

## **Influence of Alternative Work Arrangements on Followers' Perceptions of Leader–Follower Relations and Leader Behavior**

Dilek Yılmaz Börekçi  
*Istanbul University, Turkey*

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This study analyzed whether alternative work arrangements, positioning followers physically and/or contractually in different ways relative to their leaders, their colleagues, and their companies, influence follower perceptions related to leader–follower relations and leader behaviors. Freelancing and telecommuting work arrangements were used in the study representing contractual and physical positioning, respectively. Univariate general linear model (GLM) analyses were conducted based on the followers' perceptions data coming from 135 sales representatives from the pharmaceutical sector. The study revealed that alternative work arrangements influence perceived leader–follower relations in sharing confidential information dimension but do not influence perceptions of followers related to their leaders' behaviors.

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As organizations increasingly utilize alternative work arrangements, questions arise concerning the influence of those arrangements on some follower–related outcomes. By positioning followers physically and/or contractually in different ways relative to their leaders, colleagues, offices, and companies, different work arrangements may lead to varying follower perceptions of leader–follower relations and leader behavior. The advances in information and communication technologies (ICT) have helped establish alternative work arrangements and have increased the effectiveness of distant working arrangements. Thus, it has become challenging to lead people when they are distant, mobile, and independent.

The main research purpose in this study was to analyze whether different work arrangements influence follower's perceptions related to leader–follower relations and leader behavior. Although how and how often a leader communicates together with loyalty and commitment expectations may be influenced by work arrangements of followers, the main concern in this study is follower perceptions resulting from being different from the standard employed ones. For example, telecommuting followers may perceive infrequent face-to-face interactions as a sign of less paternalistic leader behavior, or freelance ones may have less reciprocal expectations.

As seen in Figure 1, both relational and behavioral approaches to leadership are incorporated in this study. Alternative work arrangements are depicted as influencing both leader–follower relations and leader behavior perceptions of followers. Leader–follower demographics such as age, sex, education, tenure in current organization, and experience were treated as control variables.

Theoretical development related to alternative work arrangements and leader–follower relations and leader behavior with the hypotheses studied are presented first. Then, whether alternative work arrangements affect follower perceptions related to leader–follower relations and leader behaviors is analyzed. In the last part of the paper, conclusions with limitations and further research directions are discussed.

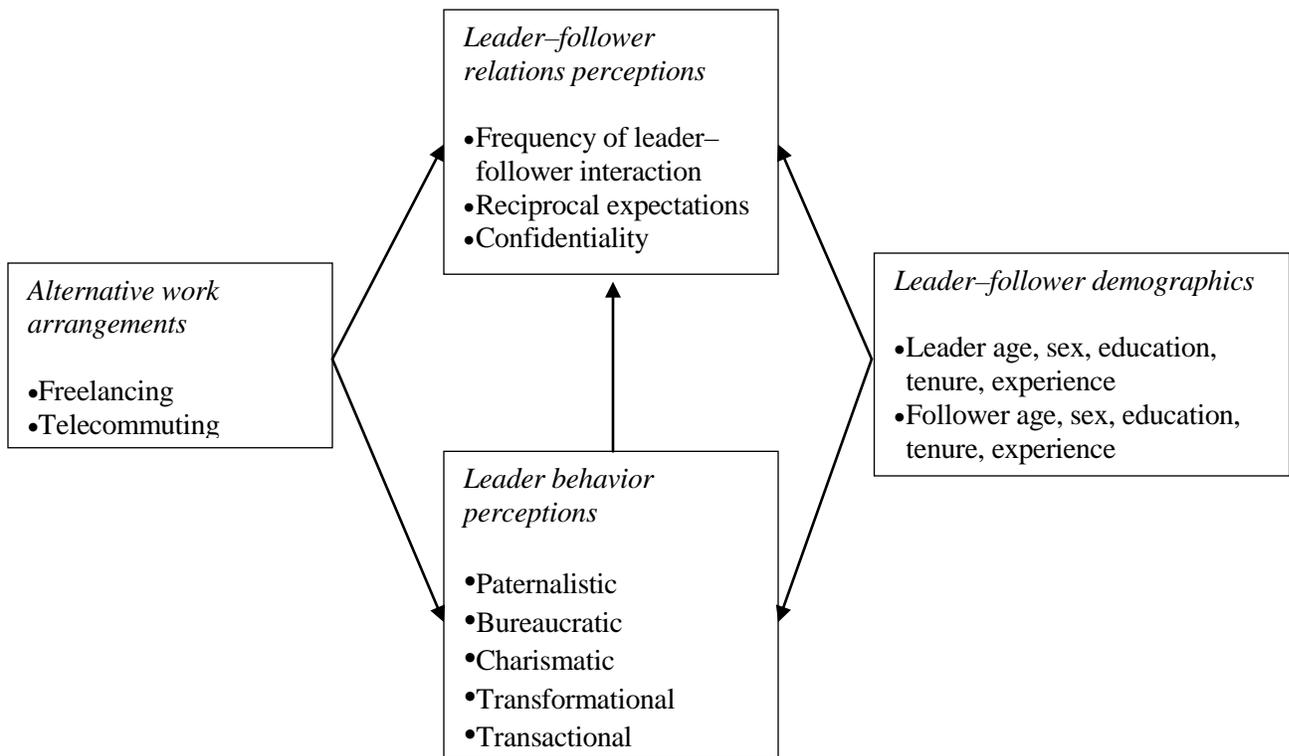


Figure 1. Influence of alternative work arrangements on leader–follower relations and leader behavior perceptions.

