Gardner-Webb University

Digital Commons @ Gardner-Webb University

Summer 2023

SEM Leadership Impact on Psychological Empowerment, Interorganizational Trust, and the Value Co-creation Environment

Rick Blume
Gardner-Webb University, rblume@gardner-webb.edu

Follow this and additional works at: https://digitalcommons.gardner-webb.edu/business-dissertations

Part of the Leadership Commons

SEM Leadership Impact on Psychological Empowerment, Interorganizational Trust

and the Value Co-creation Environment.

by

Richard K. Blume II

Doctoral dissertation

Submitted to the graduate faculty of

Gardner-Webb University in partial fulfillment

of the requirements for the degree of

Doctor of Business Administration

July 2023

SEM Leadership Impact on Psychological Empowerment, Interorganizational Trust and the Value Co-creation Context.

SEM Leadership Impact on Psychological Empowerment, Interorganizational

Trust, and the Value Co-creation Context

by

Richard K. Blume II

Doctoral dissertation

Submitted to the graduate faculty of

Gardner-Webb University in partial fulfillment

of the requirements for the degree of

Doctor of Business Administration

July, 2023

Dissertation Committee Approval:

_____   _____

Dr. Ellen Campos Sousa, Chair   Date

_____

Dr. Anthony Negbenebor, Committee Member

_____

Dr. James Hlavacek, Committee Member

_____

Dr. Christine Sutton, Associate Dean/DBA Director

Dedication

I want to dedicate this dissertation to my family, who inspire and motivate me to become a better husband, father, and grandfather. I also want to thank the mentors over my long steel industry career who modeled the caring leadership styles examined in this dissertation.

Acknowledgments

During my 42-year career in the steel industry, I experienced two contrasting leadership styles. Interestingly, the career was almost halved such that the first 22 years were spent in a struggling company in a struggling industry, led by leaders under pressure from dire circumstances. For the last 20 years, the company I worked for was characterized as a successful company renowned as an industry disruptor. In both cases, I observed strong and competent leaders and other leaders who would not be characterized positively. I never met the greatest among them, Ken Iverson. However, I worked closely with many of his lieutenants who faithfully carried forward his leadership philosophy; a philosophy grounded in humility, empowerment, and care for teammates. I witnessed good and bad leaders in both cases, evoking my interest in the topic.

I am also deeply grateful to my dissertation committee: Ellen Campos Sousa, Ph.D. (chair); Anthony Negbenebor, Ph.D.; and Jim Hlavacek, Ph.D.; and the Director of the DBA program Christine Sutton, Ph.D. Their guidance and patience were invaluable to the completion of this work. Dr. Sousa and Dr. Negbenebor provided strong and patient support in the process. I am indebted to Dr. Hlavacek, who frequently shared personal insight into who Ken Iverson was and the details of his leadership philosophy. As a colleague and personal friend of Ken Iverson, Dr. Hlavacek provided a unique perspective on this acclaimed and widely respected business leader. Thank you to Dr. Sutton for your instruction and guidance in academic writing. Thank you to the DBA faculty, Dr. Godfrey, Dr. Kim, Dr. Policastro, Dr. Taylor, and Dr. van der Poel, for the excellent instruction and feedback over the two years of coursework.

To my wife, Rhonda, thank you for your support and encouragement. Your patience, support, and sacrifice during the many hours invested in the DBA program and dissertation are deeply appreciated. During the first half of this DBA program, your devotion and loving care for my father through his dementia struggle over his final years were selfless. I am forever grateful. Walking with him through his last mile will be one of my fondest accomplishments.

Abstract

SEM Leadership Impact on Psychological Empowerment, Interorganizational Trust and the Value Co-creation Context.

By:

Richard Blume II

An unabating drive for continuous innovation in B2B manufacturing occurs due to global competitive pressures and shareholders demanding firm growth. Companies may emphasize partnerships and strategic alliances in this competitive environment to build value and create competitive advantage through innovation and worker ingenuity. This study investigates whether and how a combination of servant, empowering, and mindful leadership styles (SEM Leadership) influences the group culture by increasing the presence of psychological empowerment (PE), interorganizational trust (IOT), and cultivating a value co-creation context (VCC). The value co-creation process between supplier and customer is within management influence and represents a vital management lever to facilitate this required growth. The fuzzy-set Qualitative Comparative Analysis used in this investigation focuses on the conditions and outcomes in the boundary space between supplier and customer, assessing the necessity or sufficiency of SEM Leadership styles to foster an innovative culture. The research subjects are sales and procurement employees in the US steel-producing and consuming industry. The study discusses SEM leadership's ability to psychologically empower boundary spanners who effectively cultivate and build interorganizational trust that, over time, becomes institutionalized. The main finding upholds the necessity and sufficiency of SEM Leadership for a value co-creation environment. Additionally, the research demonstrates some level of

interchangeability between servant, empowering, and mindful leadership in achieving

organizational results. This research suggests combining leadership styles might be better

than adopting a singular style.

Table of Contents

List of Tables

List of Figures

Chapter 1: Introduction

Background

Leadership's role in establishing a productive work environment is confirmed as key to innovation (Gumusluoğlu & Ilsev, 2009), value co-creation (Rusthollkarhu et al., 2020), and organizational success (Zahari et al., 2022). Leadership research is studied in many contexts, perspectives, and desired outcomes. Many leadership styles can be readily identified in extant literature with much effort to classify their different dimensions (Nawaz et al., 2016). Most of the prior research has studied leadership styles in isolation and has not considered how combinations of leadership styles may produce synergy or offer interchangeability. For instance, Newman et al. (2017) discuss servant leadership's influence on organizational citizenship behavior. Similarly, Srivastava et al. (2006) addresses empowering leadership's effect on knowledge sharing, efficacy, and performance. Additionally, mindful leadership's role in promoting employee performance is investigated by Reb et al. (2019). Therefore, a practical question arises whether a leader should adopt a singular leadership style or develop a synergistic construct of leadership styles to achieve the desired organizational outcomes. Reliance on a single leadership style seems simplistic and monochromatic, given the increasing social complexity and diversity within large organizations. Given the myriad of leadership styles observed and described in business writing, the purposeful combining of leadership styles may yield a more robust solution in achieving the desired outcomes of psychological empowerment (PE), interorganizational trust (IOT), and a value co-creation context (VCC). These outcomes are selected because of their potential impact on the shared culture between collaborating firms. Tuuli & Rowlinson (2009) find that

psychological empowerment is a valuable path to performance improvement in project settings. Schilke & Cook (2013) state that trust becomes the fabric of organizational action over time, suggesting that interorganizational trust reinforces the working relationships between collaborating firms. The value co-creation environment is an important outcome as it provides the partner firms with resources and knowledge to which they may not otherwise have access (Yi et al., 2021). For these reasons, PE, IOT, and VCC are valuable research outcomes for B2B firms and are selected for the investigation.

