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THE COMBINED EFFECT OF LEADER-MEMBER EXCHANGE AND LEADER OPTIMISM ON FOLLOWER JOB OUTCOMES

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ABSTRACT

Leader-member exchange theory is one of the most widely researched leadership theories, and a substantial number of former studies have investigated the effect of leader-member exchange on different follower job outcomes. However, there is a lack of research in the literature on the combined effect of leader-member exchange and leader emotional expressivity on follower job outcomes. The aim of this study is to contribute to the leadership and emotions literature by investigating the combined effect of leader-member exchange and the leader emotional expressivity of optimism on follower job outcomes of affective organizational commitment, trust in leader, and job satisfaction. In order to test the hypotheses of the study, an experiment was undertaken in which four imaginary leader types were described. After reading the leader descriptions, respondents were given a survey about their self-foreseen affective organizational commitment, trust in leader, and job satisfaction, with the assumption that they were actually working with the imaginary leader. The findings of the study suggest that both high LMX and low LMX leaders who displayed optimism aroused higher levels of the three follower job outcomes than their counterparts who did not display optimism.

Keywords: Leader-Member Exchange, Leader Optimism, Affective Organizational Commitment, Trust In Leader, Job Satisfaction

JEL Codes: L20, M10

LİDER-ÜYE ETKİLEŞİMİ VE LİDER İYİMSERLİĞİNİN TAKİPÇİ İŞ SONUÇLARI ÜZERİNE BİRLEŞİK ETKİSİ

ÖZ

Lider-üye etkileşimi kuramı, üzerinde en fazla sayıda araştırma yapılmış olan liderlik teorilerlerinden biridir ve çok sayıda araştırma, lider-üye etkileşiminin farklı takipçi iş sonuçları üzerine olan etkisini incelemiştir. Ancak literatürde, lider-üye etkileşimi ve lider duygu dışavurumunun takipçi iş sonuçları üzerine olan birleşik etkisini inceleyen araştırmalar açısından bir boşluk bulunmaktadır. Bu çalışmanın amacı, lider-üye etkileşimi ile lider iyimserlik duygu dışavurumunun, takipçi iş sonuçlarından örgütsel duygusal bağlılık, lidere güven ve iş memnuniyeti üzerine olan birleşik etkisini araştırarak, liderlik ve duygular literatürlerine katkıda bulunmaktadır. Bu çalışma, deney ve peşinden gelen anket formatında düzenlenmiştir. Deney formatında, dört farklı kurgusal lider tipi oluşturulmuştur ve daha sonraki gelen ankette, katılımcılardan, tarif edilen liderlerle çalıştıklarını varsayarak bu liderler hakkındaki soruları cevaplamaları istenmiştir. Bu çalışmanın sonuçlarına göre hem yüksek derecede hem de düşük derecede lider-üye etkileşimi davranışı sergileyen liderler, iyimserlik sergiledikleri sürece, iyimserlik sergilemeyen liderlere göre takipçi iş sonuçlarından daha yüksek örgütsel duygusal bağlılığa, daha yüksek lidere güvene ve daha yüksek takipçi iş memnuniyetine yol açmışlardır.

Anahtar Kelimeler: Lider-Üye Etkileşimi, Lider İyimserliği, Örgütsel Duygusal Bağlılık, Lidere Güven, İş Memnuniyeti

JEL Kodları: L20, M10

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1. INTRODUCTION

Leader–member exchange (LMX) portrays the quality of the reciprocal relationship between employees and supervisors (Liden, Sparrowe, & Wayne, 1997). According to the LMX theory, because supervisors' resources are limited, the amount of the high-quality exchanges that the supervisor can form with subordinates is limited. For this reason, supervisors specify a narrow group of subordinates with whom they share socioemotional resources that will result in an augmented reciprocal relationship. This type of relationship secures that selected subordinates get a higher amount of resources from the supervisor and the supervisor obtains a higher commitment from these subordinates. On the contrary, the relationships between the subordinates who do not fall to this narrow group of selected employees and their leaders are only based on the exchange of certain contractual resources (Erdogan & Liden, 2002).

Emotions are ubiquitous in leader-follower transactions, they stem from these transactions and they also have an effect on these transactions (Sy, Côté, & Saavedra, 2005). Leaders have a strong effect on the functioning of organizations and their members (Yukl, 2005). Therefore, leader emotional expressions have a substantial ability to affect how these members feel, think, and act (George, 2000).

While former studies have mainly investigated the effect of leader–member exchange on follower job outcomes (e.g. Janssen and van Yperen, 2004; Harris, Wheeler, & Kacmar, 2009; Eisenberger et al., 2010; Volmer, Niessen, Spurk, Linz, & Abele, 2011; Breevaart, Bakker, Demerouti, & van den Heuvel, 2015), and the effect of leader optimism on leadership outcomes (e.g. Chemers, Watson, & May, 2000; Murphy & Ensher, 1999; Avey, Avolio, & Luthans, 2011; Wang, Zhuang, Yang, & Sheng, 2014), there is a lack of research on the combined effect of leader-member exchange and leader emotional expressivity on follower job outcomes. With this study, the author aims to integrate the leader emotional expressivity of a discrete positive emotion, which is optimism, to the leadership literature by analyzing the combined effect of leader-member exchange and leader optimism on follower affective commitment, trust in leader, and job satisfaction.

1.1. The Combined Effect of Leader-Member Exchange and Leader Optimism on Follower Affective Commitment

Social exchange theory provides the dominant theoretical basis for LMX (Sparrowe & Liden, 1997). Leader-member exchange theory enounces that an interpersonal relationship

develops between supervisors and subordinates against the background of a formal organization (Graen & Cashman, 1975). The relationship is on the basis of social exchange, where each party must offer something the other party sees as worthy and each party must see the exchange as reasonably equitable or fair (Graen & Scandura, 1987). The fundamental proposition of the leader-member exchange theory is that fluctuations take place in the quality of the relationship between a leader and his or her employees, in such a way that the leader may have a high-quality relationship with one employee and a lousy relationship with another (Dansereau et al., 1975; Liden et al., 1997). High-quality relationships are acknowledged as grown associations subject to consideration, trust, and shared liability for each other (Graen & Uhl-Bien, 1995). These relationships surpass the legal obligations and develop individual power rather than position power or authority (Yukl, 2005). They are further represented by voluntary followership, namely, subordinates are guided by intrinsic contrary to extrinsic motivation (Steers et al., 1996).