## Theoretical Development

### *Alternative Work Arrangements*

Economical conditions, employee's own preferences (flexibility, less working hours, variety, etc.) and advances in technology have lead to the utilization of different work arrangements in organizations in varying extents. As opposed to stable, long-term work arrangements, some alternative work arrangements like freelance working involves uncertainty in place, time, or amount of work (Polivka, 1996). Alternative work arrangements are different from

standard work arrangements in terms of administrative, temporal, and physical attachments (Ashford et al., 2007; Pfeffer & Baron, 1988).

The extent to which workers are under the organization's control is administrative attachment (Pfeffer & Baron, 1988). Reports have shown that there is a high number of individuals willing to work at their homes and do their jobs via their connections to their company networks (Grantham & Ware, 2004). In other words, they want to have control over their work environments. On the other hand, Ang and Slaughter (2002) emphasized varying degrees of control exercised by the employer over the employee in different work arrangements. They stated that employers could have more control on the contract workers by indicating definite instructions and procedures related to the work to be done by the contractors. This type of control is not that necessary for telecommuting nonfreelance employees since they presumably know their jobs better. Yet, some firms make their mobile or telecommuting employees use electronic diary systems and monitor their logged time periods to make sure that they are working. This control issue has potential effects on follower's perceptions of leader–follower relations and leader behaviors. For example, telecommuting employees feeling less control may find their leader less bureaucratic, or they may find this as a sign of their leader's favor to them and may perceive their relationship with their leader as better.

The extent to which employees expect employment to last over the long term is temporal attachment (Pfeffer & Baron, 1988). Employees under nonstandard work arrangements have limited future expectations within an organization (Ashford et al., 2007). Temporary ones presumably have more limited future expectations as compared to other work arrangements. Nonstandard working followers with limited future expectations within an organization may expect from their leaders less information and less resources. As a result of this calculation of reciprocity (Ashford et al., 2007), followers may perceive their relationships with their leaders as lower quality. Since in the current work atmosphere of uncertainty, almost every employee feels herself or himself as temporary (Ashford et al., 2007), the temporal attachment dimension of work arrangements was not included in this study.

The extent to which employees are physically proximate to the organization is physical attachment (Pfeffer & Baron, 1988). Alternative work arrangements vary in their levels of physical proximity. While telecommuters work more detached in this sense, in-house working ones are more attached. Due to decreased frequency of face-to-face contacts and increased frequency of technology-based contacts as a result of physical detachment from their leaders, followers under alternative work arrangements may perceive varying levels of communication frequencies, reciprocal expectations, and shared confidentiality.

When selecting alternative work arrangements to be included in the study, special attention was given to selecting the ones placing the employee's attachment at the lower end in any of the Pfeffer and Baron's (1988) dimensions. Pharmaceutical sector applicable alternative work arrangements such as freelancing (administrative attachment) and telecommuting (physical attachment) were used in the study. Freelancing means pursuing a profession without long-term commitment to any one employer. Electronically connected freelancers "join together into fluid and temporary networks to produce and sell goods and services" (Malone & Laubacher, 1998, p.146). Telecommuting means working from home some or all of the time (Pratt, 2000). Since telecommuters work at home and at times they prefer, Brocklehurst (2001) stated that organizations are not in easy terms to lead. He added that while telecommuting, peer control and, to some degree, leader control vanishes.

*Leader–Follower Relations*

Noting that a leader exists when there are followers, some researchers have focused on the relationship between leader and followers. Such dyadic researchers have concentrated on the exchange between a leader and a follower (Daft, 1999). Dyadic leader–member exchange (LMX) theory states that leadership should be customized for each member (Graen & Scandura, 1987; Graen & Uhl-Bien, 1995). Those customized relationships benefit followers and organizations (Graen & Uhl-Bien). Newsome, Day, and Catano (2000) stated that “the leader and follower interaction pattern must evolve to accommodate the changing nature of these interactions” (p. 11). They asserted that since leadership takes place in an increasingly open system, the leader–follower interaction should be treated with consideration. Northouse (1997) indicated that one of the strengths of LMX is the fact that it makes us realize the importance of communication in leadership.

Leader–follower relationship factors highlighted in this study are frequency of leader–follower interaction, reciprocal expectations, and sharing confidential information. Frequency of leader–follower interaction represents how often the leader and follower are involved in a relationship. Kozlowski and Doherty (1989) indicated that high quality relations have more frequent leader–follower communications. Burt (1987) stated that the more frequent people’s interaction, the more cohesion experienced. Armstrong and Cole (1995) mentioned that if people are in the same location, their communication frequency is higher. Since alternative work arrangements may influence communication frequency, one can expect leader–follower relations to affect followers’ perceptions. The leader–follower communication of telecommuters who are more experienced with the organization and work away from the organization might be less frequent than that of freelancers who have less knowledge about the organization and the processes.

H<sub>1</sub>: The leader–follower communication of telecommuters is less frequent than that of freelancers.

