Lord and Brown (2001) propose that group-oriented

values may directly relate to a focus on the collective and group-oriented behaviors.

In summary, research has shown that leader group orientedness and group-oriented behaviors are associated with factors that positively influence followers' perceptions and evaluations of their leaders. However, there are no studies that conceptualize a leader's degree of group orientedness as an underlying value orientation. That is surprising given that values are recognized to be among the most important predictors of attitudes and behavior in all areas of life, including work contexts (Bardi and Schwartz 2003; Graf et al. 2011; Hemingway and Maclagan 2004; Maio and Olson 1995; Meglino and Ravlin 1998). Therefore, we aim to test the hypothesis that leaders who display group-oriented values will receive higher ratings of leader identification and endorsement than leaders who do not display group-oriented values. Furthermore, and as we will line out in the following section, we assume that the influence of a leader's group orientedness depends on his or her group membership, i.e., if he or she is considered to be a member of the ingroup (i.e., internal leader) or a member of the outgroup (i.e., external leader). Previous research suggests that ingroup members are judged more positively than outgroup members (van Knippenberg and Hogg 2003). Therefore, we expect that ingroup leaders will benefit more strongly (i.e., receive more favorable follower evaluations) from displaying group-oriented values than outgroup leaders.

Hypothesis 1a Followers identify with group-oriented leaders more strongly than with non-group-oriented leaders.

Hypothesis 1b Followers endorse group-oriented leaders more strongly than non-group-oriented leaders.

Leader Group Membership and Follower Perceptions and Responses

Leadership evaluations through followers are contingent on a host of personal, situational, and organizational characteristics (see Yukl 2010). When it comes to the influence of a leader's group membership, it is typically assumed that leaders who are members of an ingroup are perceived more favorably than leaders who are members of an outgroup. This assumption is consistent with research on intergroup behaviors that shows, for example, that ingroup members trust members of their group more than outgroup members (e.g., Macy and Skvoretz 1998; Yamagishi and Kiyonari 2000) and expect members of the outgroup to discriminate against ingroup members (e.g., Schopler and Insko 1992; Vanbeselaere 1993; Vivian and Berkowitz 1992). According to Brewer (1979, 1999), the general preference for ingroups over outgroups stems from the notion that people can expect to be treated more favorably by ingroup members than by outgroup members. Moreover, shared experiences and cooperation with outgroups threaten the basis for processes of social identification. According to the social identity approach, ingroups seek not only for differentiation from outgroups but for positive distinctiveness (Tajfel and Turner 1986; Turner 1975), striving for intergroup comparisons that favor their group over other groups. Thus, ingroups value those characteristics with respect to which they see themselves as different from and better than outgroups (see Brewer 1999). As a consequences of these processes, followers are likely to identify with and endorse a leader more if he or she belongs to the ingroup rather than if he or she is an outgroup member.

Hypothesis 2a Followers identify with ingroup leaders more strongly than outgroup leaders.

Hypothesis 2b Followers endorse ingroup leaders more strongly than outgroup leaders.

The Interaction of Leader Group Membership and Group Orientedness on Follower Perceptions and Response

Group membership has a strong impact on human behavior (Tajfel and Turner 1986; Turner 1975). Members of an ingroup are more likely to behave in a group-oriented way than members of an outgroup (van Knippenberg and Hogg 2003). As a result, followers tend to expect that leader group orientedness and leader group membership go together (van Knippenberg and van Knippenberg 2005). They trust an ingroup leader to behave in a group-oriented way while they are more doubtful whether an outgroup leader will take the group's interests to heart.

Prior research has shown that expectations affect the perception and interpretation of other people's behavior (Fiske and Taylor 2007). There is a strong human tendency to confirm one's expectations. According to the confirmation bias, people tend to recognize and recall information in a way that is consistent with their expectations (Snyder and Swann 1978). Moreover, they are likely to neglect information that does not fit their expectations (Nickerson 1998). As followers expect group orientedness of ingroup leaders, it is likely that they will notice and recall the display of group-oriented values of these leaders. In contrast, subordinates are less likely to expect outgroup leaders to take the group's interest to heart. As a result, the display of group-oriented values of an ingroup leader should have a positive effect on followers' leadership perceptions while outgroup leaders' group orientedness is more likely to go unnoticed and should thus have a weaker effect on followers' evaluations.