Leader-member relationships that do not prosper so strong are regarded as lower quality (Gerstner & Day, 1997; Liden et al., 1997). Low-quality LMX relationships are of a more economic or transactional kind, and binary actions hardly advance beyond what is designated in the recruitment agreement. Moreover, they are portrayed as legitimately designated, official transactions built upon restricted trust and in-role interplays (Uhl-Bien et al., 2000). They are identified by the absence of reciprocal appreciation, official downward communications, limited common view, narrow assistance and responsibility for each other, and no reciprocal commitment, as in a “stranger” relationship (Graen & Uhl-Bien, 1991). Results of studies have pointed out that lower quality relationships are negatively related to satisfaction, organizational citizenship behaviors, and commitment, and are positively related to turnover (Gerstner & Day, 1997).

Affective organizational commitment is defined as the sentimental adherence to the organization, which the employee belongs to and associates with (Allen & Meyer, 1990). In pursuance of the social exchange theory (Blau, 1964), studies mainly discovered that subordinates who observe a social exchange relationship with their organization display higher levels of affective commitment towards their organization (e.g. Song, Tsui, & Law, 2009).

Research by Wayne, Coyle-Shapiro, Eisenberger, Liden, Rousseau, and Shore (2009) discovered a common positive relationship between LMX and affective organizational commitment. In addition, Garg and Dhar (2014) brought to light that high-quality LMX led to

greater levels of organizational commitment. Also, studies by Ulker (2015) and Sirin (2012) carried out in the Turkish educational sector revealed that LMX has a positive effect on follower affective commitment towards the organization.

In the light of the arguments listed above, the author puts forth the following hypothesis:

H₁: High LMX leaders will arouse higher affective organizational commitment by their followers as compared to low LMX leaders.

Scheier and Carver (1992) defined optimism as the generalized positive expectancy that one will experience good outcomes. In parallel with Scheier and Carver's (1992) definition of optimism, in this study, leader optimism is defined by the author as a leader's positive expectancy that the leader, along with his or her followers, will face favorable outcomes with regard to work issues. Youssef and Luthans (2007) revealed that optimism is positively related to organizational commitment, which affective commitment is a constituent of. The authors inform that an optimistic explanatory style can guide the leader to individually shoulder less guiltiness and widen his or her point of view to more thoroughly evaluate the outer, momentary, and conditional experimentations. Therefore, Youssef and Luthans (2007) denote that considering new actualities positively can give rise to more personal assessments of contentment and prosperity, both in the new job role and with regard to the quality of life altogether. This kind of positive evaluations widening the point of view and heading towards the future can induce greater overall commitment to the organization.

Accordingly, the author of this study puts forth that in case of high LMX leaders, the display of optimism by leaders will augment the positive effect of the high level of the leader-member exchange relationship between leaders and followers, and will therefore result in higher self-predicted levels of affective organizational commitment as compared to followers who imagine having a high LMX leader who does not display optimism. Also, in the case of low LMX leaders, the display of optimism by leaders will make up for the potential negative effect of the lower levels of leader-member exchange relationship between leaders and followers and will therefore result in higher self-predicted levels of affective organizational commitment. Thus, the author comes up with the following hypothesis:

H₂: Both high and low LMX leaders who display optimism will arouse higher affective organizational commitment by their followers as compared to their counterparts who do not.

1.2. The Combined Effect of Leader-Member Exchange and Leader Optimism on Follower Trust In Leader

In line with Rousseau et al.'s (1998) definition, trust has been portrayed as a mental circumstance in which a person is ready to act vulnerable in consequence of favorable anticipations regarding the aims or conducts of others. The fundamental premise of the LMX theory is that leaders distinguish among employees in such a way that they form tighter relationships with certain employees, who are called the employees of the in-group, and bestow them more bargaining tolerance than other employees, who are called the employees of the out-group (Cashman, Dansereau, Graen, & Haga, 1976; Dansereau, Graen, & Haga, 1975). Higher-quality exchanges, which are attributed to in-group relationships, are sincere working relationships described by reciprocal trust and support (Liden & Graen, 1980), interpersonal appeal (Dansereau et al., 1975), devotion, and bilateral effect (Dienesch & Liden, 1986).

Graen and Uhl-Bien (1995) found that employees who reported low-quality exchanges with their manager, namely those who belong to the out-group, simply fulfilled job description requirements but did not contribute extra. Therefore, their relationship with their manager was only based on their employment contract in contrast to high-quality exchanges in which the mutual relationship is based on mutual trust (Graen & Uhl-Bien, 1995). Moreover, Scandura and Pellegrini (2008) reported that trust appears to be vulnerable even in high-quality LMX relations.

In the light of the arguments listed above, the author puts forth the following hypothesis:

H₃: High LMX leaders will arouse higher trust by their followers as compared to low LMX leaders.

Forgas (1992) suggested that people often resort to their feelings to evaluate others' trustworthiness. According to Wicks, Berman, and Jones (1999), positive emotions are indispensable in establishing trust. Also, Jones and George (1998) argued that the extent to which parties feel positive emotions in a relationship affects their automatic realization that the other party can be trusted. Again, according to Jones and George (1998), successful behavioral exchanges go along with positive moods and emotions, which pave the way for the lasting exchange and establishment of greater trust. On the contrary, negative moods and emotions come with negative assessments of the other party, signaling a lack of trust.

Accordingly, the author of this study puts forth that in case of high LMX leaders, the display of optimism by leaders will augment the positive effect of the high level of the leader-member exchange relationship between leaders and followers and will therefore result in higher self-predicted levels of trust in leader as compared to followers who imagine having a high LMX leader who does not display optimism. Also, in the case of low LMX leaders, the display of optimism by leaders will make up for the potential negative effect of the lower levels of leader-member exchange relationship between leaders and followers and will therefore result in higher self-predicted levels of trust in the leader. Thus, the author comes up with the following hypothesis:

H₄: Both high and low LMX leaders who display optimism will arouse higher trust by their followers as compared to their counterparts who do not.

1.3. The Combined Effect of Leader-Member Exchange and Leader Optimism on Follower Job Satisfaction

According to Locke's (1976) definition, job satisfaction has been portrayed as an enjoyable or favorable sentimental circumstance in consequence of the assessment of a person's work or work practices. With respect to Dulebohn, Bommer, Liden, Brouer, and Ferris (2012), when higher quality LMX relationships are present, job satisfaction should increase because followers make use of the physical and relational advantages of that quality relationship.

LMX researchers defend that leaders manifest diverse leadership behaviors when coping with separate subordinates. High-quality LMX employees add more to work accomplishments. Consequently, they obtain higher supervisor consideration and greater encouragement. Low-quality LMX employees, however, do not have the benefit of such advantageous behaviors and experience a more legit relationship with the supervisor (e.g. Graen & Cashman, 1975).