A significant gap in the literature is found with the lack of empirical examination of the configurational effect of leadership styles. Scholars suggest that complementary resources may synergistically affect performance (Kozlenkova et al., 2014); therefore, examining leadership style combinations appears warranted.

Purpose of the Study

This dissertation research explores a combination of servant leadership (SL), empowering leadership (EL), and mindful leadership (ML) styles, referred to in this research as SEM leadership. The study's outcomes of interest include psychological empowerment (PE), interorganizational trust (IOT), and the value co-creation context (VCC). The research examines whether the SEM leadership triad is necessary or sufficient for the outcomes of interest (PE, IOT, and VCC), an important research topic for academicians and practitioners. Each component leadership style has unique and distinguishing characteristics, yet important overlap characteristics strengthen the construct. Because of these overlapping characteristics, I investigated whether the causal conditions are interchangeable. This potential for a leadership style to support positive

organizational behavior through interchangeability and flexibility makes the SEM leadership construct a worthwhile and potentially powerful antecedent condition to evaluate.

It may be helpful to recognize that the SEM Leadership styles are follower centric. This follower orientation contrasts with much of the extant leadership research focused on the leaders themselves (e.g., traits, behavior, and leader ambitions). The power of SEM leadership is that its focus is directed toward followers or doers within the organization. The attention to followers leverages the team's energy, engagement, and talents toward higher team performance. Another research goal was to encourage future research on combined leadership styles to meet different contexts and business objectives. Given the research's relational or social nature, well-established social theories serve as foundational concepts for the dissertation.

Theoretical Grounding

The theoretical grounding for the study is based on three social theories: social exchange theory (SET), social influence theory (SIT), and self-determination theory (SDT). A brief description of these theories follows:

Social Exchange Theory

Social exchange theory (Blau, 1968) is based on reciprocity. This study expected to find reciprocal connections between the antecedent conditions of SEM leadership and the outcomes of psychological empowerment, interorganizational trust, and the value co-creation context through mutual exchange. SET suggests that relationships are based on the parties' cost/benefit analysis of the value gained from the relationship and that all

participants receive something in return. Leadership is inherently collaborative (Ruben & Gigliotti, 2016)

Social exchange theory implies that management's leadership style creates a basis of exchange where management provides employee support in exchange for the employee's organizational citizenship behavior (Williams & Anderson, 1991). Organizational citizenship behavior can be described as being the "good soldier," going beyond the job description and being a meaningful contributor to a firm's success (Organ, 1988). The value co-creation process is reliant on employees' dynamic and innovative behavior. Companies seek ways to engage customers in their processes through value co-creation (Saarijärvi, 2012).

Social exchange theory is based on an expectation that relationships are characterized by equitable exchange. Social exchange relationships cannot develop without trust (Blau, 1968). SET is threaded through the SEM Leadership triad as reciprocal leader-member exchange is found in all three leadership styles.

Social Influence Theory

Social influence theory (SIT) posits that the actions of others significantly influence people and their thinking (Kelman, 1958). This theory helps identify a functional link between a leader's style and an employee's or work team's attitude and motivation (Wood, 2000) by creating mutual trust and enhancing the leader's influence. The extant literature demonstrates that trust occurs at different levels (interpersonal, intrapersonal, intraorganizational, and interorganizational) and can be imputed to other individuals or entities (Schilke & Cook, 2013). Trust can be affected by the leader's demonstrated trust in another coworker (Lau & Linden, 2008). For example, if a

respected boss speaks positively about a colleague, an assumption may be made that the colleague must be good. This example demonstrates the power of endorsement: An individual is more likely to trust a person recommended by someone they already trust. As a result, resumes typically contain personal references for the applying candidate. SIT supports the idea that trusted leaders can and do have a meaningful influence on followers.

Additionally, SIT provides a theoretical understanding for examining how interorganizational trust develops. As trust develops on an interpersonal level, the stage is set for the potential emergence of interorganizational trust (Schilke & Cook, 2013). In the research model, SIT is threaded through the SEM Leadership styles and the outcome variables of psychological empowerment, interorganizational trust, and the value co-creation context. The ability to influence critical participants in the leader-member dyad (LMX) and the work group is a vital enabling characteristic in leadership.

Self-determination Theory

The third grounding theory is self-determination theory (SDT). SDT explains the relationship between workers' motivation and psychological empowerment, suggesting that when psychologically empowered, workers are internally motivated and desire to serve customers (Deci & Ryan, 2008). The theory links psychological empowerment to organizational citizenship behavior or what is commonly described as giving extra effort. This theory suggests that psychological empowerment results from intrinsic motivation, which emanates from trust in the working relationship between leaders and followers (Jeyaraj and Gandolfi, 2019). "Empowering leadership contributes positively to the

psychological empowerment, attitudes, and work behaviors of followers" (Fong & Snape,
2015, p. 136).

Self-determination theory connects psychological empowerment to participants'
intrinsic motivation and the desired outcomes found in the research model. This theory
supports psychological empowerment, as employees are motivated by their sense of
control. Spreitzer (1995) describes psychological empowerment as found in one of four
cognitions: meaning, competence, self-determination, and impact.

The three social theories of SET, SIT, and SDT provide the theoretical foundation
for this research. These three theories explain the social mechanisms at work in the
research model. All three styles focus on creating a positive exchange between leaders
and followers and are follower centric.

