



GOD IMAGE AND LEADER SCHEMAS: Do religious values inform our expectations for leaders?

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Genesis of an idea....



God image

- “The significance of religion is... a reflection of what God as the object of religion does to our worldview” -Georg Simmel
- God as an object of devotion
- God as a spiritual leader
- God as ruler
- God as powerful



(Bader and Froese, 2005)

Social construction of leadership



(Meindl, Ehrlich, and Dukerich, 1985; Calder 1977)

Leaders will **sacrifice** for you and expect nothing in return. – Simon Sinek

A person, who no matter how desperate the situation, gives others **hope**, is a true leader. –Daisaku Ikeda

A leader is one who knows **the way**, goes the way, and shows the way. –John C Maxwell

Leadership is about **making others better as a result of your presence** and making sure that impact lasts in your absence. – Sheryl Sandberg



Research Question

Does God image inform expectations of and preferences for leaders?

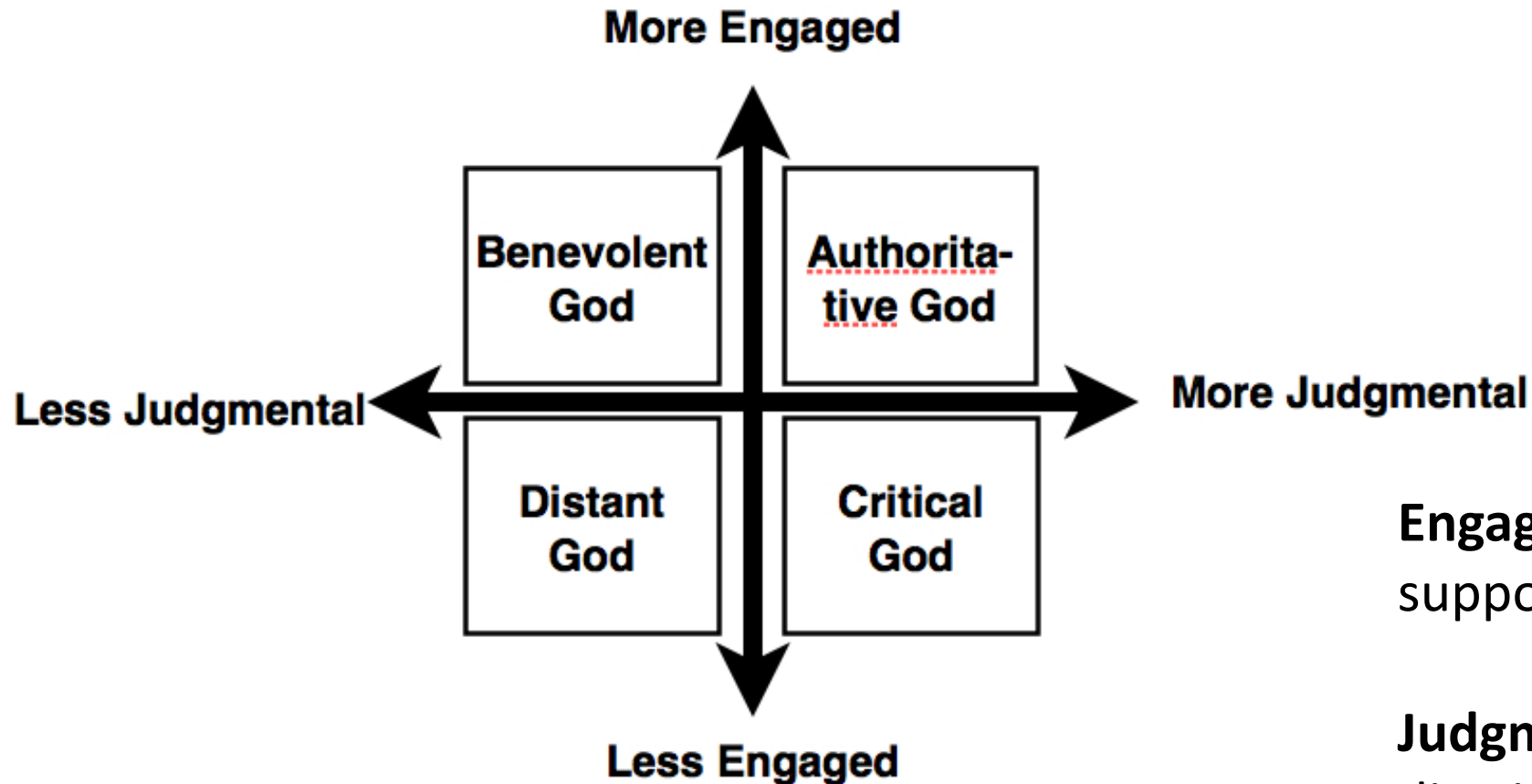
Development of God image

- Family and other authority figures influence a child's religious values¹
- God image as distinct element of religion²
- God image: personal relationship with God³



1. Birky and Ball, 1988; Dickie, Eshleman, Merasco, Shepard, Wilt, and Johnson 1997; Eshleman, Dickie, Merasc, Shepard and Johnson, 1999
2. Batson, Schoerade, Larry, 1993
3. Rizzuto, 1970

God Image: Engagement/Judgment