This reasoning coincides with predictions of the outgroup homogeneity model (Park and Rothbart 1982; Quattrone and Jones 1980). This model suggests that individuals perceive outgroup members more homogenously than ingroup members (Simon 1992). Consequently, individuals' perceptions of outgroup leaders' behavior should be more uniform than their perceptions of ingroup leaders. Group-oriented values of an outgroup leader should, therefore, have a weaker effect on leadership perceptions than group-oriented values of an ingroup leader. Based on this reasoning, we expect that leader group-oriented values and leader group membership interact such that group-oriented ingroup leaders will be more positively perceived than group-oriented outgroup leaders. Accordingly, we put forward the following hypotheses:

Hypothesis 3a The effect of leader group orientedness on leader identification is stronger for ingroup leaders than for outgroup leaders.

Hypothesis 3b The effect of leader group orientedness on leader endorsement is stronger for ingroup leaders than for outgroup leaders.

Study 1

Method

Participants and Design

Respondents were 95 German employees (60% male; mean age = 40.35 years, SD = 9.75). Questionnaires were handed out to 400 potential respondents (response rate = 23.8%), together with an addressed and prestamped envelope. All respondents were employed (average tenure $M = 15.57$ years, SD = 10.60) and reported directly to a leader.

Measures

Participants were asked to complete a questionnaire, which was introduced as part of a larger study on the influences of values on leaders' and followers' perceptions and behaviors. They were asked to think of their leader and that they were to answer the following questions accordingly.

Leaders' level of group-oriented values was measured with the Portrait Values Questionnaire (PVQ; Schwartz 2005, 2006; Schwartz et al. 2001). The PVQ is based on Schwartz's (1992, 1994) influential circumplex model, which distinguishes two fundamental motivational dimensions of the human value systems: openness to change versus conservation referring to independence in thought and action and readiness for new experience versus self-restriction and resistance to change and self-enhancement versus self-transcendence which refers to pursuit of self-interests versus concern for the welfare and interests of others (Roccas and Brewer 2002; Schwartz 2009). As Rohan (2000) stated, this second dimension "relates to the conflict between concern for the consequences of own and others' actions for the self and concern for the consequences of own and others' actions in the social context" (p. 260). Individuals who score high on these values demonstrate concern and care for those with whom they have frequent contact and displaying acceptance, tolerance, and concern for others (Schwartz 2009; Schwartz and Bardi 2001). Individuals who score high in these values tend to readily identify with social groups (Roccas 2003). In addition, these individuals seek justice and equality and want to be helpful and loyal against others (Roccas 2003). Hence, they strive to behave in a group-oriented (as opposed to a self-focused) way.

The PVQ measures self-transcendence values with five items. For each item, participants were asked to what extent the person described in each portrait resembled their leader. In line with Schwartz (1992, 1994) recommendation, we created the standard index for self-transcendence by averaging participants' scores on these five items. Sample items are: "It is important to this person to be loyal to people. He or she wants to devote him- or herself to people around him or her" and "It is important to this person to listen to people who are different from him or her. Even when he or she disagrees with them, he or she still wants to understand them." All items were rated on a six-point response scale with the endpoints 1 = "strongly disagree" to 6 = "strongly agree." Cronbach's α revealed a good internal consistency of the scale ($\alpha = 0.88$, $M = 3.57$, SD = 1.21).

The leader's degree of group membership was measured by using two items: "My leader is more a member of our workgroup rather than a member of the management team" and "My leader is a member of the team." Again, answers were given on a six-point response scale with endpoints "fully disagree" and "fully agree," respectively. Cronbach's α revealed good internal consistency ($\alpha = 0.86$, $M = 3.15$, SD = 1.48).

Identification with the leader was assessed with Ullrich et al.'s (2010) three item short-form of Mael and Ashforth's (1992) identification measure. This scale had been developed based on a survey of 3,215 participants and provides a reliable and economical measure of identification (Ullrich et al. 2010; van Dick et al. 2011). Sample items are "When I talk about my leader, I usually say 'we' rather than 'he or she'" and "My leader's successes are my successes." Participants responded on a six-point answering scale with endpoints "fully disagree" and "fully agree," respectively. Cronbach's α revealed good internal consistency ($\alpha = 0.78$, $M = 2.49$, SD = 1.14).