Research Question and Hypotheses

Research Question

Are servant, empowering, and mindful leadership style's (SEM leadership)

characteristics necessary or sufficient as antecedent conditions to the outcome of

interorganizational trust, psychological empowerment, and the value co-creation

environment?

Hypotheses

A requirement for using fuzzy-set Qualitative Comparative Analysis (fsQCA) is
that the hypotheses must be stated in set-theoretic language. In other words, the
hypotheses are framed using the language of necessity and sufficiency (Mello, 2021). To
briefly introduce, fsQCA is a method to compare sets of antecedent conditions and an
associated outcome to determine whether the set of conditions is necessary or sufficient

for an outcome to occur. Necessity indicates that the outcome cannot occur without an ascribed condition(s). Sufficiency suggests that when a condition is present, the outcome is present.

H1a: SEM leadership is necessary for psychological empowerment.

H1b: SEM leadership is sufficient for psychological empowerment.

H2a: SEM leadership is necessary for interorganizational trust.

H2b: SEM leadership is sufficient for interorganizational trust.

H3a: SEM leadership is necessary for a value co-creation environment.

H3b: SEM leadership is sufficient for a value co-creation environment.

H4: PE, IOT, and VCC are coincidental business outcomes

Figure 1

SEM Leadership Model
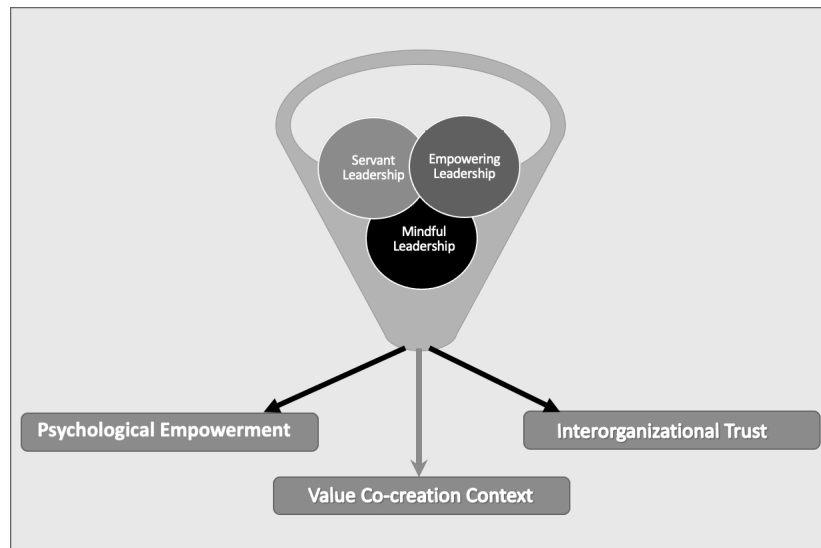
Explanation of the Model

The SEM leadership model (see Figure 1) illustrates the antecedent conditions and outcomes examined in the research. The three leadership styles blended in a

configurational antecedent are shown in the funnel. The funnel represents the co-mingling or combination of the SEM leadership construct's leadership styles. Our empirical research seeks to identify conditions or "recipes" that provide the most impactful combination of the SEM leadership style to affect PE, IOT, and VCC positively.

The research outcomes of interest are psychological empowerment (PE), interorganizational trust (IOT), and value co-creation (VCC). The research accepts from well-established research that empowerment and trust are strong predictors of positive organizational effectiveness (Hoxha, 2015). Tuuli & Rowlinson (2009) conclude that psychological empowerment significantly contributes to performance improvement in project settings. Zaheer et al. (1998) find a direct relationship between interorganizational trust and firm performance. Finally, results from Shulga et al. (2021) show that trust is necessary for a customer's involvement with value co-creation.

The Antecedent Conditions

The leadership styles comprising the SEM leadership construct are servant, empowering, and mindful leadership styles. All three styles, in isolation, provide beneficial leadership characteristics and support key organizational outcomes. This research combines these leadership styles to create a complementary and follower-oriented leadership construct. The study seeks to determine whether the blending of the characteristics of these leadership styles may be necessary or sufficient for business outcomes. The following paragraphs briefly introduce these leadership styles, and a fuller discussion occurs later in the literature review.

Servant Leadership

Servant leaders place priority on serving others before aspiring to lead. Jeyaraj & Gandolfi (2019) remind us that servant leadership has its roots in ancient history, but Greenleaf et al. (1998) revitalized its research and contemporary use. Schwarz et al. (2016) observe that personal and professional lines become blurred in a servant leadership mode because servant leaders take an interest in understanding each follower's background, core values, beliefs, assumptions, and unique behaviors. When this happens, emotional connection and interpersonal acceptance foster a serving-oriented culture, putting the follower's needs first. When employees perceive servant leadership behavior, they tend to reciprocate with creative behaviors (Aboramadan, 2021).

Empowering Leadership

Srivastava et al. (2006) defines empowering leadership as power and information sharing with subordinates that raises their intrinsic motivation. Today, leaders are more likely to shun bureaucratic and hierarchical management practices to provide their employees with support and empowerment (Arnold et al., 2000). In efforts to maximize efficiency, firms are flattening their organizations and expanding employee responsibilities throughout the organization (Biemann et al., 2015). Empowering leadership provides support through coaching, encouragement, training, and emotional support (Bandara, 1986). Firms that need employees to be creative and engage in organizational citizenship behavior should consider empowering leadership as a means (Lee et al., 2018).

Mindful Leadership

Mindfulness in leadership manifests in a psychological state of consciousness where the leaders pay focused attention to the present moment with an accepting and non-judgmental attitude toward employees (Brown et al., 2007). As such, a mindful culture promotes better relationships and enhanced social interactions (Glomb et al., 2011). The more mindful leaders are, the more likely they are to exercise a flexible leadership style (Baron et al., 2018)

The SEM Leadership Construct

The dissertation advances a combinational leadership construct comprised of the leadership styles briefly introduced above. Servant, empowering, and mindful leadership styles are combined into a novel construct expected to positively influence the desired outcomes of psychological empowerment, intraorganizational trust, and the value co-creation environment. These SEM leadership styles were selected for the research because of their follower-oriented nature and unique characteristics (see Table 1). Additionally, the researcher has often observed these characteristics in leadership practice. Developing combinational constructs may allow leaders to choose important leadership characteristics from the literature's myriad styles. This adaptation may enable leaders to customize a combinational leadership style to fit better the conditions and personalities of the team and themselves.