Engagement: social connection, support for others

Judgment: control, authority, dismissive of others ideas

(Froese and Bader, 2008)



God image as prototype for “leader” category

- Prototype theory¹
 - Prototype: abstract representation that is derived from the “center of the mass” of the features of all the objects in that category
- God is:²
 - Leader
 - Powerful
 - Socially and individually constructed

1. Rosch, 1977, 1978; 2. Bader and Froese, 2005; Dicke, Eshleman, Merasco, Shepard, Wilt, and Johnson, 1997

Leadership categorization

- Implicit leadership theories
 - Cognitive schemas that inform expectations for leadership¹
- ILTs are informed by
 - Authority figures in childhood: parents, teachers, officers, etc.²

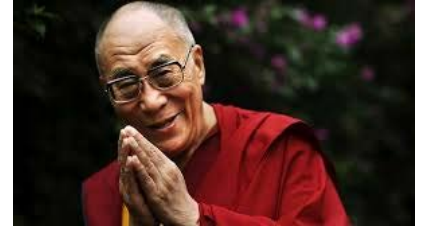


1. Cronshaw and Lord, 1987; Foti, Fraser, and Lord, 1982; Lord, Foti, and DeVader, 1984

2. Ayman-Nolley and Ayman, 2005

Dimensions of leadership

- Humane-oriented: supportive, considerate leadership
 - *High engagement*
- Autocratic: control over others, dismissive of input
 - *High judgment*



Humane-oriented:
social connection,
relational



Autocratic:
absolute power,
domineering

GLOBE studies, Hanges and Dickson, 2004, 2007

Hypotheses

- H1: The ideal leader for an individual with a high engagement God image will be supportive and compassionate



- H2: The ideal leader for an individual with a high judgment God image will be authoritarian and will maintain control over decision-making