Results

Means, standard deviations, and intercorrelations for the study variables are displayed in Table 1. To test our hypotheses, we conducted hierarchical regression analyses. Leader group orientedness and leader group membership were each centered (Aiken and West 1991), and the interaction term as well as the main effects were based on these centered scores. In Step 1, we entered leader group orientedness and leader group membership into the model. In Step 2, the interaction term was added.

Table 2 shows the regression results. The main effects of leader group orientedness ($\beta = 0.51$, $p < 0.001$) and leader group membership ($\beta = 0.33$, $p < 0.01$) were significant and supported Hypotheses 1a and 2a. The interaction, which was the main focus of the study, was also significant ($\beta = 0.18$, $p < 0.05$) and thus supported Hypothesis 3a. As expected, both leader group orientedness and leader group membership were positively related to identification with the leader (see Fig. 1). To further analyze the interaction, we conducted simple slopes analyses (Aiken and West 1991). In line with our hypothesis, the relationship between leader group orientedness and identification with the leader was stronger for ingroup leaders ($\beta = 0.60$, $p < 0.01$) than for the outgroup leaders ($\beta = 0.29$, $p < 0.05$). Taken together, these results suggest that the effect of leader group-oriented values were contingent on the leader's group membership and that the positive effect was increased when the leader was perceived as an ingroup member.

Table 1 Means, standard deviations, and intercorrelations for variables of Study 1 ($N = 95$)

	M	SD	1	2	3
1. Leader group orientedness	3.57	1.21	(0.88)	–	–
2. Leader group membership	3.15	1.48	0.55**	(0.86)	–
3. Identification with leader	2.47	1.14	0.59**	0.55**	(0.78)

Cronbach's αs are in parentheses

** $p < 0.01$

Table 2 Results of hierarchical regression analysis of identification with leader on leader group orientedness and leader group membership, Study 1 ($N = 95$)

	β	R^2	ΔR^2
Step 1		0.42***	0.42***
Leader group orientedness (LGO)	0.47***		
Leader group membership (LGM)	0.37**		
Step 2		0.44***	0.02*
Leader group orientedness (LGO)	0.51***		
Leader group membership (LGM)	0.33**		
LGO × LGM	0.18*		

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

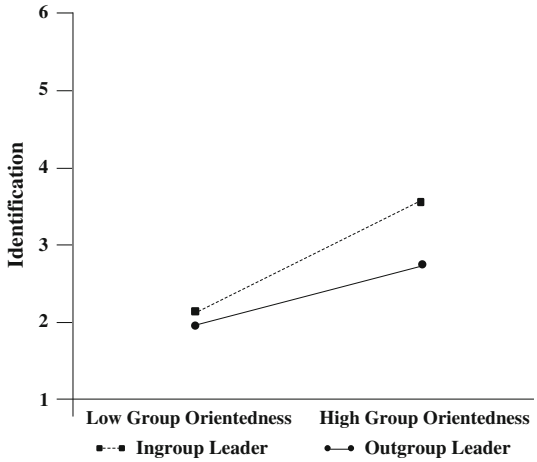


Fig. 1 The relationship between leader group orientedness and identification with leader as a function of leader group membership

Discussion

The results of provide initial support for the proposed relationships: identification with the leader was strongest when the leader was evaluated as group oriented *and* perceived as a member of the ingroup. However, Study 1 is a survey study that is correlational in nature, relied on mere perceptions and ratings of leader behavior, and assessed all variables in a single questionnaire. It might thus be, that causality actually follows a reversed pattern and that employees who more strongly identify with their leaders, perceive his or her group-oriented values different from those who are less identified. Therefore, Study 2 aimed to replicate the findings by manipulating both leader group orientedness and leader group membership in a scenario setting with random assignment of participants to the conditions. The advantage of a scenario setting is that it yields results with high internal validity and produces responses similar to real world settings (van Knippenberg and van Knippenberg 2005). Moreover, to extend the findings of Study 1, leader endorsement was added as another dependent measure.