Social Exchange Theory (Blau, 1964) asserts that two or more sides trade with one another abstract communal expenses and advantages, for instance, esteem, dignity, companionship and consideration, expecting that the other side will cooperate correspondingly (Thibault & Kelley, 1959). High-quality LMX employees tend to obtain greater care and help from their leaders as reciprocity for their diligence. This sort of social exchange will eventually generate higher job satisfaction (Podsakoff, MacKenzie, & Bommer, 1996). Former studies have also validated that LMX stands in a positive relationship

with follower job satisfaction (e.g. Graen, Liden, & Hoel, 1982; Graen, Novak, & Sommerkamp 1982; Scandura & Graen, 1984; Sparrowe, 1994; Gerstner & Day, 1997).

Numerous studies carried out in the Turkish health, private, educational, and services sectors pointed out a favorable relationship between LMX and follower job satisfaction (Cevrioğlu, 2007; Köy, 2011; Bulut, 2012; Ülker, 2015; Akkaya, 2015; Sirin, 2012).

In the light of the arguments listed above, the author of this study comes up with the following hypothesis:

H₅: High LMX leaders will arouse higher job satisfaction by their followers as compared to low LMX leaders.

Studies disclose that favorable emotions can foretell favorable humanistic dispositions and conducts, for instance handling difficulty and stress, engagement, contentedness, and making long-run arrangements. Research by Fredrickson and Joiner (2002) informs that favorable emotions enlarge individuals' mental capacities, inducing them to explore new ways of thinking, and permit flexible and productive reasoning. Studies revealed that positive affect is correlated with subordinate work-associated dispositions, motivation, and performance (e.g., Brief & Weiss, 2002). Grossman (2000) also puts forward that leaders who comprehend emotions seem to motivate followers more effectively. In line with Locke's (1976) definition of job satisfaction, the author thinks that leaders who motivate their followers effectively by expressing positive emotions will contribute to their job satisfaction.

As a result, the author of this study puts forth that in case of high LMX leaders, the display of optimism by leaders will augment the positive effect of the high level of the leader-member exchange relationship between leaders and followers and will therefore result in higher self-predicted levels of job satisfaction as compared to followers who imagine having a high LMX leader who does not display optimism. Also, in case of low LMX leaders, the display of optimism by leaders will make up for the potential negative effect of the lower levels of leader-member exchange relationship between leaders and followers and will therefore result in higher self-predicted levels of job satisfaction. Thus, the author comes up with the following hypothesis:

H₆: Both high and low LMX leaders who display optimism will arouse higher job satisfaction by their followers as compared to their counterparts who do not.

2. METHODOLOGY

2.1. Research Design

With the aim of testing the combined effect of leader-member exchange and leader optimism on the three follower job outcomes, four 2*2 experiments were carried out in separate groups consisting of 13 persons each. Each experiment was composed of two paragraphs. The first paragraph described a fictional high LMX leader or a fictional low LMX leader. After the first paragraph, a negative situation about a project that the fictional leader is leading is depicted. The second paragraph described the same leader expressing optimism or being non-optimistic about the negative situation. Before undertaking the study, a pilot study was run with 12 academic respondents who were grouped evenly into the four groups of the study in order to locate potential problems subject to the differentiation between the four groups.

In order to describe leader-member exchange, eight items of the LMX-7 Scale developed by Graen and Uhl-Bien (1995), and in order to describe optimism, four items of the Life Orientation-Optimism Scale by Carver, Scheier, and Segerstrom (2010) were utilized. In order to describe the fictional high LMX leader, relevant items of the LMX-7 Scale by Graen and Uhl-Bien (1995) have been used as they are; and in order to describe the fictional low LMX leader, relevant items of the same scale have been negatively worded. Example items used for the description of the high-LMX leader are: “Team members always know how [the leader]’s relationship with them stands and how satisfied [the leader] is with what they do”, and “[The leader] understands the job problems and needs of team members very well, and he totally recognizes their potential”. Example items used for the description of the low-LMX leader are: “Regardless of how much authority [the leader] has, chances are very low that he would use his power to rescue team members from a difficult situation”, and “Team members would not characterize their working relationship with [the leader] as effective”.

In order to describe the fictional leader as expressing optimism, relevant items of the Life Orientation-Optimism Scale by Carver et al. (2010) have been used as they are; and in order to describe the fictional leader as being non-optimistic, relevant items of the same scale have been negatively worded. Example items used for the description of the optimistic leader are: “[The leader] looked at the bright side of the situation, like [the leader] always did in negative situations”, “[The leader] said that this situation would motivate them to work more efficiently as a team, and let staff members know that they could easily overcome the

situation”, “In addition, [the leader] denoted that he was optimistic about the future of the project.” Example items for the description of the non-optimistic leader are: “This situation destroyed [the leader’s] morale, and he made staff members feel that”, “[The leader] especially denoted that as a team, they would not easily overcome the situation and would get exhausted”, “[The leader] added that he was not very optimistic about the future of the project”. Because the sample comprised Turkish native speakers, the scale items of related scales were translated to Turkish.

After reading the two paragraphs, the participants were given a survey so that they would be able to rate their own level of potential affective commitment to the organization, trust in that fictional leader, and job satisfaction, assuming that the fictional leader was their actual leader. This survey contained the items of the Affective Commitment Scale by Meyer, Allen, and Smith (1993), Trust in Supervisor Scale by Inelmen (2009), and the shorter version of by Brayfield and Rothe’s (1951) job satisfaction scale, which was shortened to a five-item scale by Judge, Locke, Durham and Kluger (1998).

2.2. Sample

In this study, a population of employees working in the services sector in Istanbul was targeted. The population size is estimated as roughly 100,000. Accordingly, at a significance level of .05, the sample size should be 383 employees (Saunders, Lewis, and Thornhill, 2009). In order to meet this target, the author tried to reach 400 service sector employees. The convenience sampling method is used with respondents who met criteria such as easy accessibility and the willingness to take part in the experiment (Dörnyei, 2007). Having obtained a response rate of 13%, a total of 52 employees working in the services industry were contacted, making up 4 different groups. A total of 52 employees working in the services industry were contacted, making up four different groups. The average age of the employees is 29.4, ranging from 19 to 51. Twenty-eight (53.8%) of the contacted employees are female. Three (5.8%) of the contacted employees attended only elementary school, twenty-four (46.2%) are high school graduates, and twenty-five (48.1%) attended university. The average working years add up to 7.4, ranging from 1 to 26. The average tenure of the respondents is 3.0 years, ranging from a minimum of 1 to a maximum of 10 years. Nineteen (36.5%) of the total of 52 respondents are from the finance industry, eight (15.4%) work in the retail industry, six (11.5%) come from the food industry, again six (11.5%) work in the

customer services sector, and the remaining eleven respondents (21.2%) are from other services industries such as transportation, tourism, communications, and IT.

