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# Bet on Both Sides of the Coin to Improve the Organizational Climate

The impact of congruent task and role clarity between leaders and staff

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29 June 2009  
Napa, CA, USA

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# Overview

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- A joint project between Stockholm-Arlanda Operations (Swedish LFV Group of Airports and ANS) and Lund University

## Background and study locations:

- Four organizations at the airport are going through organizational changes
  - Ground handling company – major change
  - Air Traffic Service division – strip-less system
  - Ground control division – structural change
  - Airline company, op division – major change

## Aim of research project:

- Study leadership, medarbetarskap/employeeship, and the congruent behavior of leaders and subordinates in order to monitor these and their impact on organizational climate during the change process



# Set-up

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## Research design:

- Questionnaires
- Longitudinal study – three measurement rounds
- Feedback meetings – continuous dialogue with management and staff representatives

## Instruments:

- **GEFA / CCQ:** Organizational climate (Ekvall)  
Items: 50 Dimensions: 10
- **LEAD:** Leadership Effectiveness and Adaptability Description (Hersey & Blanchard)
- **YE:** Your Employeeship (Jönsson)
- ***Congruent behavior:*** an extracted factor from the LEAD and YE questionnaires



# Focus of this presentation

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## Employeeeeship:

- Maturity level of work-oriented relationships by means of:
  - Social ability – psychological maturity to handle social interactions
  - Ableness – required knowledge and skills to handle given assignments

## Employeeeeship-Leadership-Maturity-Relationship Model

## Presenting results:

- Baseline measurement preceding change:
  - Leadership style adaptability
  - Employeeeeship interaction style adaptability
  - Congruent behavior
    - Leadership style
    - Employeeeeship interaction style
  - Organizational climate