Leaders have access to some economic and instrumental resources such as money, work opportunities, choice of work detail, a contract, service and some social resources such as support and protection, information, and votes (Mead, 1994). Followers have resources such as loyalty, service, information, and protection of their own interests. Mead mentioned the exchange of those distributed resources. The parties decide to exchange resources based on their perceptions of interests (Mead). The leader may need loyalty and service, while the follower needs work and training opportunities. Alternative work arrangements may influence those reciprocal expectations and affect leader–follower relations. According to Rousseau and Wade-Benzoni (1994), organizations do not want to invest in their freelancing staff but invest voluntarily in their telecommuting staff. Likewise, freelancers will not be very concerned with reciprocity in the long run.

H<sub>2</sub>: The reciprocal expectations are much less for freelancers than for telecommuters.

In the sharing confidential information dimension of the leader–follower relationship, there is a link to trust in the literature (Gillespie & Mann, 2003). The leader may have doubts about sharing sensitive information with followers. Firms enter into alliances showing less vulnerability from sharing confidential information (Todeva & Knoke, 2002). Thus, followers employed under

different work arrangements may perceive that their leaders share confidential information with themselves in varying extents. Since freelancers work for specified contract periods, organizations do not share confidential information other than the contractual work requirements' limits. However, telecommuters, being part of their organizations, have access to organizational resources and data.

H<sub>3</sub>: Telecommuters share more confidential information than freelancers.

### *Leader Behavior*

There are several classifications of leader behavior in the literature. In this study, cultural and typical leader behaviors demonstrated by Turkish leaders such as paternalistic, bureaucratic, charismatic, transformational, and transactional behaviors were taken into consideration. Turkey is high on the group and family collectivism (House et al., 1999). Aycan et al. (2000) also stated that Turkey's paternalistic values are very high in their cross-cultural study of 10 countries. Expectation of paternalistic leadership behaviors such as providing employment opportunities and privileges to relatives and employees is related to those strong collectivist (Kabasakal & Bodur, 2002) and paternalistic values. According to the prototypicality rankings of leadership attributes by region and country cluster, Turkey is highly positive in administrative dimension (Brodbeck et al., 2000). Bureaucratic organizational structure having its roots in the Ottoman Empire (Heper, 1976) nourishes bureaucratic leadership behaviors. In Arabic cultures, task and goal requirements necessitate transformational and charismatic leaders (Kabasakal & Dastmalchian, 2001). Kabasakal and Bodur stated that Turkey scores the highest on the effectiveness of charismatic leadership style in the Arabic cluster. Transactional leader behavior is included in this study as one of the Turkish leader behaviors due to its universal nature.

A paternalistic leader protects, helps, cares, and guides the other party who is a subordinate loyal and deferent to the leader (Mead, 1994). Kim (1994) underlined the similarity between a paternalist leader and a father. The parties act in reciprocity terms in their relationship. This kind of relationship enables the involved parties to exchange certain monetary, social, and other types of resources (Mead). Almost no face-to-face interaction with their leaders may make telecommuters perceive their leaders as less paternalistic. Besides, to enable quick and accurate completion of their freelancing staff's assignments, leaders may behave paternalistically to them (taking care of many aspects of the freelancers' life, guiding and advising them).

H<sub>4</sub>: Telecommuters experience less paternalistic leader behavior than freelancers.

Bureaucratic leaders are defined by Weber (as cited in Mintzberg, 1979) as strictly applying the rules and procedures. They establish control layers. Routine describes the work atmosphere around those bureaucratic leaders. Mintzberg emphasized regulated formal communication and limited use of mutual adjustment due to various blocks to informal communication in the bureaucratic environments. Telecommuting employees feeling less control may find their leader as less bureaucratic. On the other hand, employers could have more control on the freelancers by indicating definite instructions and procedures related to the work to be done by the contractors (Ang & Slaughter, 2002).

H<sub>5</sub>: Freelancers experience more bureaucratic leader behavior than telecommuters.

Bass (1996) cited Weber as noting that charismatic leaders generally emerge during crisis periods. Charismatic leaders are stated to be able to transform followers' "needs, values, preferences and aspirations" (House, Spangler, & Woycke, 1991, p. 364). Daft (1999) stated that since those leaders "appeal to both the heart and the mind" (p. 335), they have a great influence on their followers. House, Spangler, and Woycke claimed that leader effectiveness depends on their personality and charisma and not only on their control. Since telecommuters work away from their organization, they may not feel the elements of their leader's charisma such as feeling good to be around her or him or eloquent communication or magnetic attraction (Bass, 1990).

H<sub>6</sub>: Telecommuters experience less charismatic leader behavior than freelancers.

Bass (1996) stated that transactional leadership can service the existing structure and readiness in an organization. On the other hand, transformational leadership adds to the existing structure and readiness by helping the followers to overcome their own immediate self-interests and by increasing their awareness of the larger issues. Bass (1996) reported greater stress creation of transactional leadership style and stress reduction of transformational leaders. Bennis and Nanus (1986) took transformative leadership as necessary to face the complexity and uncertainty that the future brings. Performance-based payments and warnings may make freelancers perceive more transactional leader behavior. Besides, freelancers may think that their assignment's accomplishment is what their leader looks for (transactional) rather than going beyond the expectations (transformational).

H<sub>7</sub>: Telecommuters experience more transformational leader behavior than freelancers.

H<sub>8</sub>: Telecommuters experience less transactional leader behavior than freelancers.