2.3. Testing for Common Method Bias

In order to test for the common method bias, the Common Latent Factor Method has been used in AMOS 20.0. According to Table 1 below, the variables of this study are not affected by the common method bias because the differences between the standardized regression weights of the measurement model with and without a common latent factor (CLF) are smaller than the threshold value of 0.2 (Hair et al., 2010).

Table 1. Differences Between The Standardized Regression Weights Of The Measurement Model With And Without A CLF

			with CLF	without CLF	Difference
Affcomm1	<---	Affective_organizational_commitment	.87	.91	.04
Affcomm2	<---	Affective_organizational_commitment	.82	.74	-.08
Affcomm3	<---	Affective_organizational_commitment	.81	.88	.07
Affcomm4	<---	Affective_organizational_commitment	.83	.76	-.07
Affcomm5	<---	Affective_organizational_commitment	.87	.93	.06
Affcomm6	<---	Affective_organizational_commitment	.83	.74	-.09
Affcomm7	<---	Affective_organizational_commitment	.86	.80	-.06
Affcomm8	<---	Affective_organizational_commitment	.81	.90	.09
Trust1	<---	Trust_in_leader	.77	.89	.12
Trust2	<---	Trust_in_leader	.68	.86	.18
Trust3	<---	Trust_in_leader	.73	.85	.12
Trust4	<---	Trust_in_leader	.70	.89	.19
Trust5	<---	Trust_in_leader	.76	.76	0
Trust6	<---	Trust_in_leader	.73	.87	.14
Trust7	<---	Trust_in_leader	.78	.86	.08
Trust8	<---	Trust_in_leader	.76	.92	.16
Jobsat1	<---	Job_satisfaction	.87	.86	-.01
Jobsat2	<---	Job_satisfaction	.89	.85	-.04
Jobsat3	<---	Job_satisfaction	.81	.84	.03
Jobsat4	<---	Job_satisfaction	.83	.91	.08
Jobsat5	<---	Job_satisfaction	.86	.92	.06

2.4. Reliability Analysis

As seen in Table 2, all the scale items have high reliabilities that are greater than 0.9. Therefore, no items of the used scales were deleted.

Table 2. Reliability Analysis Results for Study Variables

Variable	Number of items	Loadings
Affective commitment	8	.95
Trust in leader	8	.95
Job satisfaction	5	.94

2.5. Confirmatory Factor Analysis (CFA)

A confirmatory factor analysis (CFA) was conducted using AMOS 20.0 to assess construct validity. The visual diagram of CFA, which depicts the measurement theory of the present research, was drawn in the input editor of AMOS 20.0 and is shown in Figure 1 below.

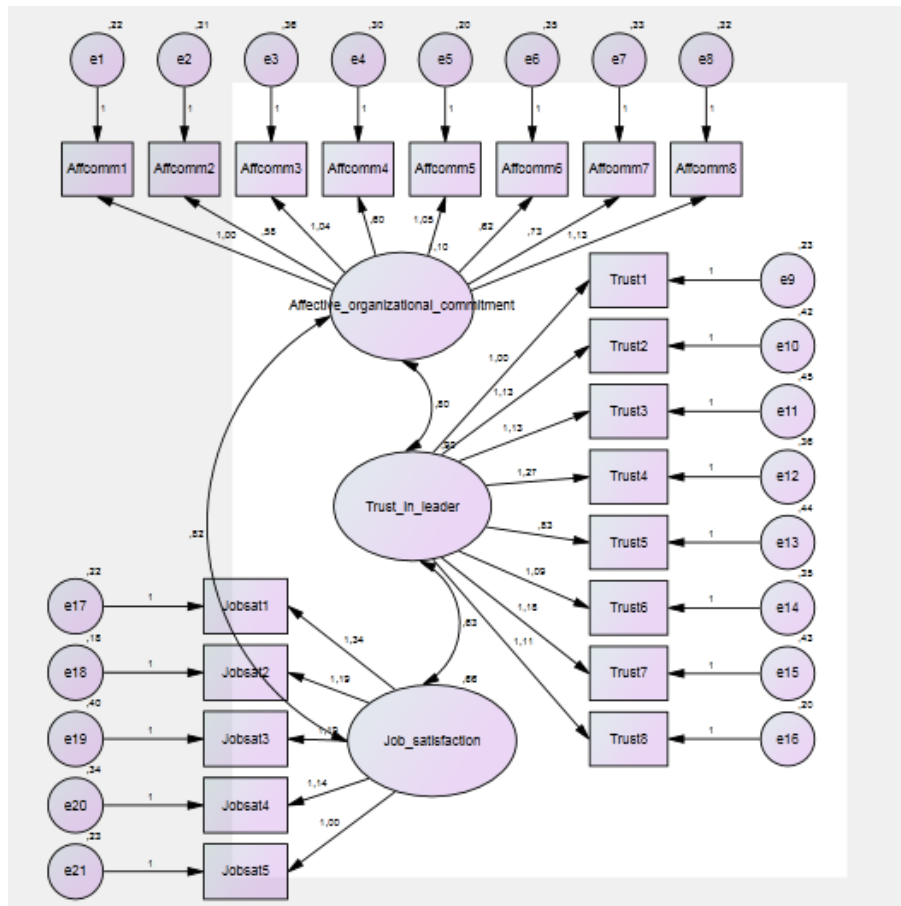


Figure 1. Visual Depiction of the Measurement Model

The Goodness of Fit Index (GFI) of this model is .70, its Comparative Fit Index (CFI) is .91, and its Normed Fit Index (NFI) is .80.

Convergent validity indicates the degree to which two different indicators of a latent variable confirm one another. A first (weaker) condition is that each of the loadings is significant, namely all of the C.R. > 1.96 (Janssens et al., 2008). C.R. values can be observed in Table 3 below. As observed, all C.R. values are greater than 1.96.

