

The Influence of Equity, Equality, and Gender on Organizational Citizenship Behaviors 37

To succeed, an organization needs more than competent employees, it needs employees who enhance each others' efforts, who engage in "citizenship behaviors." The primary way to encourage such behaviors is through a reward system. But should the system reflect equity by rewarding individuals for behavior that furthers organizational goals, or should it reflect equality by distributing rewards equally among members of a group? And do men and women react differently to these two types of reward systems? To find answers, a study of 467 employees in Ireland tested five hypotheses. The equity model generated the most positive results, but, somewhat surprisingly, the equality model did not discourage citizenship behaviors. The effects of gender were mixed.

Peggy A. Cloninger, Nagarajan Ramamoorthy, and Patrick C. Flood

Reflections on Leadership 47

Textbooks and academic articles have much to say about leadership, but how do their constructs relate to actual leadership practices? Going straight to the horse's mouth, this study analyzes interviews with 72 CEOs that appeared in 2009-'10 in The New York Times "Corner Office" series to find out how their leadership styles meshed with established types (e.g., do they focus on people or task; use tell, sell, participate or delegate, and so forth). Twelve perceptions about leadership emerge from the extensive analysis, each of which is illustrated by a salient quote from one of the CEOs. Any leader of any type of organization would find this research relevant and thought-provoking.

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