Religious Involvement

- Religious certainty versus religious practices¹



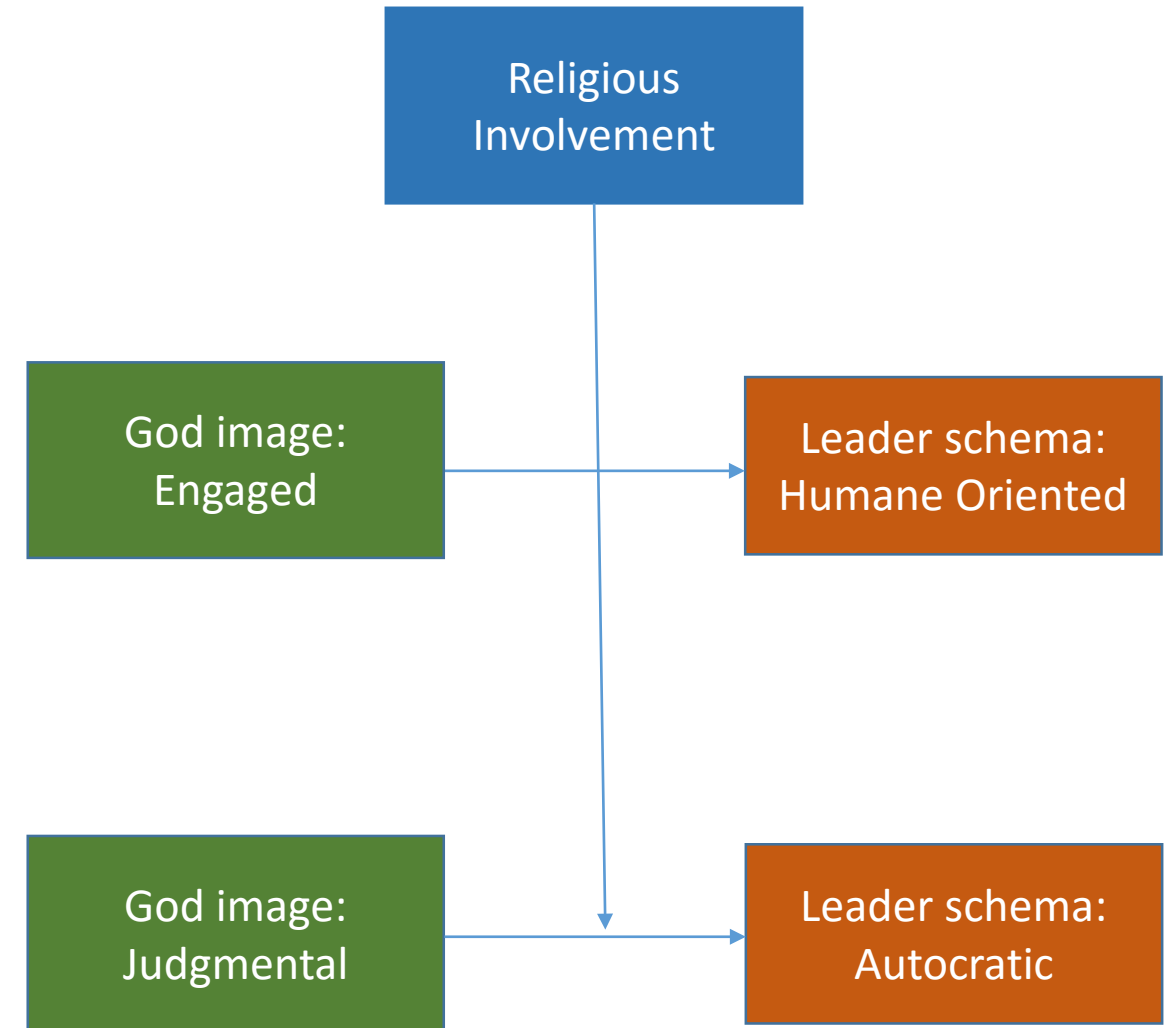
- Related to intrinsic religious motivation²

1. Bader and Froese, 2005; Froese and Bader, 2006
2. Allport and Ross, 1967

Hypotheses

H3: Religious involvement will moderate the relationship between God image and leader schema such that:

- a) A more religiously involved person with an engaged God image will have a stronger preference for a humane-oriented leader as compared to a person who is less religiously involved
- b) A more religiously involved person with a judgmental God image will have a stronger preference for an autocratic leader than a person who is less religiously involved



Methods/Measures

MTurk (n=110; 57.3% Female; mean age = 42.4 years)
Christianity (n=101); Judaism (n=6), Islam (n=3)

God Image

(Baylor University, 2007)

- God Image: Engagement
 - 8 items, ($\alpha=.92$)
 - *Concerned with my personal well-being, concerned with well-being of the world*
- God Image: Judgment
 - 7 items, ($\alpha=.86$)
 - *Distant, Punishing*