Table 3. Regression Weights of the Measurement Model

			Estimate	S.E.	C.R.	P
Affcomm1	<---	Affective_organizational_commitment	1.00			
Affcomm2	<---	Affective_organizational_commitment	.58	.08	6.91	***
Affcomm3	<---	Affective_organizational_commitment	1.04	.11	9.90	***
Affcomm4	<---	Affective_organizational_commitment	.60	.08	7.18	***
Affcomm5	<---	Affective_organizational_commitment	1.05	.09	11.57	***
Affcomm6	<---	Affective_organizational_commitment	.62	.09	6.94	***
Affcomm7	<---	Affective_organizational_commitment	.73	.09	8.02	***
Affcomm8	<---	Affective_organizational_commitment	1.13	.11	10.70	***
Trust1	<---	Trust_in_leader	1.00			***
Trust2	<---	Trust_in_leader	1.13	.13	8.87	***
Trust3	<---	Trust_in_leader	1.13	.13	8.68	***
Trust4	<---	Trust_in_leader	1.27	.13	9.79	***
Trust5	<---	Trust_in_leader	.83	.12	7.08	***
Trust6	<---	Trust_in_leader	1.09	.12	9.08	***
Trust7	<---	Trust_in_leader	1.18	.13	9.00	***
Trust8	<---	Trust_in_leader	1.11	.11	10.57	***
Jobsat1	<---	Job_satisfaction	1.00			
Jobsat2	<---	Job_satisfaction	1.14	.14	8.12	***
Jobsat3	<---	Job_satisfaction	1.19	.15	7.94	***
Jobsat4	<---	Job_satisfaction	1.19	.13	9.46	***
Jobsat5	<---	Job_satisfaction	1.34	.14	9.59	***

A stricter condition for convergent validity is that the correlation between each indicator and the corresponding latent variable is greater than 0.50 (Janssens et al., 2008). The standardized regression coefficients can be seen in Table 4 below. As the table depicts, all standardized regression coefficients are above the threshold of 0.50.

Table 4. Standardized Regression Weights of the Measurement Model

			Estimate
Affcomm1	<---	Affective_organizational_commitment	.91
Affcomm2	<---	Affective_organizational_commitment	.74
Affcomm3	<---	Affective_organizational_commitment	.88
Affcomm4	<---	Affective_organizational_commitment	.76
Affcomm5	<---	Affective_organizational_commitment	.93
Affcomm6	<---	Affective_organizational_commitment	.74
Affcomm7	<---	Affective_organizational_commitment	.80
Affcomm8	<---	Affective_organizational_commitment	.90
Trust1	<---	Trust_in_leader	.89
Trust2	<---	Trust_in_leader	.86
Trust3	<---	Trust_in_leader	.85
Trust4	<---	Trust_in_leader	.89
Trust5	<---	Trust_in_leader	.76
Trust6	<---	Trust_in_leader	.87
Trust7	<---	Trust_in_leader	.86
Trust8	<---	Trust_in_leader	.92
Jobsat1	<---	Job_satisfaction	.86
Jobsat2	<---	Job_satisfaction	.85
Jobsat3	<---	Job_satisfaction	.84
Jobsat4	<---	Job_satisfaction	.91
Jobsat5	<---	Job_satisfaction	.92

Reliability must always be verified after convergent validity, because a model may be reliable without being convergent valid (Janssens et al., 2008). The reliability is determined on the basis of the composite reliability whose formula is provided below:

$$\text{Composite reliability} = \frac{(\Sigma \text{ standardized loadings})^2}{(\Sigma \text{ standardized loadings})^2 + \Sigma \text{ measurement errors}}$$

The guideline is that composite reliability must be higher than .70 (Janssens et al., 2008).

Another criterion for the reliability of a latent variable is the average variance extracted criterion. This criterion shows which part of the collective variance of the indicators may be found in the latent variable (Janssens et al., 2008). The formula for the calculation of average variance extracted is given below:

$$\text{Average variance extracted} = \frac{\Sigma(\text{standardized loadings})^2}{\Sigma(\text{standardized loadings})^2 + \Sigma \text{ measurement errors}}$$

Composite reliabilities and average variances extracted for the study constructs can be seen in Tables 5-7 below:

Table 5. Average Variance Extracted (AVE) and Composite Reliability for Affective Organizational Commitment

		Standardized loadings	Squared standardized loadings	Measurement errors	AVE	Composite reliability
Affective organizational commitment	Affcomm1	.91	.83	.17	.70	.73
	Affcomm2	.74	.55	.45		
	Affcomm3	.88	.77	.23		
	Affcomm4	.76	.58	.42		
	Affcomm5	.93	.87	.14		
	Affcomm6	.74	.55	.45		
	Affcomm7	.80	.64	.36		
	Affcomm8	.90	.81	.19		
	Sum	6.66	.59	2.41		

Table 6. Average Variance Extracted (AVE) and Composite Reliability for Trust In Leader

		Standardized loadings	Squared standardized loadings	Measurement errors	AVE	Composite reliability
Trust in leader	Trust1	.89	.79	.21	.75	.77
	Trust2	.86	.74	.26		
	Trust3	.85	.72	.28		
	Trust4	.89	.79	.21		
	Trust5	.76	.58	.42		
	Trust6	.87	.76	.24		
	Trust7	.86	.74	.26		
	Trust8	.92	.85	.15		
	Sum	6.90	5.97	2.03		

Table 7. Average Variance Extracted (AVE) and Composite Reliability for Job Satisfaction

		Standardized loadings	Squared standardized loadings	Measurement errors	AVE	Composite reliability
Job satisfaction	Jobsat1	.86	.74	.26	.77	.79
	Jobsat2	.85	.72	.28		
	Jobsat3	.84	.71	.29		
	Jobsat4	.91	.83	.17		
	Jobsat5	.92	.85	.15		
	Sum	4.38	3.84	1.16		

Table 8. AVE and Squared Correlations between Constructs

	Affcomm	Trust	Jobsat
Affcomm	.70		
Trust	.66	.75	
Jobsat	.94	.67	.77

As shown in Table 8, none of the variances that are shared by two constructs (squared correlations) is higher than the average variance extracted (AVE) of these constructs, except for the variances shared between affective organizational commitment and job satisfaction. Therefore, there is discriminant validity between all of the constructs with the exception of affective organizational commitment and job satisfaction. The lack of discriminant validity between these two constructs may be due to the high correlation between them.

2.6. Hypothesis Testing

Because there are four independent samples in this study, where in each case two independent groups will be compared with each other, and the measurement level is an interval, independent samples t-test is used to analyze the differences between groups in terms of the dependent variables follower affective commitment, trust in leader, and job satisfaction.