May - June 2008

**Study 1**

August 2008

March 2009

**Study 2**

Change period

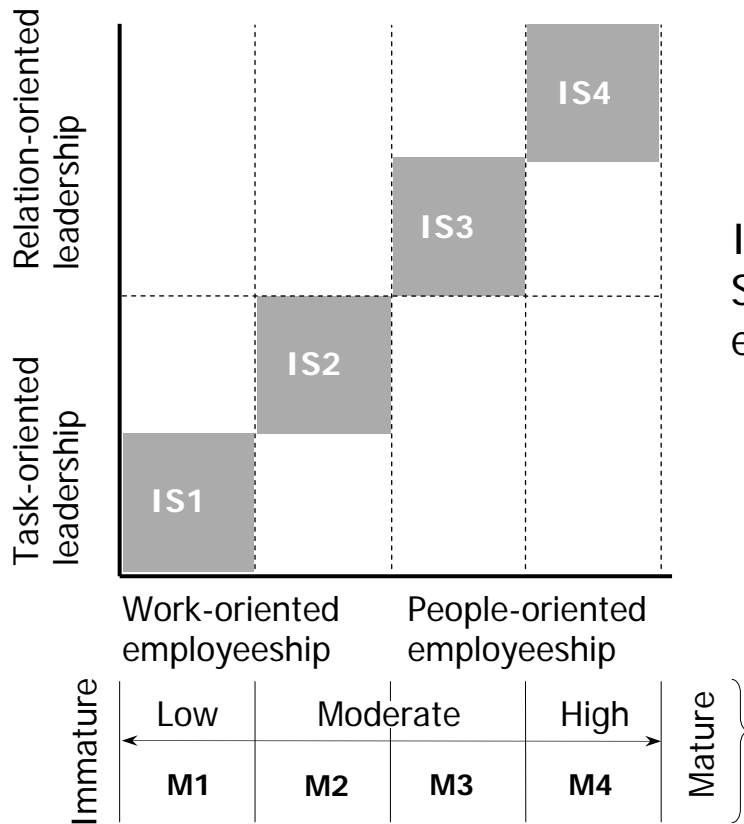
May 2009

October 2009

**Study 3**



# The ELMR Model

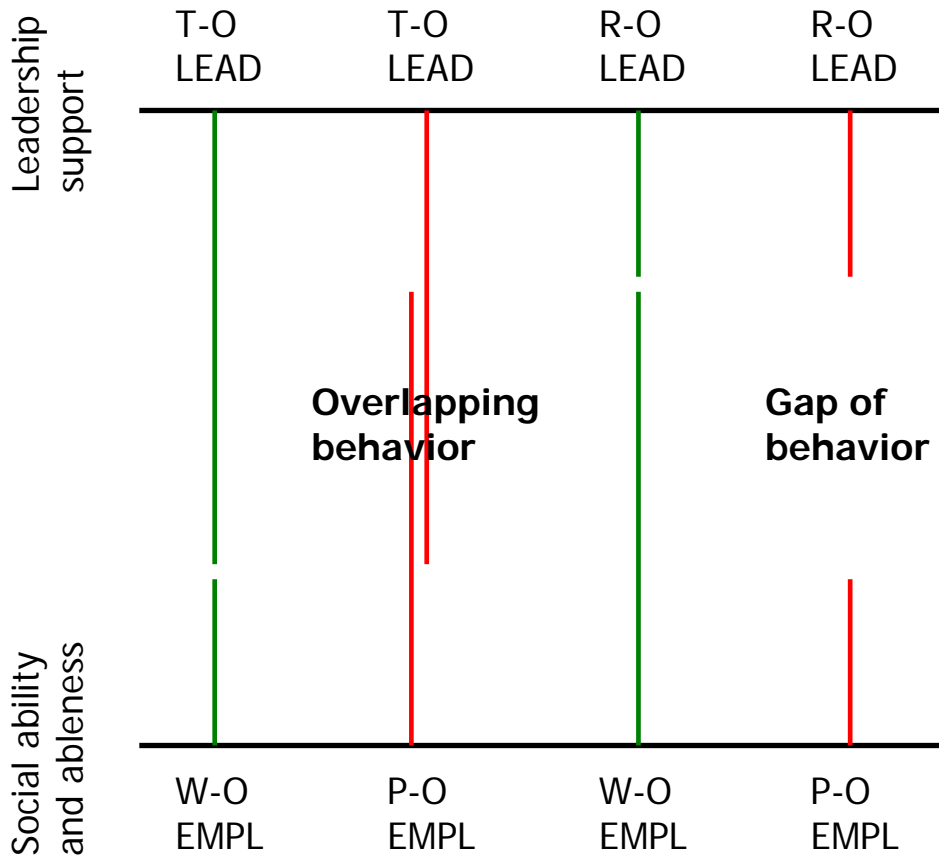


INTERACTION STYLE of employeeship

MATURITY of the relationship between co-workers (social ability and ableness)



# Discrepant vs. Congruent Behavior



# Regression Results

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- The relationships between leadership style adaptability, employeeship interaction style adaptability, and congruent behavior on the one hand, and organizational climate on the other (answering hypotheses 1-3)
- By knowing which sub dimensions of the organizational climate that are affected, there is an added value to the practical use of the instruments
  - 1 Challenge and Motivation
  - 3 Support for ideas
  - 4 Trust and Openness
  - 7 Debate and Diversity
  - 8 Absence of conflicts
  - 10 Idea time

## Reasoning:

- An employee has the time to work out ideas (10), and discuss them with fellow workers and supervisors in open and diverse debates (7) without creating or facing conflicts (8), there is a feeling of mutual trust (4), where the employee receives support (3) which provides all employees with further challenge and motivation (1)



# Regression Results

## IV: Leadership Style Adaptability

### Dependent Variables:

#### Organizational climate total

- $F(1, 117) = 37.07; p < .001$
- Model summary:  $R^2 = .24$
- Variable value:  $\beta = .49; p < .001$ 
  - 1 Challenge and Motivation:  $\beta = .46; p < .001$
  - 3 Support for ideas:  $\beta = .51; p < .001$
  - 4 Trust and Openness:  $\beta = .42; p < .001$
  - 7 Debate and Diversity:  $\beta = .34; p < .001$
  - 8 Absence of conflicts:  $\beta = .33; p < .001$
  - 10 Idea time:  $\beta = .36; p < .001$





# Regression Results

## IV: Employee Interaction Style Adaptability

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### Dependent Variables:

#### Organizational climate total

- $F(1, 122) = 11.62; p < .001$
- Model summary:  $R^2 = .09$
- Variable value:  $\beta = .29; p < .001$ 
  - 1 Challenge and Motivation:  $\beta = .37; p < .001$
  - 3 Support for ideas:  $\beta = .32; p < .001$
  - 4 Trust and Openness:  $\beta = .21; p < .05$
  - 7 Debate and Diversity:  $\beta = .29; p < .01$
  - 8 Absence of conflicts:  $\beta = .22; p < .05$
  - 10 Idea time:  $\beta = .27; p < .01$



# Regression Results

## IV: Congruent Behavior

### Dependent Variables:

#### Organizational climate total

- $F(1, 104) = 31.36; p < .001$
- Model summary:  $R^2 = .23$
- Variable value:  $\beta = .48; p < .001$ 
  - 1 Challenge and Motivation:  $\beta = .51; p < .001$
  - 3 Support for ideas:  $\beta = .52; p < .001$
  - 4 Trust and Openness:  $\beta = .35; p < .001$
  - 7 Debate and Diversity:  $\beta = .27; p < .01$
  - 8 Absence of conflicts:  $\beta = .33; p < .001$
  - 10 Idea time:  $\beta = .46; p < .001$



# Results – compare means

- The respondents are divided into two independent samples based on their answers of the organizational climate questionnaire (hypothesis 4)
  - 1) above mean (AM)
  - 2) mean and below (BM)
- In this grouping the mean values of leadership, employeeship, and congruent behavior are compared between the samples using t-test

Variable	Mean		SD		df	t-value
	<i>AM</i>	<i>BM</i>	<i>AM</i>	<i>BM</i>		
Leadership	40.67	35.08	6.53	6.84	120	4.62; $p < .001$
Employeeship	40.55	37.52	6.12	6.73	125	2.66; $p < .01$
Congruent	60.64	53.29	6.82	9.34	107	4.75; $p < .001$