## Methodology

### *Study Design and Data Collection Method*

In the first phase of this study, the author communicated (both via emails and telephone) with HR personnel from pharmaceutical companies and was able to take information regarding their organizations' alternative work arrangements, their sales teams, and leaders.

In the second phase of the study, a survey was conducted. This survey was electronically posted to the followers from various levels of the representatives from the interviewed companies in the previous phase. Some sales representatives participated in the survey via cooperating pharmacists and doctors. Some cooperating pharmacists and doctors administered the surveys and enabled sales representatives visiting them to complete the surveys. Those participants were asked to evaluate (a) their relationships with their immediate manager and (b) their manager's behavior. They also answered statements related to their work arrangements and demographics.

### Sample

The sample was a nonprobability sample, and it was one of convenience. The organizations studied were chosen from several pharmacy companies' lists. The participants were followers from various levels of those selected organizations who are not newcomers. Fifty six companies were contacted. Only four of them cooperated and administered the surveys. The noncooperating ones did not want to spare their employees' time for the survey. Most of the sales representatives participated via pharmacists and doctors as described. They were from various parts of Turkey (Edirne, Mersin, Istanbul, Malatya, Adana, and Izmir).

Of the 400 surveys mailed, 190 were returned for a total response rate of 47%. Of those 190, 65 were in ill condition. Out of 135 followers, 38 were female, and 97 were male. Regarding age distribution, 10 were between 18 and 24, 98 were between 25 and 34, and 27 were between 35 and 45. Regarding educational level, 111 were university graduates, 17 had masters degrees, 6 were high school graduates, and 1 had a doctorate degree. Forty-five out of 135 were telecommuting employees, while 23 out of 135 were freelancers. Sample characteristics are given in Table 1.

### Operational Definitions of the Study Constructs

In this research, special effort was given to utilize and build upon existing scales. Where appropriate, new scales were developed to measure the items. Initially developed scales were examined by area experts, and necessary modifications were implemented.

Table 1: Sample Characteristics

Demographics	<i>n</i>	%
Gender		
Male	97	71.9
Female	38	28.1
Age		
18-24	10	7.4
25-34	98	72.6
35-45	27	20.0
Education level		
High school	6	4.4
University	111	82.2
Master	17	12.6
Doctorate	1	.7
Freelance arrangement		
Freelance	23	17.0
Nonfreelance	112	83.0
Telecommuting arrangement		
Telecommuting	45	33.3
Nontelecommuting	90	66.7

### *Categorical Variables*

*Alternative work arrangements.* Freelancing was measured by a categorical (1/0) scale asking whether the follower works as a freelancer or not. Telecommuting was measured by a categorical (1/0) scale asking whether the follower works telecommuting or not. Employment arrangement was measured by a categorical scale where 1 indicated telecommuting, 2 indicated freelancing, and 0 indicated other.

*Leader and follower demographics.* Tenures of leader and follower were measured by interval scales ranging from 1 (*less than 1 year*) to 5 (*more than 10 years*). Experiences in the area of leader and follower were measured by interval scales ranging from 1 (*less than 1 year*) to 5 (*more than 10 years*). Sexes of leader and follower were categorical (0 = female, 1 = male). Education levels of leader and follower were measured by ordinal scales ranging from 1 (*high school*) to 5 (*doctorate degree*). Ages of leader and follower were measured by interval scales ranging from 1 (*18-24*) to 4 (*45+*).

### *Leader–Follower Relations*

This construct comprised of one item for frequency of the interaction between leader and follower, five items for leader expectations, nine items for follower expectations, and three items for confidentiality. Leader and follower expectation items were identified from the literature (Mead, 1994; Rousseau, 2000) such as “My manager believes that I can provide her/him with protection of her/his interests,” and “I believe that my manager can provide me with career opportunities.” Confidentiality construct items included the following: “My manager shares confidential job specific information with me.” Frequency of interaction was measured by an interval scale ranging from 1 (*several times in a day*) to 6 (*more than a monthly interval*). Leader expectation, follower expectation, and confidentiality items were measured by a Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*).

### *Leader Behavior*

*Paternalistic.* Paternalism was measured by adapting the paternalism scale of Aycan (2001). In the original scale, there were 17 items. In this research, several items were dropped from the original scale, resulting in a scale with 8 items. The items included the following: “My manager tries to take care of many aspects of his/her followers’ lives.” A rating scale ranging from 1 (*never*) to 5 (*always*) was used.

*Bureaucratic.* This construct consisted of four items such as “My manager has a tendency to solve current problems by adding layers of control, forms or time consuming procedures” and was measured by a rating scale ranging from 1 (*never*) to 5 (*always*).

*Charismatic.* This construct was operationalized by adaptation from Bass’s Multifactor Leadership Questionnaire (MLQ) scale (as cited in Waldman et al., 2001). There were seven items such as “My manager makes people feel good to be around him/her.” A rating scale ranging from 1 (*never*) to 5 (*always*) was used.

*Transformational.* This construct was operationalized by adaptation from Bass's MLQ scale (as cited in Griffin, 2003). There were nine items such as "My manager stimulates in others new perspectives and new ways of doing things." A rating scale ranging from 1 (*never*) to 5 (*always*) was used.

*Transactional.* This construct was operationalized by adaptation from Bass's MLQ scale (as cited in Waldman et al., 2001). There were five items such as "My manager takes action if mistakes are made." A rating scale ranging from 1 (*never*) to 5 (*always*) was used.