First, the sample size has been divided into two groups – high LMX leader and low LMX leader - in order to be able to test the first two hypotheses of this study. With the aim of distinguishing these two groups from the original four groups of the study (Groups 1-4); the high LMX leader group has been named as Group A, and the low LMX leader group has been named as Group B. To form Group A, Group 1 and Group 2 have been merged, and to form Group B, Group 3 and Group 4 have been merged before undertaking the independent samples t-test. Table 9 and Table 10 below show the group statistics and the independent samples t-test results for Group A and Group B:

Table 9. Group Statistics for Group A (High LMX Leader) and Group B (Low LMX Leader)

Dependent variables	Groups	N	Mean	Std. Deviation	Std. Error Mean
Affective commitment	High LMX leader	26	3.08	.80	.16
	Low LMX leader	26	1.91	.60	.12
Trust in leader	High LMX leader	26	3.87	.34	.07
	Low LMX leader	26	1.88	.37	.07
Job satisfaction	High LMX leader	26	2.92	.97	.19
	Low LMX leader	26	1.63	.46	.09

Table 10. Independent Samples t-Test Results for Group A (High LMX Leader) and Group B (Low LMX Leader)

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Diff.	Std. Error Diff.	95% Confidence Interval of the Difference	
									Lower	Upper
Affective commitment	Equal variances assumed	7.25	.01	5.99	50	.00	1.17	.20	.78	1.56
	Equal variances not assumed			5.99	46.36	.00	1.17	.20	.78	1.56
Trust in leader	Equal variances assumed	.72	.40	20.43	50	.00	2.00	.10	1.80	2.19
	Equal variances not assumed			20.43	49.70	.00	2.00	.10	1.80	2.19
Job satisfaction	Equal variances assumed	28.10	.00	6.12	50	.01	1.29	.21	.86	1.71
	Equal variances not assumed			6.12	35.52	.01	1.29	.21	.86	1.71

As observed from the tables above, Group A and Group B each consist of 26 subjects. According to the results of the Levene's Test for Equality of Variances, equal variances are

assumed for trust in leader ($p > .05$), and equal variances are not assumed for affective organizational commitment ($p < .05$) and job satisfaction ($p < .05$). Independent samples t-test revealed that there is a significant difference between Group A and Group B in terms of all the dependent variables of affective organizational commitment ($t = 5.99, p < .05$), trust in leader ($t = 20.43, p < .05$), and job satisfaction ($t = 6.12, p < .05$). In terms of all the dependent variables of affective commitment, trust, and job satisfaction; the mean values for Group A (3.08, 3.87, and 2.92, respectively) are significantly higher than the mean values for Group B (1.91, 1.88, and 1.63, respectively). Accordingly, hypotheses H₁ (High LMX leaders will arouse higher affective organizational commitment by their followers as compared to low LMX leaders), H₃ (High LMX leaders will arouse higher trust in leader by their followers as compared to low LMX leaders), and H₅ (High LMX leaders will arouse higher job satisfaction by their followers as compared to low LMX leaders) are supported.

Table 11 and Table 12 below show the group statistics and the independent samples t-test results for Group 1 and Group 2:

Table 11. Group Statistics for Group 1 (Optimistic High LMX Leader) and Group 2 (Non-Optimistic High LMX Leader)

Dependent variables	Groups	N	Mean	Std. Deviation	Std. Error Mean
Affective commitment	Optimistic high LMX leader	13	3.80	.30	.08
	Non-optimistic high LMX leader	13	2.36	.32	.09
Trust in leader	Optimistic high LMX leader	13	4.06	.28	.08
	Non-optimistic high LMX leader	13	3.68	.29	.08
Job satisfaction	Optimistic high LMX leader	13	3.75	.53	.15
	Non-optimistic high LMX leader	13	2.08	.39	.11

Table 12. Independent Samples t-Test Results for Group 1 (Optimistic High LMX Leader) and Group 2 (Non-Optimistic High LMX Leader)

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Diff.	Std. Error Diff.	95% Confidence Interval of the Difference	
									Lower	Upper
Affective commitment	Equal variances assumed	.10	.76	11.90	24	.00	1.44	.12	1.19	1.69
	Equal variances not assumed			11.90	23.82	.00	1.44	.12	1.19	1.69
Trust in leader	Equal variances assumed	.26	.61	3.36	24	.00	.38	.11	.14	.61
	Equal variances not assumed			3.36	23.99	.00	.38	.11	.14	.61
Job satisfaction	Equal variances assumed	.69	.42	9.21	24	.00	1.68	.18	1.30	2.05
	Equal variances not assumed			9.21	21.98	.00	1.68	.18	1.30	2.05

Table 13 and Table 14 below show the group statistics and the independent samples t-test results for Group 3 and Group 4:

Table 13. Group Statistics for Group 3 (Optimistic Low LMX Leader) and Group 4 (Non-Optimistic Low LMX Leader)

Dependent variables	Groups	N	Mean	Std. Deviation	Std. Error Mean
Affective commitment	Optimistic low LMX leader	13	1.54	.33	.09
	Non-optimistic low LMX leader	13	2.28	.58	.16
Trust in leader	Optimistic low LMX leader	13	1.66	.21	.06
	Non-optimistic low LMX leader	13	2.09	.37	.10
Job satisfaction	Optimistic low LMX leader	13	1.35	.27	.08
	Non-optimistic low LMX leader	13	1.91	.44	.12

Table 14. Independent Samples t-Test Results for Group 3 (Optimistic Low LMX Leader) and Group 4 (Non-Optimistic Low LMX Leader)

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Diff.	Std. Error Diff.	95% Confidence Interval of the Difference	
									Lower	Upper
Affective commitment	Equal variances assumed	4.65	.04	-4.01	24	.00	-.74	.18	-1.12	-.36
	Equal variances not assumed			-4.01	19.16	.00	-.74	.18	-1.13	-.35
Trust in leader	Equal variances assumed	4.81	.04	-3.58	24	.00	-.42	.12	-.67	-.18
	Equal variances not assumed			-3.58	18.73	.00	-.42	.12	-.67	-.18
Job satisfaction	Equal variances assumed	3.16	.09	-3.88	24	.00	-.55	.14	-.85	-.26
	Equal variances not assumed			-3.88	20.12	.00	-.55	.14	-.85	-.26

As observed in Table 11 and Table 13, all four groups (Group 1, Group 2, Group 3 and Group 4) consist of 13 subjects each. Table 11 demonstrates that according to the results of the Levene's Test for Equality of Variances, equal variances are assumed for affective organizational commitment ($p > .05$), trust in leader ($p > .05$) and job satisfaction ($p > .05$). Independent samples t-test revealed that there is a significant difference between Group 1 and Group 2 in terms of all the dependent variables of affective commitment ($t = 11.90, p < .05$), trust in leader ($t = 3.36, p < .05$), and job satisfaction ($t = 9.21, p < .05$). As observed in Table 11 and Table 12, in terms of all the dependent variables of affective organizational commitment, trust in leader, and job satisfaction, the mean values for Group 1 (3.80, 4.06, and 3.75, respectively) are significantly higher than the mean values for Group 2 (2.36, 3.68, and 2.08, respectively).