Table 1

Unique Characteristics of SEM Leadership

Leadership Style	Salient Characteristics		
Servant	Humility	Serving	Caring
Empowering	Delegating	Encouraging	Information Sharing
Mindful	Engaged	Non-judgmental	Flexible

The Outcomes

The research examines three powerful organizational outcomes: psychological empowerment, intraorganizational trust, and a value co-creation environment. Individually, these outcomes are already well established in the literature as positively affecting organizational citizenship behavior and performance outcomes. "The strength of the relationships between psychological empowerment and various workplace attitudes and behaviors compares favorably with some of the most robust motivation theories…" (Siebert et al., 2011, p. 18). Zaheer et al. (1998) find that high levels of interorganizational trust are related to reduced costs, conflicts, and enhanced supplier performance. Further, co-creating value improves customer interaction and creates value customers are willing to pay for (Prahalad & Ramaswamy, 2004a). The following paragraphs briefly introduce these outcomes, and later, the literature review offers a deeper discussion of each.

Psychological Empowerment

The core elements of psychological empowerment consist of work competence, meaning, self-determination, and impact (Spreitzer, 1995). In dynamic working environments, empowerment likely creates and sustains competitive advantage (Kim &

Shin, 2017). For example, Ashfaq et al. (2021) find that increased psychological empowerment leads to increased creativity and innovative behavior. The study emphasizes psychological empowerment at the individual and group levels. Tuuli and Rowlinson's (2009) psychological empowerment research reports that when individuals perceive work-related competence, have control over decisions, and sense meaning from their role, they are likely to exhibit task performance behaviors. Their paper further indicates that psychological empowerment improved project performance.

Interorganizational Trust

High levels of trust within relational exchange (between supplier and customer) enable parties to focus on the long-term benefits of the relationship (Ganesan, 1994). Interorganizational trust operates as a governance mechanism (Bradach & Eccles, 1989), suppresses opportunism (Pfeffer & Salancik, 1978), and leads to higher cooperation (Morgan & Hunt, 1994). This research emphasizes intraorganizational trust to foster collaboration within the boundary space between boundary spanners.

Psychological empowerment and interorganizational trust often appear simultaneously in value co-creating environments, and it seems difficult to generate effective empowerment without establishing mutual trust. Furthermore, building a value co-creating environment without psychological empowerment and interorganizational trust looks even more difficult. This research seeks to demonstrate that PE, IOT, and VCC are often coincidental in their presence and impact.

The Value Co-creation Context

Vargo & Lusch (2008) define value creation as integrating the collaborating firm's resources to benefit all parties. Prahalad & Ramaswamy (2004) suggest four

elements for value co-creation context: dialogue, acquisition, risk assessment, and transparency. Value co-creation involves innovative ways to create value and is a key concept in marketing and management (Saarijärvi et al., 2013).

The context for this dissertation research is B2B manufacturing, specifically the U.S. steel industry. In addition to being quite large and significant, the U.S. metals sector provides ample opportunity to examine B2B supply chain relationships and value co-creation activity at the boundary of supplier and customer relationships. The manufacturing sector represents one of the most prolific environments for innovation. Manufacturing firms fund most corporate research and development (R&D), and the resulting innovation and productivity improve the standard of living (USDOC, 2012). Global competitive forces and economic realities pressure manufacturers to continuously strive to find lower-cost, efficient production methods and logistic solutions—even when the low-cost manufacturing solution is on the other side of the world. Global options for low-cost manufacturing only add to the competitive pressure and urgency for value co-creation. These intense competitive forces drive the need for value co-creation and manufacturing innovation (Morgan & Hunt, 1994). Furthermore, in a global economy, raw material scarcity and, in some cases, availability are worrisome. Innovation supports responsible and sustainable business practices ensuring the most efficient use of raw materials.

There is a growing incentive in the aftermath of the pandemic supply disruption to shorten supply chains for efficiency and to improve reliability. The 2020 pandemic shocked an already tumultuous business environment of trade battles and predatory economic policies (Javorcik, 2020). Merely finding the lowest-cost global solution while

disregarding geographical proximity and other related logistic issues is no longer adequate. Geopolitical considerations are becoming more relevant to supply chain development (Joubioux & Vanpoucke, 2016). Unfair practices like involuntary (enslaved) labor are drawing the global business community's attention and ire. As a result of these concerns, some studies suggest that North America may experience a reshoring of manufacturing and emphasize collaboration with less predatory trade partners nearer to the final product end-use (Tate et al., 2014). As such, businesses must increase value co-creation capability in existing or near-sourced supply chains to remain globally competitive. This investigation more narrowly focuses on the boundary spanners between suppliers and customers as they jointly pursue value co-creation.

Another significant growth challenge for B2B businesses is the increasing global emphasis on reducing carbon emissions and climate change policy. Regardless of a firm's philosophical stance, governmental mandates and stakeholder demands for lower carbon emissions affect every manufacturing and industrial business. More stringent facility and equipment permitting, carbon border adjustment mechanisms (taxes), and reduction of fossil fuel use will significantly increase producer and consumer costs. Innovation and value co-creation become increasingly crucial as firms seek to offset higher costs to remain competitive, lower their firm's environmental impact, improve product quality, and meet new customer demands. Value co-creation becomes increasingly important as these factors impact the B2B business environment and competition intensifies.

Significance of the Study

Contribution to the Literature

The research contributed to the literature in two meaningful ways. The first is the contribution to academic research by introducing a novel configurational construct using

three synergistic leadership styles: servant, empowering, and mindful leadership. After reviewing the literature, to the best of my knowledge, this combination of leadership styles (SEM) has not been examined. The combination of servant, empowering, and mindful leadership styles offers a powerful and unique blend of leadership styles that may be forged, despite evolving from different historical development paths, to build an effective leadership strategy. The study discovered meaningful synergistic relationships and helped bring attention to the SEM leadership concept. A potential outcome of the study is that the SEM leadership construct, or other similarly designed leadership combinations, may be examined in future academic research.