## Data Analysis

The data analysis was conducted in four parts. In the first part, chi square analysis was conducted to make sure that categorical variables were independent. In the second part, factor analysis for scale refinement was implemented. In the third part, descriptive analysis of the constructs identified by the factor analysis was run. In the last part, univariate general linear model (GLM) analyses were done.

### *Chi Square Analysis*

Chi square analysis was done to make sure that alternative work arrangements were independent from the other categorical variables. It was shown that Pearson chi square values were insignificant ( $p > .05$ ) in all the analyses. Thus, follower's age, sex, education, tenure, and experience are independent from alternative work arrangements.

### *Factor Analysis for Scale Refinement*

Factor analysis was used in refining the scales by identifying the dimensionality of the variables and then relating to the conceptual definitions. Before conducting component factor analysis, the appropriateness of factor analysis was assessed through the Bartlett test of sphericity and Kaiser–Meyer–Olkin measure of sampling adequacy. To select the number of components to be retained for further analysis according to the results of the component factor analysis, the latent root criterion was applied to the results for the extraction of component factors. To optimize the number of factors, the scree test criterion was used. Varimax rotation was applied to the factors to identify the loadings. The reliabilities of the subscales were represented by Cronbach's alpha.

The result of the factor analysis for leader–follower relations variables showed that there were four components with significant loadings ( $> .40$ ). These components were named as follower expectations, leader expectations, follower reaching confidential information, and frequency of interaction. As shown in Table 2, total variance explained (71.26%  $> 60\%$ ) and Cronbach's alpha (.88  $> .60$ ) were both satisfactory. Cronbach's alpha values of components were also satisfactory.

The result of the factor analysis for paternalistic leadership variables showed that there were two components with significant loadings ( $> .40$ ). These components were named as behaving like a father and wanting commitment to company. As shown in Table 3, total variance explained (71.30%  $> 60\%$ ) and Cronbach's alpha (.80  $> .60$ ) were both satisfactory. Cronbach's alpha values of components were also satisfactory.

Table 2: Leader-Follower Relations Factors

	Components				Cronbach's alpha
	1	2	3	4	
Follower expectations					.93
1. Respondent believes that his or her manager can provide him or her with career opportunities	.791				
2. Respondent believes that his or her manager can provide him or her with contract opportunities	.781				
3. Respondent believes that his or her manager can provide him or her with long-term job security	.833				
4. Respondent believes that his or her manager can provide support to him or her	.845				
5. Respondent believes that his or her manager can provide protection to him or her	.817				
6. Respondent believes that his or her manager can provide information to him or her	.724				
7. Respondent believes that his or her manager can provide vote to him or her	.828				
8. Respondent imagines a shared destiny with his or her manager	.662				
Leader expectations					.86
1. Manager believes that respondent can provide him or her with loyalty		.764			
2. Manager believes that respondent can provide him or her with hard work		.819			
3. Manager believes that respondent can provide him or her with information		.846			
4. Manager believes that respondent can provide him or her with protection of his/her interests		.766			
5. Manager imagines a shared destiny with respondent		.674			
Follower's reach to confidential information					.76
1. Manager shares confidential job specific info with respondent			.423		
2. Respondent has access to confidential company info			.945		
3. Respondent has access to confidential departmental info			.930		
Frequency of interaction					
1. Frequency that respondent interacts with his or her manager				.839	
Total variance explained = 71.26%					
Cronbach's alpha = .88					

Table 3: Paternalistic Leadership Factors

	Components		Cronbach's alpha
	1	2	
Behaving like a father			.90
1. Manager tries to take care of many aspects of his or her follower's lives	.836		
2. Manager advises and directs his or her followers like a father does	.920		
3. Manager tries to contribute to his or her follower's personal and occupational growth	.841		
4. Manager tries to behave like a father	.869		
Wanting commitment to company			.80
1. Manager wants followers to always think about their company's future and benefit		.825	
2. Manager wants followers to treat their company as their own family		.803	
3. Manager wants followers to be committed to their company and him or her		.854	
4. Manager wants followers to sacrifice their private life for the sake of their company in case of need		.643	
Total variance explained = 71.30 %			
Cronbach's alpha = .80			

The result of the factor analysis for bureaucratic leadership variables showed that there were two components with significant loadings ( $> .40$ ). These components were named as bureaucracy and rule enforcement. As shown in Table 4, total variance explained (74.57%  $> 60\%$ ) and Cronbach's alpha (.69  $> .60$ ) were both satisfactory. Cronbach's alpha values of components were also satisfactory.

The result of the factor analysis for charismatic leadership variables showed that there were two components with significant loadings ( $> .40$ ). These components were named as charisma and performance expectations. As shown in Table 5, total variance explained (72.50%  $> 60\%$ ) and Cronbach's alpha (.87  $> .60$ ) were both satisfactory. Cronbach's alpha values of components were also satisfactory.

The result of the factor analysis for transformational leadership variables showed that there were two components with significant loadings ( $> .40$ ). These components were named as transformation and questioning old assumptions. As shown in Table 6, total variance explained (71.90%  $> 60\%$ ) and Cronbach's alpha (.92  $> .60$ ) were both satisfactory. Cronbach's alpha values of components were also satisfactory.