Table 14 demonstrates that according to the results of the Levene's Test for Equality of Variances, equal variances are assumed for job satisfaction ($p > .05$), and equal variances are not assumed for affective organizational commitment ($p < .05$) and trust in leader ($p < .05$). Independent samples t-test revealed that there is a significant difference between Group 3 and Group 4 in terms of all the dependent variables of affective organizational commitment ($t = -$

4.01, $p < .05$), trust in leader ($t = -3.58$, $p < .05$), and job satisfaction ($t = -3.88$, $p < .05$). As observed from Table 13 and Table 14, in terms of all the dependent variables of affective organizational commitment, trust in leader, and job satisfaction, the mean values for Group 3 (2.28, 2.09, and 1.91, respectively) are significantly higher than the mean values for Group 4 (1.54, 1.66, and 1.35, respectively).

Thus, hypotheses H_2 (Both high and low LMX leaders who display optimism will arouse higher affective organizational commitment by their followers as compared to their counterparts who do not), H_4 (Both high and low LMX leaders who display optimism will arouse higher trust in leader by their followers as compared to their counterparts who do not), and H_6 (Both high and low LMX leaders who display optimism will arouse higher job satisfaction by their followers as compared to their counterparts who do not) are supported.

3. DISCUSSION

As hypothesized and found in H_1 , H_3 , and H_5 , high LMX leaders will arouse greater levels of affective organizational commitment, trust in leader, and job satisfaction by their followers as compared to low LMX leaders. These findings of the study are in consistent with the current research that presented the positive effect of high-quality leader-member exchange relationships on follower job outcomes of trust in leader, job satisfaction, work performance, work engagement, and organizational citizenship behavior; and their negative effect on role overload and turnover intention (e.g. Anand, Vidyarthi, & Rolnicki, 2018; Kuvaas & Buch, 2018; Martin, Guillaume, Thomas, Lee, & Epitropaki, 2016; Newman, Schwarz, Cooper, & Sendjaya, 2017; Matta, Scott, Koopman, & Conlon, 2015) and the negative effect of poor quality LMX relationships on organizational commitment and job satisfaction (e.g., Furunes, Mykletun, Einarsen, & Glaso, 2015). Anand et al. (2018) found that in high task interdependence teams, LMX had a stronger positive effect on OCB when leader power distance was low rather than high. The study by Kuvaas and Buch (2018) came up with the finding that a high-quality LMX relationship was negatively associated with perceiving goals as invariable, which was positively related to both role overload and turnover intention. Research by Martin et al. (2016) discovered that there was a positive relationship between LMX and task performance, and trust in leader and job satisfaction mediated this positive relationship where trust in leader having the largest effect. The study by Newman et al. (2017) found out that servant leadership was positively related to subordinate organizational citizenship behavior through LMX. Research by Matta et al. (2015) revealed that employee work engagement and organizational citizenship behavior were maximized when leaders and

subordinates were in agreement about the quality of their LMX relationship. On the other hand, the study by Furunes et al. (2015) revealed that poor quality LMX relationships were associated with lower levels of organizational commitment and job satisfaction.

As hypothesized and found in **H₂**, **H₄**, and **H₆**, both high and low LMX leaders who display optimism will arouse higher affective organizational commitment, trust in leader, and job satisfaction by their followers as compared to their counterparts who do not.

Optimism is a positive emotion that goes hand in hand with high-quality leader-member exchange relationship. Hence, in line with the author's expectations, the expression of optimism by high LMX leaders strengthened the positive relationship between high levels of leader-member exchange relationship and follower job outcomes. On the other hand, in case of low LMX leaders, the mere expression of a positive emotion such as optimism by a low LMX leader might have alleviated his/her possibly negative image from the perspective of the followers, making him/her be perceived as more positive in comparison to a low LMX leader who does not display optimism.

Previous studies suggested that the positive effects of leader optimism on leadership outcomes. For instance, research by Chemers et al. (2000) suggests that optimism was associated with rated leadership potential. Another study by Murphy and Ensher (1999) found that leader optimism predicted followers' assessments of LMX quality for female leaders. Moreover, Avey et al. (2011) discovered a positive relationship between leader positivity and follower positivity and performance. Also, Wang et al. (2014) argue that a team benefits more by having an optimistic agent as its leader.

In accordance with the former research, the results of the six hypotheses tested in this study reveal the enhancing effect of the expressivity of a positive discrete emotion by leaders, whether they are perceived as a high LMX or a low LMX leader in the eyes of their followers, in terms of their job outcomes. As a result, the author concludes that leaders should not ignore the power of positive emotions in terms of ameliorating their already established positive image in the eyes of their followers and in terms of compensating for their negative image in other aspects, such as being considered as a low LMX leader. However, it is advisable that leaders should not rely too much on the expressivity of positive emotions but also check their image from the perspective of their followers in terms of positive leadership aspects such as leader-member exchange relationship, authenticity, and the like.

4. CONCLUSION AND DIRECTIONS FOR FURTHER RESEARCH

This research contributes to the leadership and emotions literature by explaining the combined effect of leader-member exchange and the leader emotional expressivity of one discrete positive emotion, which is optimism, on follower job outcomes of affective organizational commitment, trust in leader, and job satisfaction. The results of this study suggest that the expression of optimism will add to the positive image of a high LMX leader. Therefore, during their interactions with their followers, leaders should not forget that high LMX leaders, who express a positive emotion such as optimism, would contribute positively to the job outcomes of their followers.

This research is, to the author's knowledge, the first to bring the concepts of leader-member exchange and leader emotional expressivity of optimism together and therefore shall contribute to the progress of leadership research.

As to the limitations of this research, it is a cross-sectional study, therefore data pertaining to the long term of the hypothesized relationships are not present. Secondly, all the data is collected from Istanbul, Turkey. Therefore, findings of this research might bear an effect of the Turkish culture and therefore limit the generalizability of the findings. Accordingly, the author suggests that the same study can be undertaken in different cultural contexts. Other than this, further research examining the combined effect of leader-member exchange and the leader emotional expressivity of optimism on different follower job outcomes can be undertaken. Moreover, the combined effect of the leader emotional expressivity of other discrete leader emotions with leader-member exchange on follower job outcomes can be studied.