Religious Involvement

(Baylor University, 2007)

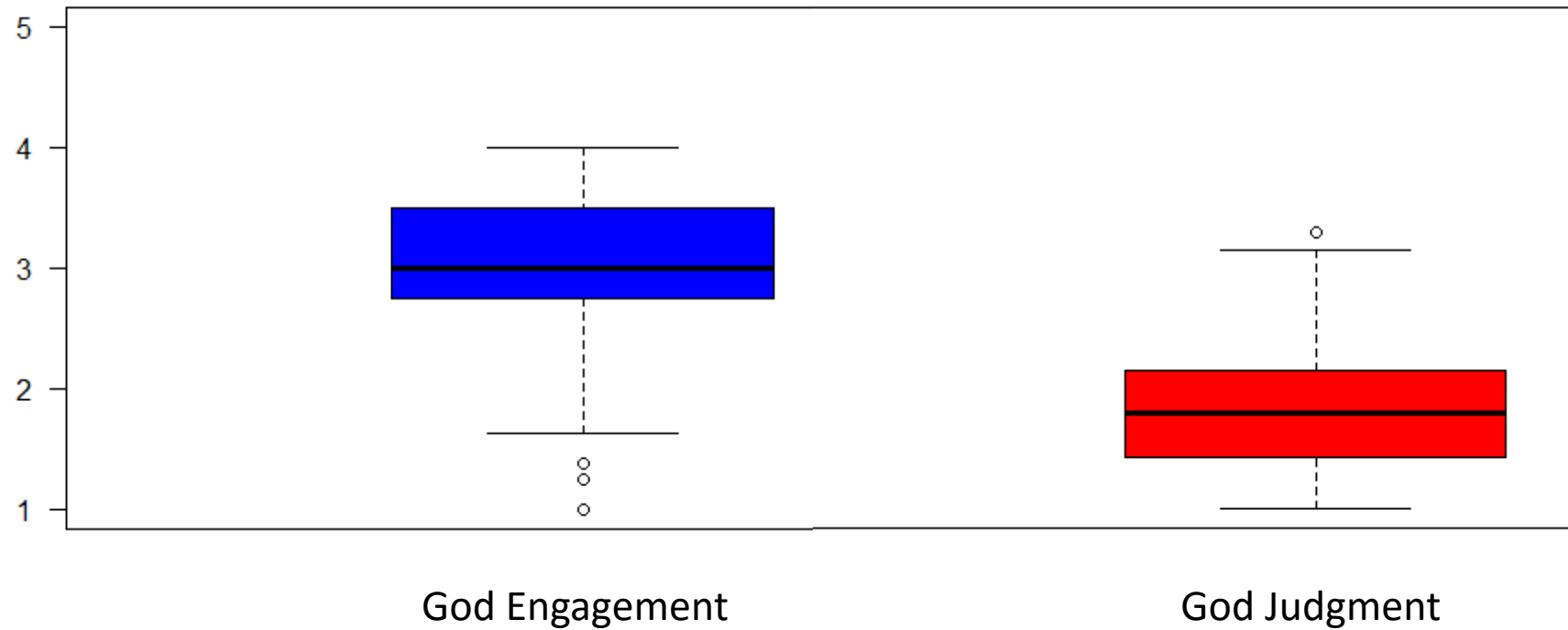
- Religious Involvement
- 9 items: ($\alpha=.83$)
 - *I felt called by God to do something*
 - *I was protected from harm by a guardian angel*
- *Created binary variable*
 - *Low religious involvement*
 - *High religious involvement*

GLOBE

(Hanges & Dickson, 2004)

- Humane-Oriented
 - 2 items, ($\alpha=.75$)
 - *Willing to give time, money, resources to others; has empathy for others*
- Autocratic
 - 6 items, ($\alpha=.77$)
 - *Tells subordinates what to do in a commanding way, is in charge, does not tolerate disagreement or questioning*