Secondly, QCA is an emerging statistical technique, and this research adds an academic paper to the literature using this novel statistical technique, potentially encouraging other academic researchers to utilize this approach in social science studies. Figure 2 (Mello, 2021) illustrates the increasing interest in QCA, with most of the interest coming from business, management, and political sciences research areas. This increased interest suggests that QCA should be considered for broader use in business schools.

Figure 2

Cumulative Journal Articles on QCA 1987-2020
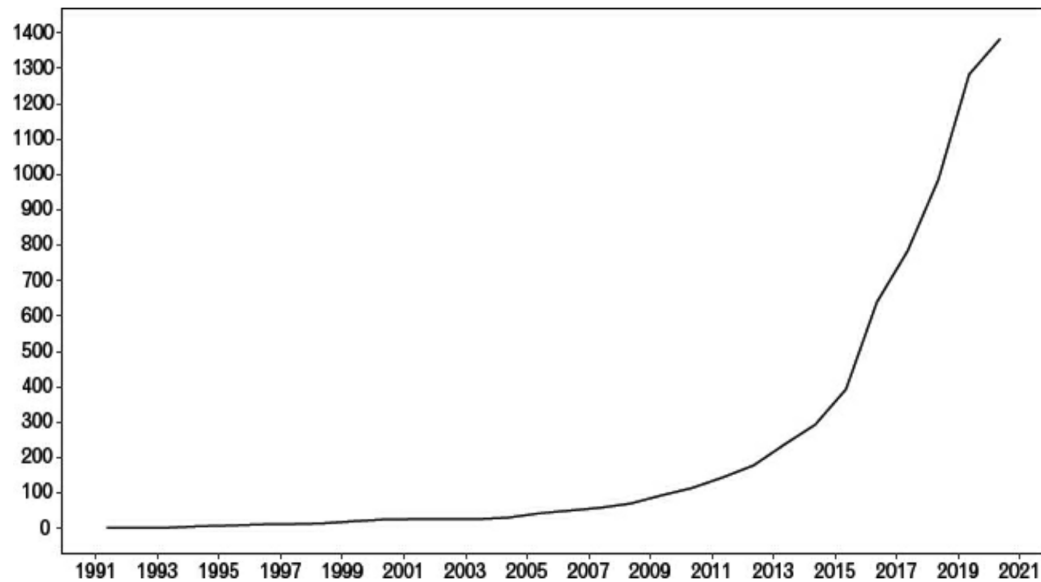
Note. From Qualitative Comparative Analysis: An introduction to research design and application (p. 9). Mello P.A. (2021) Georgetown University Press. Copyright@2021 Georgetown University Press.

Contribution to Management

Determining an optimizing combination of leadership characteristics prescribed in the SEM leadership triad provides a richer leadership model for business managers. This research premised that developing a singular leadership style in complex organizational settings may sub-optimize leadership development. In other words, a myopic approach in adopting a single leadership style may fall short of the full development of highly effective business leaders and, more importantly, short-change followers. The research challenges leaders to consider a combinational leadership style more inclusive of the best characteristics of successful leadership styles currently in management practice.

Additionally, for executive management, the research highlights the importance of building trust in exchange relationships at an interorganizational level.

Interorganizational trust is a crucial element found in successful supply chains. For example, the Japanese keiretsu is a well-known and respected supply-chain model where interorganizational relationships are forged through structured supplier-customer expectations and arrangements (Lincoln et al.,1996). Less structural but similarly powerful interorganizational bonds can be formed in more independent cultures like the United States (Dyer, 1996). Innovation involves uncertainty and tacit knowledge exchange, which requires business partners to build, maintain and share knowledge (Yi et al., 2021). Interorganizational trust is required that information shared will not be leaked or made available to competitors.

Another critical benefit of interorganizational trust is improving the team's speed in execution. Covey & Merrill (2018) stressed that trust contributes to speed. Even a modestly competent business manager understands the importance of "throughput" or speed of execution to the customer, driving lower production costs, shorter cash-turn cycles, and a faster rate of market introduction.

Finally, this research is expected to encourage executive leaders to employ leadership development processes to positively impact boundary-spanning employees via SEM leadership to promote value co-creation. Training and development resources may develop from this research. The resulting value co-creation from boundary spanners' capability development should nurture innovation and generate the revenue growth necessary to support a healthy and sustainable U.S. manufacturing base.

Dissertation Organization

The dissertation follows the prescribed 5-chapter format: introduction, literature review, methodology, results, discussion, conclusions, and recommendations.

Chapter 1: The Introduction provided background, discussed leadership research's significance, and identified gaps. It introduced the dissertation's research model, established the perimeter of the study, introduced the theoretical grounding, and briefly discussed the key antecedent conditions and outcomes to be measured. The introduction briefly reviewed the research's anticipated contribution to leadership literature and management practice.

Chapter 2: Literature Review reviewed the current discussion related to leadership research, focusing on the role of the CEO and executive management, who bear ultimate responsibility for developing or maintaining the firm's culture. Further, the literature review elaborates on the antecedent of SEM leadership, including the servant, empowering, and mindful leadership components, and the desired outcomes of psychological empowerment, interorganizational trust, and value co-creation. The section concludes by discussing the importance of boundary spanners as vital participants in the value co-creation process.

Chapter 3: Methodology discussed the methods for data gathered and the analytical technique used for the research. The research describes the analysis's how, when, where, and who. The chapter provides an introduction and review of the fsQCA approach and the rationale for its use.

Chapter 4: Results describes the statistical instruments and techniques and discuss critical statistical findings. The analysis evaluates the research construct's Cronbach alphas and provides descriptive statistics of the survey responses. Various analytic tools within the fsQCA software were conducted to assess the necessity and sufficiency of the

conditions for the outcomes, and the final analysis assesses the set coincidence of the outcome variables. The chapter presents the findings of the fsQCA analysis.

Chapter 5: Discussion, Conclusions, and Recommendations explains the study's conclusions and implications for management and academics. Limitations of the research are presented; recommendations for further research are offered, and the paper concludes with summary comments.