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APPENDIX A

Fictional Leader Description for Group 1 (Optimistic High LMX Leader)

Ali is the team leader in a services company. Team members always know how Ali's relationship with them stands and how satisfied Ali is with what they do. Ali understands the job problems and needs of team members very well, and he totally recognizes their potential. Regardless of how much authority Ali has built into his position, he would most probably use his power to help team members solve problems in their work. Regardless of how much authority Ali has, chances are very high that he would use his power to rescue team members from a difficult situation even if doing this would be at his expense. Team members have so much confidence in Ali that they would defend and justify his decision when he is not present to do so. Team members would characterize their working relationship with Ali as extremely effective.

Ali's department has been working on a project for 8 months. Due to some problems with the project, an important restriction has been put to the budget that had been set apart for Ali's department. Therefore, Ali's department has now to accomplish more with less resources. Ali looked at the bright side of the situation, like he always did in negative situations. He said that this situation would motivate them to work more efficiently as a team, and he let staff members know that they could easily overcome the situation. In addition, he denoted that he was optimistic about the future of the project.

APPENDIX B

Fictional Leader Description for Group 2 (Non-Optimistic High LMX Leader)

Ali is the team leader in a services company. Team members always know how Ali's relationship with them stands and how satisfied Ali is with what they do. Ali understands the job problems and needs of team members very well, and he totally recognizes their potential. Regardless of how much authority Ali has built into his position, he would most probably use his power to help team members solve problems in their work. Regardless of how much authority Ali has, chances are very high that he would use his power to rescue team members from a difficult situation even if doing this would be at his expense. Team members have so much confidence in Ali that they would defend and justify his decision when he is not present to do so. Team members would characterize their working relationship with Ali as extremely effective.

Ali's department has been working on a project for 8 months. Due to some problems with the project, an important restriction has been put to the budget that had been set apart for Ali's department. Therefore, Ali's department has now to accomplish more with less resources. This situation destroyed Ali's morale, and he made staff members feel that. He especially denoted that as a team, they would not easily overcome the situation and would get exhausted. Also, he added that he was not very optimistic about the future of the project.

APPENDIX C

Fictional Leader Description for Group 3 (Optimistic Low LMX Leader)

Ali is the team leader in a services company. Team members never know how Ali's relationship with them stands and how satisfied Ali is with what they do. Ali does not understand the job problems and needs of team members very well, and he does not recognize their potential. Regardless of how much authority Ali has built into his position, chances are very low that he would use his power to help team members solve problems in their work. Regardless of how much authority Ali has, chances are very low that he would use his power to rescue team members from a difficult situation. Team members do not have so much confidence in Ali that they would defend and justify his decision when he is not present to do so. Team members would not characterize their working relationship with Ali as effective.

Ali's department has been working on a project for 8 months. Due to some problems with the project, an important restriction has been put to the budget that had been set apart for Ali's department. Therefore, Ali's department has now to accomplish more with less resources. Ali looked at the bright side of the situation, like he always did in negative situations. He said that this situation would motivate them to work more efficiently as a team, and he let staff members know that they could easily overcome the situation. In addition, he denoted that he was optimistic about the future of the project.

APPENDIX D

Fictional Leader Description for Group 4 (Non-Optimistic Low LMX Leader)

Ali is the team leader in a services company. Team members never know how Ali's relationship with them stands and how satisfied Ali is with what they do. Ali does not understand the job problems and needs of team members very well, and he does not recognize their potential. Regardless of how much authority Ali has built into his position, chances are very low that he would use his power to help team members solve problems in their work. Regardless of how much authority Ali has, chances are very low that he would use his power to rescue team members from a difficult situation. Team members do not have so much confidence in Ali that they would defend and justify his decision when he is not present to do so. Team members would not characterize their working relationship with Ali as effective.

Ali's department has been working on a project for 8 months. Due to some problems with the project, an important restriction has been put to the budget that had been set apart for Ali's department. Therefore, Ali's department has now to accomplish more with less resources. This situation destroyed Ali's morale, and he made staff members feel that. He especially denoted that as a team, they would not easily overcome the situation and would get exhausted. Also, he added that he was not very optimistic about the future of the project.

APPENDIX E

Survey Form for Groups 1-2-3-4

SECTION-1: Considering that you are working in a company where the above described leader is working and he is your immediate supervisor, please indicate the level of your agreement with the below statements by writing the suitable number next to the corresponding statements (1: Strongly disagree, 2: Disagree, 3: Neither agree nor disagree, 4: Agree, 5: Strongly agree).

1. I would be very happy to spend the rest of my career with this organization. _____
2. I would enjoy discussing my organization with people outside it. _____
3. I would really feel as if this organization's problems are my own. _____
4. I would not think that I could easily become as attached to another organization as I am to this one. _____
5. I would feel like 'part of the family' at my organization. _____
6. I would feel 'emotionally attached' to this organization. _____
7. This organization would have a great deal of personal meaning for me. _____
8. I would feel a strong sense of belonging to my organization. _____
9. I would know that my supervisor would reward me when I do something successful.

10. I would believe that my supervisor evaluates me only with my job performance. _____
11. I would have confidence that my supervisor would protect me when I am right. _____
12. I would believe that my supervisor deserves his/her position. _____
13. There would be some job related matters which I would rather consult with my supervisor instead of my supervisor's manager. _____
14. What my supervisor say and does, would totally overlap. _____
15. I would not feel uneasy with my supervisor's authority. _____
16. I would have confidence in my supervisor's requests and suggestions. _____
17. I would be fairly well satisfied with my job. _____
18. Most days I would be enthusiastic about my work. _____

19. Each day of work would seem like it goes by fast. _____

20. I would find real enjoyment in my work. _____

21. I would consider my job pleasant. _____

SECTION-2: Please state your answers to the questions below:

1. Please indicate your gender: Female _____ Male _____

2. Please indicate your age: _____ years

3. Please indicate your level of education:

Elementary school graduate _____

High school graduate _____

University graduate _____

Higher education (Master's degree, PhD) _____

4. Please indicate the sector of the company you are currently working for:

Education _____

F&B _____

Retail services _____

Customer services _____

Financial services _____

Other (please indicate) _____

5. For how long have you been working in the company you are currently working for?
_____ years

6. For how long have you been working in total? _____ years

The survey is over. Thank you for your participation.