Study 2

Method

Participants and Design

A total of one 137 German employees (67% female; average age $M = 33.30$ years, SD = 7.19) voluntarily

participated in the online scenario study and were entered into a 100 EUR gift certificate lottery. The design was a 2 (leader group membership: ingroup vs. outgroup) × 2 (leader group orientedness: high vs. low) mixed-factorial design. All participants completed the scenarios for the leader group membership ingroup and outgroup conditions. Thus, the effect of leader group membership was analyzed as a within-subjects factor.

Procedure

For this study, participants' point of reference was solely formed by the experimentally controlled information they received about the group, its members and the leader. Thus, we ensured that they were not influenced by different lengths of the instruction or different connotations of the categorization criterion. Participants were told that the study would examine the influences of personal values. They were randomly assigned to one of the conditions and were asked to imagine that they were member of a team, then a team leader was be portrayed, and they were to answer the following questions accordingly.

In the *ingroup leader* condition, participants were told that their team was led by an internal leader. In the *outgroup leader* condition, participants were informed that their team was led by an external leader.

In order to achieve a strong and concise manipulation for leaders' level of group orientedness, we adopted two items of the PVQ to manipulate leaders' group orientedness. This decision was based on two studies, which we had conducted prior to the present research. In these studies ($N_1 = 136$ and $N_2 = 131$) we had asked participants to imagine an ideal leader. Then they filled in the PVQ. The two items in this study were the items that in each of the two studies had consistently been regarded as the most important self-transcendence values. These items are: "It is important to this person to be loyal to people. He or she wants to devote himself to people around him" and "It is important to this person to listen to people who are different from him or her. Even when he or she disagrees with them, he or she still wants to understand them." In the *high leader group-oriented values* condition, the leaders were described as follows: "It is important to the internal/external leader to be loyal to his or her followers. He or she wants to devote him- or herself to them. In addition, it is important to the leader to listen to his or her followers' opinions. Even when he or she disagrees with them, he or she still wants to understand them." In the *low leader group-oriented values* condition, the leaders were described as follows: "It is *not* important to the internal/external leader to be loyal to his or her followers. He or she *does not* want to devote him- or herself to them. In addition, it is *not* important to the leader to listen to his or her followers' opinions. Even when he or she disagrees with them, he or she still *does not* want to understand them."[1]

Manipulation Checks

The leader group membership manipulation was checked with the item: "My leader is a member of the team." The leader group orientedness value manipulation was checked with item: "My leader identifies with the team."

Dependent Variables

Participants' identification with the leader was assessed as described in Study 1. Cronbach's αs revealed acceptable internal consistencies (ingroup: $\alpha = 0.82$, $M = 2.58$, $SD = 0.99$; outgroup: $\alpha = 0.69$, $M = 1.56$, $SD = 0.67$). Leader endorsement was measured with three items from Ullrich et al. (2009): "He/she should definitely be my leader again," "He/she is the right person to be my leader," and "I would definitely vote for him/her if a vote for leader was pending." Participants responded on five-point answering scales with endpoints "fully disagree" and "fully agree," respectively. Cronbach's αs revealed good internal consistencies (ingroup: $\alpha = 0.96$, $M = 2.85$, $SD = 1.29$; outgroup: $\alpha = 0.93$, $M = 1.81$, $SD = 0.89$).

Results

Descriptive Statistics and Intercorrelations for the Dependent Variables

Table 3 shows the descriptive statistics and intercorrelations for the dependent variables of Study 2. The correlations between the dependent variables show that ingroup and outgroup identification and endorsement correlated between $r = 0.23$, $p < 0.01$, and $r = 0.55$, $p < 0.01$. These correlations indicate that the variables under inquiry can be perceived as related but not identical. In addition, we conducted a confirmatory factor analysis, which

[1] To ensure consistency between the two studies of the present research, we recalculated our analysis in Study 1. To this end, we used a measure of leader group oriented values based exclusively on the two items used in Study 2. We found the same pattern of results as reported above. More specifically, we found that leader group orientedness ($\beta = .39$, $p < .01$) and leader group membership ($\beta = .33$, $p < .01$) predicted identification with the leader, supporting Hypotheses 1a and 1b. Additionally, we found a significant effect of the expected interaction between leader group orientedness and leader group membership ($\beta = .19$, $p < .05$), which provided support for Hypothesis 3a. Simple slopes analysis showed that the relationship between leader group orientedness and identification with the leader was stronger for ingroup leaders ($\beta = .61$, $p < .01$) than for outgroup leaders ($\beta = .24$, $p < .05$). Taken together, this pattern of results is fully consistent with the results reported above and speaks for the robustness of the hypothesized effect.