God image responses

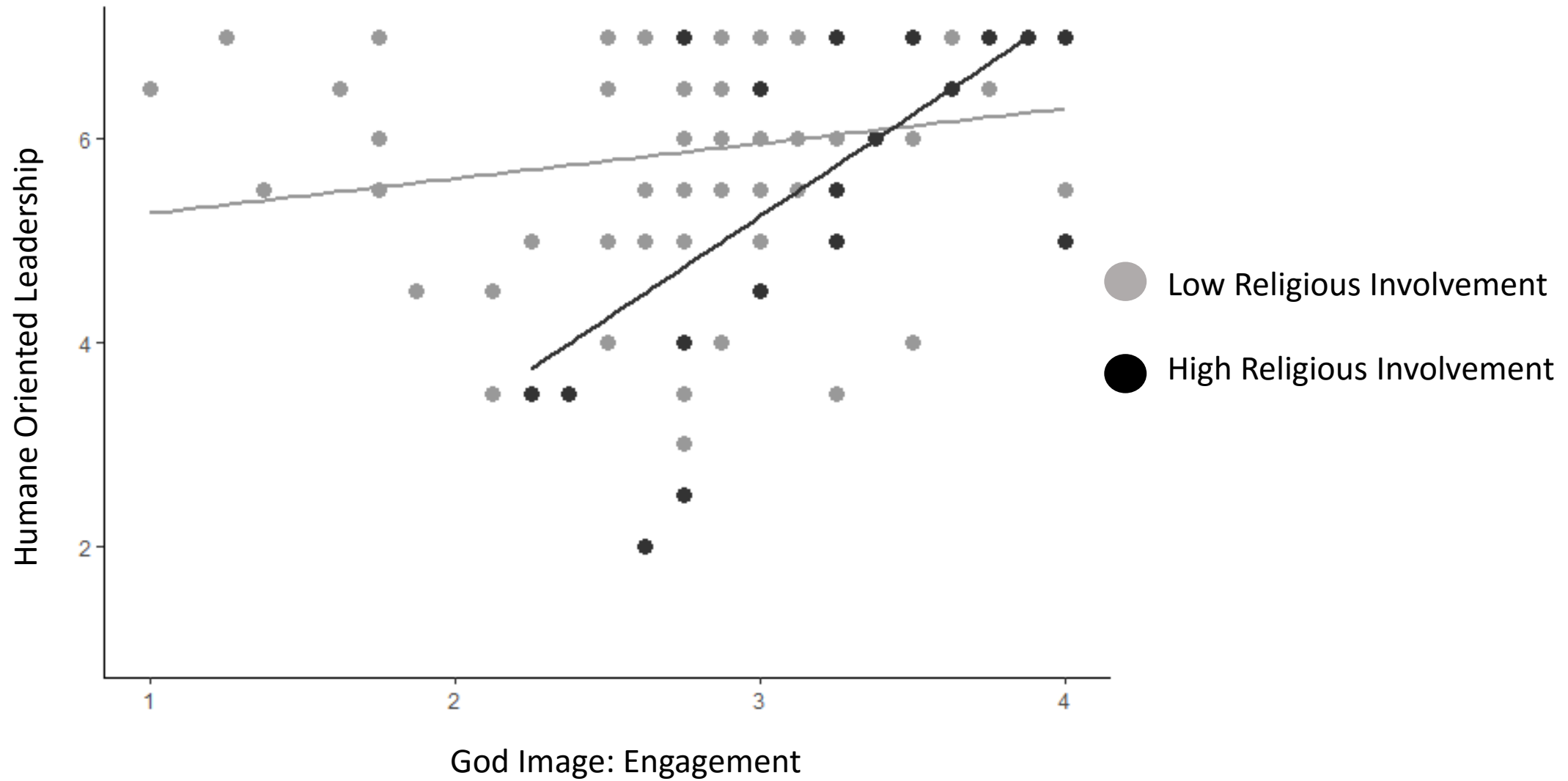


Hypothesis 1 and 3a

Humane Oriented Leadership

	(1)	(2)	(3)
Social Desirability	0.11	0.10	0.10
God Image: Engagement	0.30 **	0.26 *	0.43 **
God Image: Judgment		-0.08	0.00
Religious Involvement			-0.22
God Image: Engagement x Religious Involvement			0.37 **
Age			0.28 **
Constant	0.00	0.00	-0.10
Observations	110	110	109
R ²	0.11	0.11	0.3
Adjusted R ²	0.09	0.09	0.26
F Statistic	6.43 **	4.42 **	7.32 **