Table 4: Bureaucratic Leadership Factors

	Components		Cronbach's alpha
	1	2	
Bureaucracy			.72
1. Manager makes followers do routine tasks over and over	.839		
2. To work with manager, followers should understand certain standards, procedures, and methods even when they are no longer working	.800		
3. Manager has a tendency to solve current problems by adding layers of control, forms, or time-consuming procedures	.687		
Rule enforcement			
1. Manager enforces the rules		.948	
Total variance explained = 74.57 %			
Cronbach's alpha = .69			

Table 5: Charismatic Leadership Factors

	Components		Cronbach's alpha
	1	2	
Charisma			.90
1. Manager shows determination when accomplishing goals	.611		
2. Manager makes people feel good to be around him or her	.810		
3. Manager generates respect	.855		
4. Manager transmits a sense of mission	.855		
5. Manager provides a vision of what lies ahead	.857		
6. Respondent has complete confidence in his or her manager	.764		
Performance expectations			
1. Manager communicates high performance expectations		.956	
Total variance explained = 72.50 %			
Cronbach's alpha = .87			

Table 6: Transformational Leadership Factors

	Components		Cronbach's alpha
	1	2	
Transformation			.93
1. Manager aligns followers around shared purposes	.830		
2. Manager articulates an appealing vision of the future	.824		
3. Manager provides encouragement and meaning for what needs to be done	.850		
4. Manager stimulates in others new perspectives and new ways of doing things	.767		
5. Manager encourages expression of ideas and reasons	.831		
6. Manager deals with followers as individuals, considers their individual needs, abilities, and aspirations	.868		
7. Manager advises and coaches followers	.848		
8. Respondent admires his or her manager as his or her role model	.692		
Questioning old assumptions			
1. Manager questions old assumptions, traditions, and beliefs		.985	
Total variance explained = 71.90 %			
Cronbach's alpha = .92			

The result of the factor analysis for transactional leadership variables showed that there were two components with significant loadings ( $> .40$ ). These components were named as rewards/punishments and attention to irregularities. As shown in Table 7, total variance explained (68.48%  $> 60\%$ ) and Cronbach's alpha (.72  $> .60$ ) were both satisfactory. Cronbach's alpha values of components were also satisfactory.

### *Descriptive Analysis*

After combining all of the variables loading highly on a factor and taking the average score of the variables as replacement, descriptive analyses were conducted. According to demographic variables descriptives as displayed in Table 8, it can be concluded that ages of followers were mostly in the 25-34 years range, while their leaders' ages were mostly in the 35-45 range. Tenures of followers were mostly in the 3-5 years range while their leaders' tenures were mostly in the more than 10 years range. Job experiences of followers were mostly in the 3-5 years range while their leaders' job experiences were mostly in the more than 10 years range. Both followers and leaders were mostly males.

Table 7: Transactional Leadership Factors

	Components		Cronbach's alpha
	1	2	
Rewards/punishments			.75
1. Manager takes action if mistakes are made	.760		
2. Manager points out what people will receive if they do what needs to be done	.852		
3. Manager reinforces the link between achieving goals and obtaining rewards	.839		
4. Manager talks about special commendations and/or promotions for good work	.526		
Attention to irregularities			
1. Manager focuses attention on irregularities, exceptions, or deviations from what is expected		.957	
Total variance explained = 68.48 %			
Cronbach's alpha = .72			

Table 8: Demographic Variables Descriptives

Demographic variables	Min.	Max.	Mode
Age of respondent	2	4	3
Age of respondent's manager	3	5	4
Length of time respondent has spent in the organization	1	5	3
Length of time respondent's manager has spent in the organization	1	5	5
Respondent's work experience in the area	1	5	3
Respondent's manager's work experience in the area	2	5	5
Sex of respondent	0	1	1
Sex of respondent's manager	0	1	1
Respondent's education level	1	4	2
Respondent's manager's education level	1	3	2

When leader–follower relations descriptives in Table 9 were examined, it was concluded that communication frequencies were low. In addition, followers reached confidential information at low levels. Moreover, reciprocal expectations were observed to be high.

Table 9: Leader–Follower Relations Descriptives

Leader–follower relations	<i>M</i>	<i>SD</i>
Frequency that respondent interacts with his or her manager	1.63	.90
Leader expects from follower	3.90	.78
Follower expects from leader	3.51	.85
Follower reaches confidential info	1.86	.85

Leader behavior descriptives in Table 10 show that leaders were perceived by their followers as paternalist, bureaucratic, charismatic, transformational, and transactional at reasonably high rates.

Table 10: Leader Behavior Descriptives

Leader behavior	<i>M</i>	<i>SD</i>
Leader wants commitment to company	4.29	.66
Leader behaves like a father	3.25	1.11
Leader bureaucracy	3.06	.95
Manager enforces the rules	4.13	.71
Manager communicates high performance expectations	4.54	.60
Leader charisma	3.82	.89
Leader transformation	3.59	1.00
Manager questions old assumptions, traditions, and beliefs	3.08	1.11
Leader transaction rewards/punishments	3.72	.74
Manager focuses attention on irregularities, exceptions, or deviations from what is expected	3.40	.92

### *Univariate General Linear Model*

To test whether meaningful differences exist between the groups created by the alternative employment arrangements, univariate general linear model (GLM) analyses were conducted. The demographic variables leader's sex, follower's sex, leader's education level, follower's education level, leader's tenure, follower's tenure, leader's experience, and follower's experience were treated as covariates. In the first group of analysis, dependent variables were leader–follower relations variables. In the second analysis, dependent variables were leader behavior variables. Results of the analyses are presented in Tables 11 and 12.