Table 3 Descriptive statistics and intercorrelations for dependent variables of Study 2 ($N = 137$)

	M	SD	1	2	3	4
1. *Ingroup*: identification with leader	2.58	0.99	(0.82)	–	–	–
2. *Outgroup*: identification with leader	1.56	0.67	0.33**	(0.69)	–	–
3. *Ingroup*: endorsement of leader	2.85	1.29	0.55**	0.23**	(0.96)	–
4. *Outgroup*: endorsement of leader	1.81	0.89	0.16	0.41**	0.45**	(0.93)

Cronbach's αs in parentheses

** $p < 0.01$

confirmed that a two-factor solution ingroup identification and endorsement showed an adequate fit with the data (χ^2 (8) = 18.20; CFI = 0.99; NNFI = 0.97; RMSEA = 0.10; SRMR = 0.07) and a significantly better fit than a one-factor solution (χ^2 (9) = 133.02; CFI = 0.82; NNFI = 0.71; RMSEA = 0.32; SRMR = 0.15; $\Delta\chi^2$ (1) = 114.82, $p < 0.001$). Likewise, a two-factor solution outgroup identification and endorsement showed an acceptable fit with the data (χ^2 (8) = 14.79; CFI = 0.98; NNFI = 0.97; RMSEA = 0.08; SRMR = 0.07) and fitted the data better than a one-factor solution (χ^2 (9) = 78.84; CFI = 0.84, NNFI = 0.73; RMSEA = 0.24; SRMR = 0.12; $\Delta\chi^2$ (1) = 64.05, $p <$ 0.001). These analyses support the proposed two-factor solution for identification and endorsement.

Manipulation Check

The manipulation check for group membership showed that the leader in the ingroup condition was perceived to be more strongly a member of the team ($M = 4.20$) than the leader in the outgroup condition ($M = 1.97$, $F(1, 136) = 458.91$, $p < 0.01$, $\eta^2 = 0.77$), This indicates that the manipulation of leader group membership was successful. The manipulation check for leaders' group orientedness revealed that the leader in the high group orientedness condition was perceived to be more group oriented ($M = 4.66$) than the leader in the low group orientedness condition ($M = 1.31$, $F(1, 136) = 3.80$, $p < 0.05$, $\eta^2 = 0.03$). This indicates that the manipulation of leader group orientedness was also successful.

Identification with Leader

To test our hypotheses, we conducted a 2 × 2 ANOVA. Results revealed a significant main effect of group-oriented values (i.e., the between factor), $F(1, 135) = 38.73$, $p < 0.01$, $\eta^2 = 0.22$, showing that participants identified stronger with the group-oriented leader ($M = 3.03$ vs. 2.08, SD = 0.89 vs. 0.85) than with the self-oriented leader ($M = 1.72$ vs. 1.38, SD = 0.77 vs. 0.49). Hypothesis 1a is thus supported. Moreover, a significant main effect of leader group membership (i.e., the within factor) was found, $F(1, 135) = 150.86$, $p < 0.01$, $\eta^2 = 0.53$, showing that participants identified stronger with the ingroup leader than with the outgroup leader ($M = 2.58$ vs. 1.56, SD = 0.99 vs. 0.67). Thus, Hypothesis 2a is also supported. Finally, the interaction effect between leader group-oriented values and leader group membership also showed, $F(1, 135) = 14.36$, $p < 0.01$, $\eta^2 = 0.10$ (see Fig. 2): in the ingroup leader conditions, the difference between the high group-oriented values leader ($M = 3.03$, SD = 0.89) and the low group-oriented values leader ($M = 2.08$, SD = 0.85) was significantly more pronounced, $F(1, 135) = 40.66$, $p < 0.01$, than in the outgroup leader conditions ($M = 1.72$, SD = 0.77 and $M = 1.38$, SD = 0.49), $F(1, 135) = 8.99$, $p < 0.01$. Thus, Hypothesis 3a is also supported.