Chapter 2: Literature Review

"I have said great leaders instill groups of people with a dream…but it is a dream with a deadline."

"I've written a half-dozen books about Ken Iverson and didn't know I was writing about him. I thought I was writing about leadership. But, as I read Plain Talk, I realize that Ken is, in many ways, the leader I have portrayed in the abstract, here in the flesh. Ken Iverson has intuitively practiced all of what I have preached."

Forward by Warren Bennis –
Plain Talk: Lessons from a Business Maverick (1997)

The Role of Executive Leadership

The CEO's primary role is to develop and cultivate the work environment and provide the necessary leadership for the team to succeed. Giberson et al. (2009) find that CEO characteristics can be seen throughout an organization by observing the firm's norms and culture. Contrary to the common perception in the business press, CEO talent is not the dominant reason for a firm's success. Kahneman (2011) argues that the impact of an elite CEO on a company's performance is, on average, only 10 percent above what a firm would experience with an average leader with average luck. This statement is stunning, particularly since CEOs often enjoy unmerited adoration and exorbitant pay — as the Economic Policy Institute reported, at 351 times over the average worker's salary (Mishel & Kandra, 2021). In most cases, if the CEO's abilities are only average to slightly above average, it is difficult to understand why they are so significantly overpaid.

More important than hiring an extraordinarily talented CEO is finding one capable of effectively shaping the firm's culture through leadership. The CEO's responsibility, first and foremost, is to create, through leadership, the culture and values in which the organization can succeed. So rather than relying on exceptional CEO

abilities, a firm's success is more likely predicated on executive leadership effectively shaping the company's culture.

Kelly (1988) suggests that too much emphasis is placed on leaders and not enough on followers. He offers that Napoleon, without his great army, was just a man with great ambition. This point highlights the importance of the leader and follower relationship. Leader-member exchange theory (LMX), as discussed by Graen and Uhl-Bien (1995), emphasizes the importance of the relationship between the leader and the member. Leader-member exchange theory (LMX) depends on emotional support and resource exchange within the leader-member relationship (Liden et al., 1997).

Distinguishing Between Management and Leadership

In examining the component leadership styles used in the SEM leadership construct, it is worthwhile to distinguish between management and leadership. Both have similarities, but there are significant differences. Management is a relatively new concept due to the emergence of large and complex organizations (Kotterman, 2006), while leadership represents one of the oldest preoccupations (Bass & Stogdill, 1990). The idea of management emerged in the 1890s through the 1920s, and history credits Henry Ford, Fredrick Taylor, and others with its development. Management, from its beginning, paid great attention to control and efficiency. These iconic businesspeople framed a manager's primary role as planning, organizing, staffing, directing, and controlling in a bureaucratic organization. This framing is based on the notion that employees were simply cogs in the machine or merely another business input like working capital and equipment.

In contrast, the notion of leadership (people-oriented) has developed almost since the creation of humanity. Leadership is recorded in the biblical account of Exodus 14:13

(NIV), with Moses serving as the leader of his people, encouraging them not to fear but to trust. Today's leadership concept includes vision casting, aligning the organization, influencing teammates, motivating, and inspiring others. In this simple comparison, the contrast between managing and leading is clear. Kotter (1995) suggests that most US corporations are over-managed and under-led. Understanding these distinctions is essential for clarity when evaluating the leadership styles embedded in the SEM leadership triad.

All Workers are "Knowledge Workers."

In the 1970s, Ken Iverson, Nucor Corporation's founder, recognized traditional hourly steelworkers as knowledge workers, a notable change from the industry's perspective. While controversial at the time, hard workers in dirty and dangerous environments became regarded as knowledge workers with the introduction of disruptive technology and participative management that subsequently changed the nature of many jobs in manufacturing. This recognition of workers using their intellect contradicted the idea of mechanized workers proposed in Fredrick Taylor's scientific management theory, where all work actions should be precisely scripted (Taylor, 1914). It was reported that Iverson respectfully but publicly challenged management guru Peter Drucker at a New York financial conference, arguing that all workers should be regarded as knowledge workers rather than a designated few. The term "knowledge worker" was coined by Drucker in a 1959 book titled "The Landmarks of Tomorrow," offering a comparatively narrow definition of knowledge worker. In more recent times and as a result of this changing attitude, follower-oriented leadership styles are implemented to foster innovation and to create a no-fear-of-failure culture creating a sustainable competitive

advantage for these forward-thinking companies. In the current employment environment, most, if not all, workers should be deemed as knowledge workers. "Knowledge workers require communication skills to work independently and collaboratively to accomplish complex tasks, usually using the latest technology. A knowledge worker can learn and adapt to a shifting workplace" (CFI team, 2022). Finding a worker today that is not engaged in some way with technology is virtually impossible, even if the technology is merely a smartphone, GPS mapping device, or laptop computer.

In many cases, such as a modern steel mill, highly sophisticated and complex equipment is required to monitor production processes and key product characteristics and are core to the worker's responsibility. Most workers are involved with technology and therefore require intellectual capability. Acknowledging the role of knowledge workers in the industry requires follower-oriented leadership, similar to the SEM leadership styles examined.

The Development and Nature of Leadership Research

Leadership influences others to motivate, inspire, and organize toward organizational goals (Jones & George, 2000). Initial leadership research emerged in the late 1800s, focusing on the traits and characteristics of identified "great" leaders (Hamilton, 2020). For example, successful leaders in the military (Ulysses Grant), industry (Henry Ford), politics (Winston Churchill), and civil rights (Reverend Martin Luther King, Jr.) were the exemplars of leadership. The premise was that great leaders possess innate traits and leadership characteristics (Lord et al., 1986). These authors

suggest that intelligence, determination, extraversion, and self-confidence are identifiable factors worthy of emulation.

Over time, leadership theory has evolved beyond leaders merely possessing innate attributes to a focus on developing leadership skills to enhance organizational performance (Judge et al., 2009). This evolution implies that leadership skills can be learned rather than an endowment of unique personal characteristics. The review of leadership theories suggests that leadership is a complicated concept, and its development results from different conditions and circumstances (Bono & Judge, 2004).