Note: Standardized coefficients are reported + p<.10, *p<.05, **p<.01;



Hypothesis 2 and 3b

Autocratic Leadership			
	(1)	(2)	(3)
Social Desirability	0.02	0.02	0.01
God Image: Judgment	0.27 **	0.27 **	0.24 **
God Image: Engagement		0.00	-0.04
Religious Involvement			0.02
God Image: Engagement x Religious Involvement			-0.05
Age			-0.01
Constant	0.01	0.01	0.00
Observations	109	109	108
R ²	0.07	0.07	0.15
Adjusted R ²	0.05	0.04	0.1
F Statistic	3.95 *	2.61 +	2.99 **

Note: Standardized coefficients are reported + $p < .10$, * $p < .05$, ** $p < .01$;

Study Summary

- God image informs ideal leader expectations
 - God engagement → Humane-oriented leader (*H1*)
 - God judgment → Autocratic leader (*H2*)
- Religious involvement moderates the relationship between god engagement and ideal humane-oriented leader, but not the relationship between god judgment and ideal autocratic leader (*partial support for H3*)

General discussion

- God image, in part, informs expectations of and preferences for leaders
 - Faith-base assumptions influence organizational experience
- Followership
 - Attributions – god image as an attribution puts the leader in a role that he/she may not be able to fill
 - Relationship to social construction of leadership

Contributions and Implications

- Academic

- Implicit Leadership Theories: formation
- God image/personal experience with God
- Spirituality in the workplace

- Practical

- Understanding what informs followers expectations for leaders
- Opportunity for discussion in education
 - Challenging assumptions
 - Teaching leadership



Future directions

- Other methods: quantitative and qualitative
- Consider moving beyond God image construct – other ways to conceptualize “God”, expanding beyond monotheism
- Testing the effects of the potential cognitive effect on interpersonal relationships

Thank you!