Table 11: GLM Analysis Results for Leader–Follower Relations

	Telecommuting <i>M</i>	Freelance <i>M</i>	None <i>M</i>	<i>F</i> (with covariates)
Frequency of communication	1.82	1.70	1.48	1.89
Sharing confidential information	2.20	1.91	1.62	5.36*
Leader expectations	3.81	4.02	3.91	.34
Follower expectations	3.62	3.66	3.39	1.44

*Note.* Covariates: Leader's and follower's sexes, ages, education, tenures, and experiences.

\* $p < .01$ .

It was observed that employment arrangement created groups with meaningful differences ( $F = 5.36, p < .01$ ) in terms of sharing confidential informations, confirming H<sub>3</sub>. According to the results in Table 11, telecommuting followers perceived themselves as sharing more confidential information with their leaders than freelancers. However, the other hypotheses related to leader–follower relations were not confirmed by the analysis results.

Table 12: GLM Analysis Results for Leader Behavior

	Telecommuting <i>M</i>	Freelance <i>M</i>	None <i>M</i>	<i>F</i> (with covariates)
Paternalistic	3.66	3.87	3.80	.35
Bureaucratic	3.46	3.14	3.30	.58
Charismatic	3.79	4.00	3.99	.87
Transformational	3.39	3.61	3.61	.77
Transactional	3.55	3.66	3.72	.94

*Note.* Covariates: Leader's and follower's sexes, ages, education, tenures, and experiences.

According to the results in Table 12, the hypotheses related to leader behavior were not confirmed by the analysis results. It was observed that some of the demographic variables affect some factors of leader–follower relations and leader behaviors. ANOVA results show that males' expectations from their leaders are higher than that of females ( $F = 12.19, p = .001$ ). According to ANOVA results, the higher the leader's education level, the more he or she is perceived as charismatic by the followers ( $F = 5.19, p < .01$ ).

### Conclusion

This study revealed that alternative work arrangements affect leader–follower relations in terms of followers' perceptions related to sharing confidential information with their leaders. It was shown that telecommuting followers perceive themselves as reaching more confidential information than freelancers. Since freelancers work for specified contract periods, organizations do not share confidential information other than the contractual work requirements' limits. However, telecommuters, being part of their organizations, have access to organizational resources and data.

The hypotheses related to frequency of communication and reciprocal expectations were not confirmed by the study results. Since telecommuters do not work in the office and have more knowledge about the organizational processes, it was expected that freelancers would need more communication than telecommuters. Mean scores for telecommuters are greater than that for freelancers but not significantly. Telecommuting followers' use of alternative channels such as the Internet to conduct their work may lead to their perceiving themselves as communicating more frequently than freelancers. Organizations do not want to invest in their freelancing staff, and freelancers are not much concerned with reciprocity in the long run. On the other hand, organizations do invest voluntarily in their telecommuting staff. Thus, it was expected that freelancers would have less reciprocal expectations than telecommuters. However, the study results do not support this expectation. Freelancers may want to extend their contract periods or may want to become part of the organization. As a result, their expectations may become higher than expected. Besides, telecommuters feeling isolated and as if they are not part of their organizations may lead to decreased expectations. Low leader expectations from telecommuters may be due to physical distance; leaders may see telecommuters as less loyal, less hard working, and having less potential to provide information and protection.

Supporting the LMX theory (Graen & Scandura, 1987; Graen & Uhl-Bien, 1995), the results of this research demonstrate that special attention should be given to differing needs of different parties in an organization. A leader sharing confidential information with his or her followers may be seen as a sign of trust in followers. And, according to LMX theory, trust is part of high quality relationships. Therefore, the results of this research show that leaders should keep their telecommuting followers well informed and utilize sharing confidential information to have better perceived relations with their telecommuting followers.

According to the results, alternative work arrangements do not affect perceptions of followers related to their leaders' behaviors. This results show that, at least in the pharmaceutical sector, leaders should not worry about differential perceptions of their followers according to followers' employment arrangement types. To enable quick and accurate completion of their freelancing staff's assignments, leaders may behave paternalistically to them (taking care of many aspects of freelancers' lives, guiding and advising them). Telecommuters have less face-to-face interaction with their leaders. Therefore, it was expected that telecommuters perceive less paternalistic behavior. Mean paternalistic perception scores of telecommuters were less than that of freelancers but not significantly. Leaders' use of alternative communication channels to contact telecommuters as much as possible and to learn about their off-the-job life may lead to an increase in paternalistic leader perceptions of telecommuters. As a result of telecommuters feeling less control and freelancers having definite work instructions and procedures, it was expected that freelancers perceive more bureaucratic leader behavior. However, the study results do not confirm this expectation. Since leaders may call and check whether their telecommuting staff are working at random, and telecommuters' logged times may be checked whether they are logged in, telecommuters may feel more control and perceive more bureaucratic leader behavior. It was expected that telecommuters perceive less charismatic leader behavior than freelancers since telecommuters may not feel elements of their leader's charisma such as feeling good to be around her or him or eloquent communication or magnetic attraction (Bass, 1990). Mean scores for telecommuters were less than freelancers as expected but not significantly. This may be because they share a common vision element of charismatic leader behavior. Although telecommuters are not in-working (working at their company sites), they are part of their organizations and may share their leader's vision. This may lead to more charismatic leader perception than what was expected.