Beyond the original trait theory, other perspectives or families of leadership theories have since developed. One such leadership family is based on behavioral theory (McGregor, 1960), where the leadership description is based on the leader's actions (Kouzes & Posner, 2012). Behavioral theory suggests that there is a "toolbox" of behaviors that lead to effective leadership. Given the theory's sole focus on the leader's behavior with little attention to the leader-follower relationship, it is not selected for the dissertation research.

The situational or contingency theory of leadership (Fiedler, 1964) suggests that unique circumstances form leaders as they adapt to the circumstances or rise to the occasion. Situational theory balances two leadership dimensions—to what degree is the leader directive and to what degree is the leader supportive—while simultaneously assessing the level of competence or commitment required by the task. Situational theory is practical when circumstances require decisive, immediate, and potentially autocratic responses. The near financial collapse of Chrysler in the 1980s required a contingency leader like CEO Lee Iacocca for the company to survive the crisis. Iaccoca was described

as a demanding and volatile boss but a leader whose style was successful given the dire circumstances facing the automaker (Trott, 2019). The dissertation research does not consider situational leadership since it focuses on adapting to pending circumstances and not on the leader and follower relationship.

More recently, leadership theories developed with contemporary thought include systems theory (Senge, 2008), resulting from dissatisfaction with the reductionist approach of trait theory sifting out key personal characteristics. Systems theory claims no absolute leadership characteristics but develops a theory oriented toward learning and adapting to the environment and circumstances (Hamilton, 2020). Given that systems theory focuses on the learning function of the organization and does not emphasize a follower-oriented approach, the theory is not evaluated in the study.

Transformational > Process Theory > SEM Leadership

A number of contemporary leadership theories have been excluded from the research since they put minimal focus on the employees. It may be helpful to review the development of follower-oriented leadership styles.

Transformational leadership is contrasted with transactional leadership (economic exchange) and incorporates vision, motivation, and equity, seeking to develop leaders to their full potential. Transformational leadership transforms people and moves followers to extraordinary accomplishments (Northouse, 2015). Transformational leaders motivate others to do more than they intended and even thought possible. (Bass & Avolio, 1994). This type of leadership theory represents an early focus on followers and gives rise to other more contemporary styles.

Process leadership theory emerged from the broader transformational leadership school of thought and is a relational process contrasting with the transactional approach in which the relationship between leaders and followers is at arm's length.

Process leadership theories imply that leadership is learned rather than merely an endowment and suggest that there is some level of control over the efficacy of their style. The process theory of leadership is about changing people toward more extraordinary accomplishments and treating followers as whole human beings (Northouse, 2015). The 16th-century German moral philosopher Immanuel Kant insisted that followers should be "ends in themselves" and not merely a "means to end" (Timmons, 2012).

With its component styles, the SEM leadership triad used in the research emerges from the process theory leadership family (see Table 2) and is relationship oriented. The dissertation research examines these blended styles; servant (Spears & Lawrence, 2016), empowering (Srivastava et al., 2006), and mindful leadership — the latter being a more nascent leadership style of the three (Chaskalson et al., 2020). Table 2, shown below, provides an overview of broad families of leadership.

Most meaningful is that the table demonstrates the linear and isolated development of these leadership styles and families. It is the combination of these leadership styles, SEM leadership, that presents a novel approach to leadership development.

Table 2

Leadership Families (Hamilton, 2020)

Leadership Family	Emergence	Notable Models/Styles	Description
Trait Theory	Late 1800s	Myer-Briggs, Five Factor Personality, Strengthfinder	The leader is within you
Behavioral Theory	Mid – 1900s	LMX, Covey 7 Habits, Four Factor Theory, Theory X & Y	Leadership is how you act
Situational Theory	1969	One Minute Manager, Life Cycle Theory, Managerial Grid	Leadership depends on the environment
Process Theory	1973	Servant Leadership, Empowering Leadership	Leadership is about relational processes
Systems Theory	1991	Learning Organizations, Systems Thinking, Adaptive	Leadership impact extends beyond self and
Cultural Theory	2004	International Leadership, Multicultural Leadership	Leadership is culturally contextual

Antecedent Conditions: SEM Leadership

Figure 3 on the next page, introduces the investigation's antecedent conditions and illustrates their overlapping nature.

Figure 3

SEM Leadership (Key Characteristics)

Servant Leadership
- Serving
- Supporting
- Trustworthy
- Encouraging

Empowering Leadership
- Leading by example
- Delegating
- Information sharing
- Coaching