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	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.	17.	18.	19.
1. God Image: Engagement																			
2. God Image: Judgment	-0.53 **																		
3. Religious Involvement	0.44 **	-0.20 *																	
4. Administrative Competency	0.24 *	-0.24 *	0.00																
5. Autocratic	-0.14	0.26 **	0.09	-0.30 **															
6. Charisma-Visionary	0.25 **	-0.28 **	0.02	0.87 **	-0.32 **														
7. Charisma-Inspirational	0.21 *	-0.24 *	-0.05	0.88 **	-0.35 **	0.91 **													
8. Decisive	0.26 **	-0.29 **	0.04	0.83 **	-0.21 *	0.88 **	0.83 **												
9. Diplomatic	0.25 **	-0.28 **	-0.10	0.82 **	-0.41 **	0.77 **	0.85 **	0.67 **											
10. Humane-oriented	0.31 **	-0.23 *	0.09	0.64 **	-0.37 **	0.67 **	0.72 **	0.62 **	0.64 **										
11. Integrity	0.26 **	-0.26 **	-0.05	0.83 **	-0.45 **	0.84 **	0.92 **	0.78 **	0.82 **	0.76 **									
12. Malevolent	-0.19 +	0.32 **	0.05	-0.64 **	0.64 **	-0.69 **	-0.75 **	-0.63 **	-0.66 **	-0.65 **	-0.81 **								
13. Modesty	0.25 **	-0.23 *	-0.01	0.76 **	-0.39 **	0.77 **	0.81 **	0.68 **	0.73 **	0.74 **	0.79 **	-0.73 **							
14. Participative	0.17 +	-0.10	-0.09	0.36 **	-0.66 **	0.39 **	0.49 **	0.32 **	0.47 **	0.42 **	0.54 **	-0.71 **	0.43 **						
15. Performance-oriented	0.17 +	-0.21 *	-0.05	0.79 **	-0.30 **	0.88 **	0.87 **	0.79 **	0.75 **	0.60 **	0.82 **	-0.66 **	0.70 **	0.43 **					
16. Procedural-bureaucratic	0.45 **	-0.32 **	0.16	0.57 **	-0.15	0.51 **	0.52 **	0.53 **	0.52 **	0.52 **	0.56 **	-0.42 **	0.59 **	0.09	0.47 **				
17. Team-collaborator	0.34 **	-0.30 **	0.06	0.80 **	-0.45 **	0.74 **	0.82 **	0.68 **	0.84 **	0.73 **	0.83 **	-0.65 **	0.78 **	0.47 **	0.69 **	0.60 **			
18. Team-integrator	0.15	-0.21 *	-0.08	0.86 **	-0.36 **	0.89 **	0.90 **	0.84 **	0.80 **	0.60 **	0.86 **	-0.70 **	0.71 **	0.40 **	0.86 **	0.45 **	0.70 **		
19. Self-centered	-0.12	0.27 **	-0.02	-0.47 **	0.59 **	-0.51 **	-0.58 **	-0.44 **	-0.55 **	-0.50 **	-0.62 **	0.75 **	-0.49 **	-0.64 **	-0.51 **	-0.30 **	-0.52 **	-0.57 **	
20. Status-conscious	0.18 +	0.04	0.04	0.45 **	0.11	0.44 **	0.41 **	0.51 **	0.37 **	0.32 **	0.38 **	-0.18 +	0.38 **	0.03	0.45 **	0.47 **	0.38 **	0.42 **	-0.01
21. Social Desirability	0.07	-0.20 *	0.08	-0.02	-0.03	-0.04	0.00	-0.02	0.03	0.14	0.04	0.00	0.04	-0.16	-0.09	0.19 *	0.14	-0.09	0.01
22. Age	-0.06	-0.04	-0.11	0.26 **	-0.29 **	0.31 **	0.34 **	0.24	0.29 **	0.29 **	0.36 **	-0.40 **	0.27 **	0.30 **	0.29 **	0.14	0.26 **	0.27 **	-0.01
23. Gender	0.08	-0.10	-0.06	0.00	-0.13	0.00	-0.06	-0.07	0.04	0.09	0.01	-0.09	-0.04	0.05	-0.02	0.05	0.04	-0.08	-0.01

Note: +p<.1, *p<.05, **p<.001; Gender coding (0=male, 1=female)



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Study 2: Methods/Measures

MTurk (N=80; 55% female; mean age = 35years)

God Image

- God Image - Benevolence
 - 1 items, ($\alpha=.9$)
 - *Loving, forgiving, just, accepting, understanding, generous, warm*
 - *Reverse scored: Punishing, Severe, Wrathful, Vindictive, Disapproving, Judgmental, Critical*

Preference for leader

- *Leader number 1 has a very positive reputation for being an effective leader. Members of the team say that leader number 1 is oriented toward following rules and regulations, decides what work will be done and how it will be done, and delegates responsibility in a clear and effective way.*
- *Leader number 2 has a very positive reputation for being a generous leader. Members of the team say that their leader is concerned about their personal welfare, is friendly and approachable, and perceives all members of the team as equal contributors.*