Endorsement of the Leader

A 2 × 2 ANOVA on the endorsement score revealed a significant main effect of leader group-oriented values, $F(1, 135) = 183.07$, $p < 0.01$, $\eta^2 = 0.58$, showing that participants endorsed the group-oriented leader more ($M = 3.75$ vs. 1.85, SD = 0.94 vs. 0.78) than the self-oriented leader ($M = 2.25$ vs. 1.33, SD = 0.88 vs. 0.60). Hypothesis 1b is thus supported. Moreover, a significant main effect of leader group membership was found, $F(1, 135) = 118.52$, $p < 0.01$, $\eta^2 = 0.47$, showing that participants endorsed the ingroup leader more than the outgroup leader ($M = 2.85$ vs. 1.81, SD = 1.29 vs. 0.89). Thus, Hypothesis 2b is also supported. Finally, the interaction

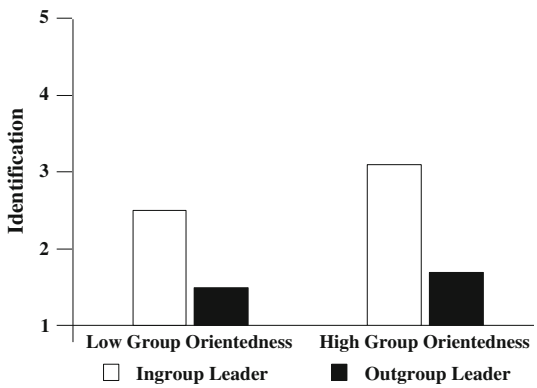


Fig. 2 The relationship between leader group orientedness and identification with leader as a function of leader group membership

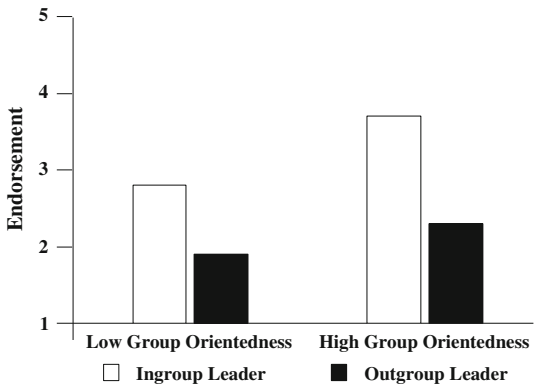


Fig. 3 The relationship between leader group orientedness and endorsement of leader as a function of leader group membership

effect between leader group-oriented values and leader group membership showed, $F(1, 135) = 28.07$, $p < 0.01$, $\eta^2 = 0.17$ (see Fig. 3): in the ingroup leader conditions, the difference between the high group-oriented values leader ($M = 3.75$, SD = 0.94) and the low group-oriented values leader ($M = 1.85$, SD = 0.78) was significantly more pronounced, $F(1, 135) = 165.02$, $p < 0.01$, than in the outgroup leader conditions ($M = 2.25$, SD = 0.88 and $M = 1.33$, SD = 0.60), $F(1, 135) = 49.92$, $p < 0.01$. Thus, Hypothesis 3b is also supported.

General Discussion

Study 2 replicated our first study and extended its findings to followers' endorsement of their leader. In addition, an important aspect of Study 2 is that it allowed us to establish causality in the proposed effects. Taken together, both studies supported the prediction that group-oriented values influence followers' perceptions of their leaders. The leader's display of group-oriented values resulted in positive perceptions of and responses to him or her. While these effects may be seen as similar to findings in previous studies (see Choi and Mai-Dalton 1999; de Cremer 2002; de Cremer and van Knippenberg 2004; van Knippenberg and van Knippenberg 2005; Yorges et al. 1999), the present studies extend prior research by providing first evidence for a leader's underlying value orientation as an indicator for group orientedness.

Moreover, both studies supported the hypothesis that leader group membership affects identification with and endorsement of a leader. Ingroup leaders were perceived and evaluated more positively than outgroup leaders. These effects are in line with predictions from the social identity analysis of leadership. Previous research has shown that outgroup leaders are generally perceived and evaluated more negatively than ingroup leaders (Duck and Fielding 1999, 2003; Jetten et al. 2002). In addition, our results indicate that outgroup leaders who behave group oriented are still less likely to be identified with and endorsed than ingroup leaders who do not behave group oriented.