Due to freelancers' performance-based payments and warnings in addition to an emphasis on their assignment's accomplishment rather than going beyond the expectations, it was expected that telecommuters perceive less transactional and more transformational leader behavior than freelancers. Results of this study do not confirm these expectations. Although the mean transactional leader behavior perception score of telecommuters was less than that of freelancers as expected, the difference is not significant. Less transformational leader perception scores of telecommuters than what was expected may be due to less coaching, less advising, and less individualized attention perceived by telecommuters as a result of being not in-working.

There have been conflicting statements about the influence of demographics on leader-follower relations in the literature (Basu & Green, 1995; Deluga, 1998; Tsui & O'Reilly, 1989). According to this study's results, age, tenure, education, and experience demographics of followers and their leaders do not affect perceptions of followers related to any of the leader-follower relations dimensions. However, males' expectations from their leaders were higher than that of females while gender did not affect followers' perceptions related to the other dimensions of leader-follower relations. This may be because males may feel more of a right to demand reciprocity in exchange for their contribution.

There have been confirmatory studies about demographics' influence on leader behavior (van Engen, van der Leeden, & Willemsen, 2001; Walumbwa, Wu, & Ojode, 2004). According to this study's results, age, sex, tenure, and experience demographics of followers and their leaders do not affect perceptions of followers related to any of the leader behaviors. However, it was found that the higher the leader's education level, the more he or she is perceived as charismatic by the followers. This may be because leaders with more education may generate more respect and more confidence from their followers.

#### *Limitations and Further Research Directions*

Since the survey was part of a longer one, the sales representatives had limited time to complete it, and the period in which the survey was conducted coincided with the pharmaceutical companies' recruitment period. Therefore, the response rate was low. In addition, in further studies, sectors other than the pharmaceutical sector could be used. Furthermore, leader behaviors studied may be extended to include more universal behaviors.

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#### **About the Author**

Dr. Dilek Yılmaz Börekçi earned her Ph.D. in Management and Organization from Boğaziçi University and is currently an instructor in the Department of Industrial Engineering at Istanbul University, Turkey. She has worked as a management consultant and as a trainer throughout her career. Dr. Yılmaz Börekçi's research interests center on issues of leadership, culture, and virtual organizations.

Email: dilekyb@yahoo.com

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## Appendix

### Questionnaire

#### Leader–Follower Relations Items

1. Respondent believes that his/her manager can provide him/her with career opportunities
2. Respondent believes that his/her manager can provide him/her with contract opportunities
3. Respondent believes that his/her manager can provide him/her with long-term job security
4. Respondent believes that his/her manager can provide support to him/her
5. Respondent believes that his/her manager can provide protection to him/her
6. Respondent believes that his/her manager can provide information to him/her
7. Respondent believes that his/her manager can provide vote to him/her
8. Respondent imagines a shared destiny with his/her manager
9. Manager believes that respondent can provide him/her with loyalty
10. Manager believes that respondent can provide him/her with hard work
11. Manager believes that respondent can provide him/her with information
12. Manager believes that respondent can provide him/her with protection of his/her interests
13. Manager imagines a shared destiny with respondent
14. Manager shares confidential job specific info with respondent
15. Respondent has access to confidential company info
16. Respondent has access to confidential departmental info
17. Frequency that respondent interacts with his/ her manager

#### Paternalistic Leadership Items

1. Manager tries to take care of many aspects of his/her follower's lives
2. Manager advises and directs his/her followers like a father does
3. Manager tries to contribute to his/her follower's personal and occupational growth
4. Manager tries to behave like a father
5. Manager wants followers to always think about their company's future and benefit
6. Manager wants followers to treat their company as their own family
7. Manager wants followers to be committed to their company and him/her
8. Manager wants followers to sacrifice their private life for the sake of their company in case of need

#### Bureaucratic Leadership Items

1. Manager makes followers do routine tasks over and over
2. To work with manager followers should understand certain standards, procedures and methods even they are no longer working
3. Manager has a tendency to solve current problems by adding layers of control, forms, or time-consuming procedures
4. Manager enforces the rules

#### Charismatic Leadership Items

1. Manager shows determination when accomplishing goals
2. Manager makes people feel good to be around him/her
3. Manager generates respect

4. Manager transmits a sense of mission
5. Mmanager provides a vision of what lies ahead
6. Respondent has complete confidence in his/her manager
7. Manager communicates high performance expectations

#### Transformational Leadership Items

1. Manager aligns followers around shared purposes
2. Manager articulates an appealing vision of the future
3. Manager provides encouragement and meaning for what needs to be done
4. Manager stimulates in others new perspectives and new ways of doing things
5. Manager encourages expression of ideas and reasons
6. Manager deals with followers as individuals; considers their individual needs, abilities and aspirations
7. Manager advises and coaches followers
8. Respondent admires his/ her manager as his/her role model
9. Manager questions old assumptions, traditions and beliefs

#### Transactional Leadership Items

1. Manager takes actions if mistakes are made
2. Manager points out what people will receive if they do what needs to be done
3. Manager reinforces the link between achieving goals and obtaining rewards
4. Manager talks about special commendations and/or promotions for good work
5. Manager focuses attention on irregularities, exceptions, or deviations from what is expected