# Results – Hierarchical Regression

- Employeeship does not have augmented value to leadership in predicting organizational climate
- Congruent behavior has augmented value to leadership in predicting organizational climate, and has a mediating effect

Model	Predictors	Standardized betas			
		<i>Step 1</i>	<i>Step 2</i>	<i>R</i> <sup>2</sup>	$\Delta R^2$
1	Leadership	0.41**	0.35**	0.16**	0.16**
2	Employeeship		0.15	0.18**	0.02
1	Leadership	0.40**	0.19	0.16**	0.16**
2	Congruent behavior <sup>a</sup>		0.35*	0.23**	0.07*

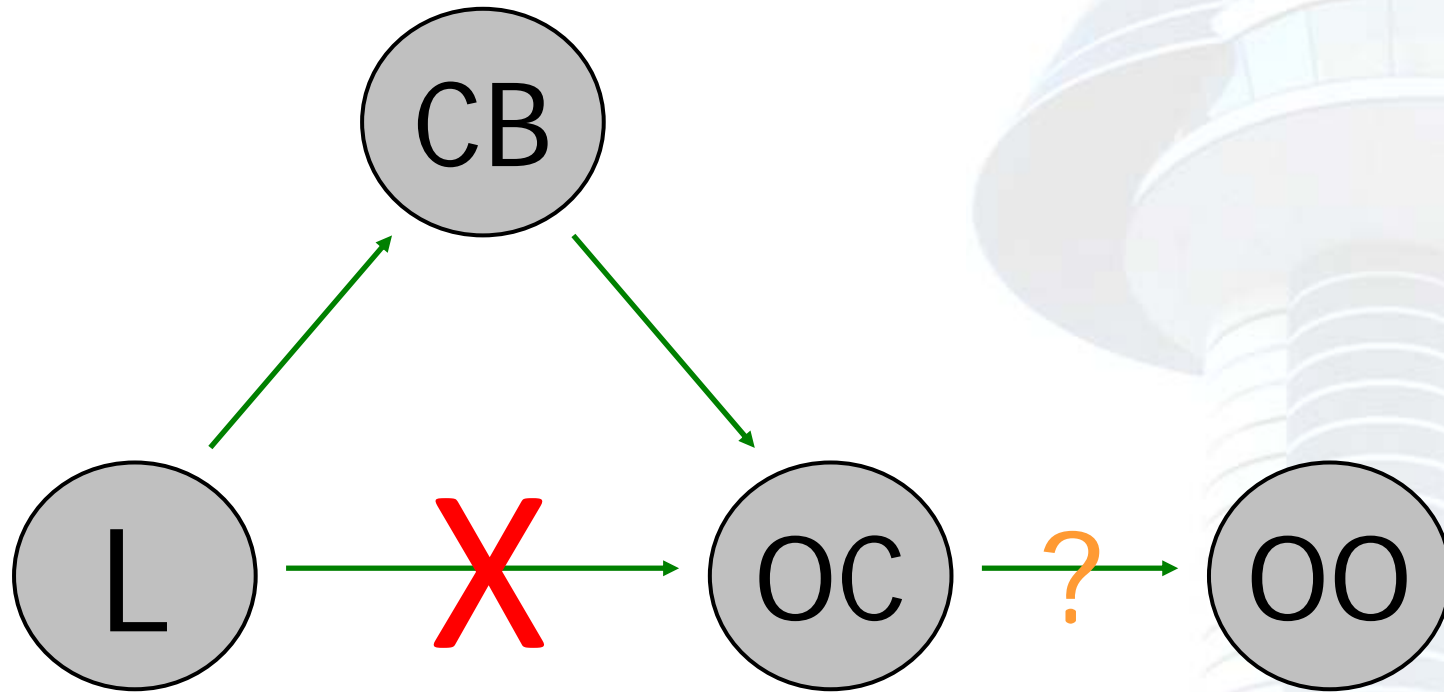
<sup>a</sup>. When inserting congruence at the first step, the standardized beta was 0.46 indicating that congruence is a stronger predictor than the leadership variable.

\* $p < 0.01$ . \*\* $p < 0.001$ .



# Mediating Effect

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# Summary

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## Conclusions

- Leadership, employeeship, and congruent behavior all have positive effect on organizational climate
- The relationships to the most interesting sub dimensions show that the results of LEAD and YE are consistent with the theories of the ELMR model
- Leadership has no statistically significant effect on organizational climate when controlling for congruent behavior – mediating effect
- Collaborative training sessions might be more powerful than traditional leadership training

## Regarding SESAR

- Performance enabler – operational performance – societal outcome
  - A performance enabler is not there for its own purpose
- Collaborative settings and training to gain task and role clarity is based on the participative process
- Quite extensive body of research indicates that the participative process and the results presented here should have positive effect on SESAR goals



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Thank you for listening

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