Personal Leadership Style

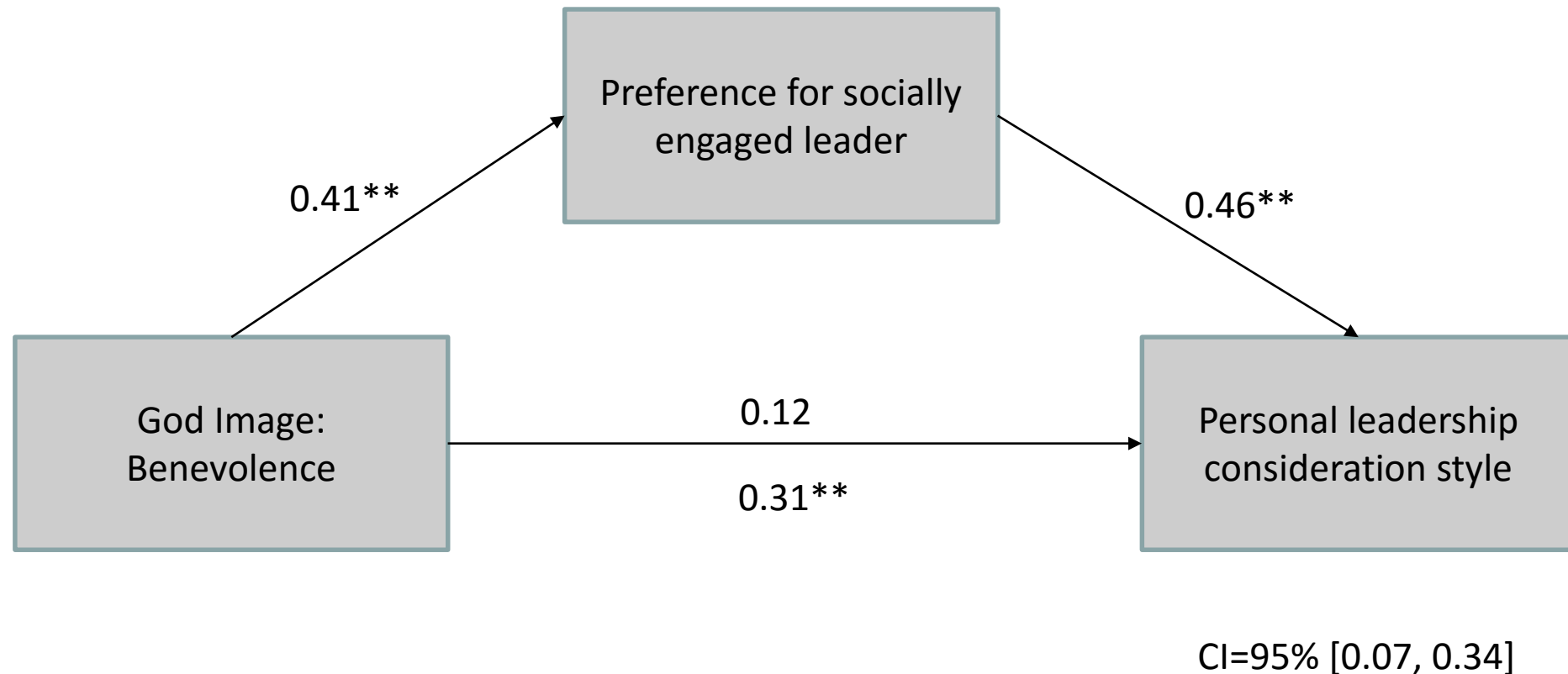
- Consideration
 - 6 items, ($\alpha=.76$)
 - *Treat all group members as equals, look out for personal welfare of team*

Regression results

Consideration Leadership Style			
	(1)	(2)	(3)
God image	0.32 **	0.31 **	0.16
Preference: Authoritative Leader		0.16	
Preference: Benevolent Leader			0.60 **
Gender (1=Female)	0.12	0.13	0.02
Age	0.03	0.01	-0.04
Constant	0.05	0.06	0.04
Observations	68	67	68
R ²	0.15	0.18	0.45
Adjusted R ²	0.11	0.12	0.41
F Statistic	3.81 **	3.29 **	12.85 **

Note: Standardized coefficients are reported + p<.10, *p<.05, **p<.01;

Mediation



Selig and Preacher, 2008

God Image by Religious Affiliation