The central finding of the present studies concerns the interaction of leader group orientedness and leader group membership. Consistently across the two studies, both factors interacted in predicting leadership evaluations. The results show that ingroup leaders benefitted more strongly from displaying group-oriented values than outgroup leaders. Hence, leaders' group membership seems to be an important boundary condition for the positive effects of leaders' group orientedness. This finding nicely complements prior work on leader group orientedness that focused on the moderating role of a leader's prototypicality (e.g., Ullrich et al. 2009; van Knippenberg and van Knippenberg 2005). These studies found that highly prototypical leaders (i.e., leaders who are similar to the other team members; van Knippenberg and Hogg 2003) benefit less from being group oriented than less prototypical leaders. At first glance, these findings may seem to stand in contradiction to the results of this study. However, there are marked differences between these studies and the present research. Most importantly, both types of prototypical leaders (i.e., highly and lowly ones) were generally operationalized as *ingroup leaders*, whereas this study examined the difference between *ingroup and outgroup* leaders. For an ingroup leader the doubt in his or her group orientedness (based on his or her level of prototypicality) may be relatively low—he or she is still a member of the ingroup. However, strong distrust in a leader (i.e., in an outgroup leader) may not be compensated by the display of group-oriented actions. These leaders may have to become a formal member of the team to receive followers' trust and to benefit from the display of group-oriented actions (e.g., by giving up the status of an interim manager and becoming part of the organization).

Practical Implications

The findings of the present studies also have important practical implications. A better understanding of the function of a leader's group orientedness in interaction with his or her group membership may enable organizations to put the right leaders in the right place. Our results suggest that outgroup leaders do not benefit as much as ingroup leaders when being perceived and evaluated as group oriented. However, organizations typically operate in complex contexts where group boundaries might be less clear, such as in cases where teams are lead by interim managers or in situations of organizational mergers, where leaders of the separated premerger organizations become leaders of the merged organization. In addition, leaders do

not often emerge on the basis of their group orientedness or group membership but are selected by the management board. However, groups may not identify and endorse with the selected leaders. Our results clearly suggest that it may be useful to select those leaders who are already part of the group and behave group oriented. We acknowledge the fact that it might not always be possible to appoint leaders based on our findings. Nevertheless, organizations should recognize that internal and group-oriented leaders are perceived and evaluated more positively and thus considered to be more effective.

Limitations and Directions for Future Research

The present studies are not without limitations. A first concern may relate to the potential influence of common method variance. In Study 1, we used a single source design and relied on participants' perceptions and reactions. Thus, the main effects of leader group orientedness and leader group membership may be overestimated. However, it is important to note that common method bias cannot account for the obtained interactions. The influence of common method variance rather leads to an underestimation of the effect sizes of the interaction and decrease its statistical power, because the main effects would be inflated (see Evans 1985; McClelland and Judd 1993; Morris et al. 1986; Zedeck 1971). In addition, we obtained experimental evidence for the proposed main effects and interactions in Study 2, which also argues against common method bias as explanation for our findings.

A second limitation of our studies is that we exclusively measured followers' responses to their leader. Even though leader endorsement and identification with the leader are key concepts in leadership research as they are strongly associated with employee's motivation to follow their leaders (e.g., to behave as group oriented as he or she did), they capture follower perceptions rather than actual follower behavior (e.g., group-oriented behavior like civic virtue; Podsakoff et al. 1997). Therefore, we want to encourage future research to try to replicate the present findings using direct or other-rated indicators on follower behavior.

Another promising avenue for future research may be to examine the integrative effects of leaders' group membership and leaders' group prototypicality. For instance, outgroup leaders (analogous to ingroup leaders) should differ with respect to their prototypicality. Some outgroup leaders may be more prototypical for *their* group than others. This may affect followers' reaction to these leaders as they might be seen as even more alien to their follower's group. Consequently, this may also influence followers' reactions to their display of group-oriented values.

Conclusion

Group-oriented values are a central aspect of human value systems and strongly affect people's perceptions and behaviors. This study provides evidence for their impact in a leadership context. We believe that both, the investigation of leaders' group-oriented values and the differentiation between ingroup and outgroup leaders can be fruitful directions for future research. They may not only enhance our understanding of leadership influence, but also contribute to our understanding as to when and how values matter in the process.

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