Mindful Leadership
- Awareness
- Attentive
- Anticipating
- Non-judgement
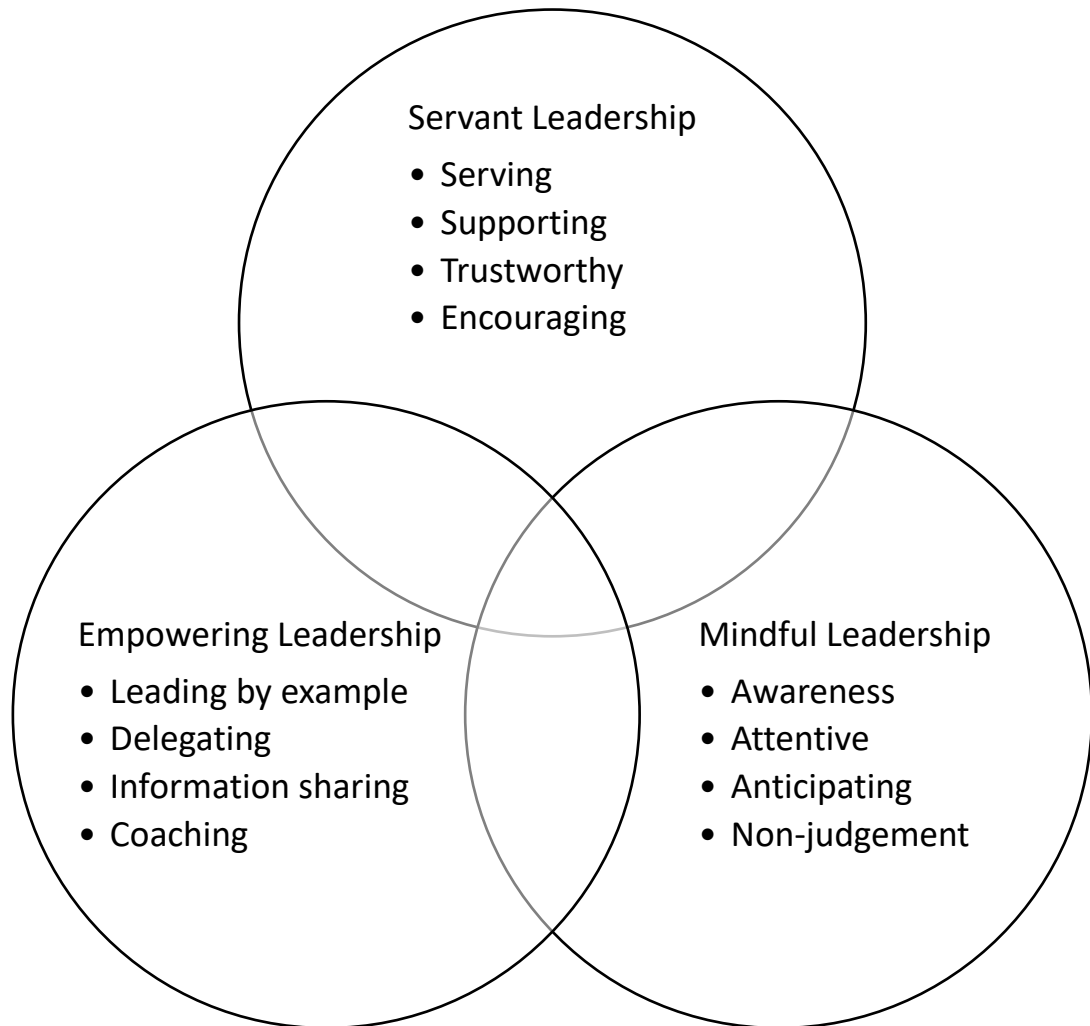
Servant Leadership (SL)

> *- [28] just as the Son of Man did not come to be served, **but to serve**, and to give his life as a ransom for many.'' (Matthew 20:28, NIV)*

Servant leadership is focused on followers' well-being. Spears & Lawrence, (2016)

indicate that servant leaders seek to serve others first and then develop a subsequent

desire to lead. Spears (1996) expanded Greenleaf's concept, identifying ten characteristics

— listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building of community.

In a study of servant leadership, Beck (2014) concludes that servant leaders influence results by building relationships without relying on formal authority. Further, the longer an individual is in a leadership role, the more often servant leadership behaviors are displayed. This may suggest that leadership tenure may be important in developing a servant leadership style. This finding supports the idea that leadership has a developmental nature instead of occurring simply as an innate characteristic.

Servant leadership creates an atmosphere for creativity, identifying social and psychological components necessary for creativity (Amabile et al., 1996). The follower-oriented attitude in servant leadership builds psychological trust and a sense of fairness among employees. Servant leaders are stewards who develop and empower teammates to maximize their potential (Sendjaya & Sarros, 2002). Further, servant leadership fosters a service climate emphasizing serving customers (Jaramillo et al., 2015), suggesting that servant leadership has an impact beyond the organization and its stakeholders. Whether a firm's leadership emanates beyond the organization and into the customer relationship is central to this research.

In contrast with transactional leaders who focus on organizational goals rather than followers' interests (Burns, 1978), servant leaders create serving relationships with their followers. Servant leadership empowers and develops followers' capabilities via empathy and humility. Mutual trust is created when leaders exhibit empathy and prioritize followers' needs (Schaubroeck et al., 2011). Schermuly et al. (2022) reports that leadership ranks high as a predictor of psychological empowerment, and servant

leadership is a meaningful contributor. Extant literature suggests a positive correlation between servant leadership and psychological empowerment (van der Hoven et al., 2021). Van Dierendonck (2011) advocates that followers' contributions are influenced by high-quality exchange relationships, as described in social exchange theory, characterized by reciprocated care and concern.

Newman et al. (2017) present a model where servant leaders engage the mediating mechanisms of Leader Membership Exchange (LMX) and psychological empowerment to solicit organizational citizenship behavior. Their findings suggest that "because servant leaders put followers' development and interests above those of the organization, followers working under servant leaders develop intense personal bonds marked by shared values, open-ended commitment, mutual trust, and concern for the welfare of the other party" (Newman et al., 2017, p.10). Servant leadership is a moral-centered approach, including a distinguishing characteristic of ethical behavior (Ehrhart, 2004).

A criticism of the servant-leadership style comes from the view that servant leadership does not explicitly advocate for risk-taking or innovation (Smith et al., 2004). However, the SEM Leadership combination includes empowering leadership to complement servant leadership, and empowering leadership encourages risk-taking and innovation. Empowered employees are more likely to take risks and be playful with ideas, according to Amabile et al. (1996).

Empowering Leadership (EL)

> *- The tongue has the **power of life and death**, and those who love it will eat its fruit. (Proverbs 18:21, NIV)*

As firms abandon bureaucratic management styles, leaders must become more concerned with supporting and empowering employees rather than directing them (Arnold et al., 2000). Empowering leadership behavior includes leading by example, participative decision-making, coaching, knowledge sharing, and personal concern (Arnold et al., 2000). Empowering leadership emphasizes the significance of work, autonomy in decision-making, confidence in the employee, removing bureaucratic constraints (Ahearne et al., 2005) and asking for teammate input (Sharma & Kirkman, 2015). Support to subordinates includes coaching, championing, informing, and training as elements of empowering leadership. Lee et al. (2018) found positive effects of empowering leadership performance, organizational citizenship behavior, and creativity at individual and group levels. Empowering leadership at the team level includes encouraging the team to set goals, self-manage tasks, and participate in decisions (Lee et al., 2018). These findings are meaningful as we examine boundary spanners in the research.

Power-sharing (Kirkman & Rosen, 1997) raises employees' intrinsic motivation (Srivastava et al., 2006). Delegation of authority contributes to an employee's sense of self-determination, as described in SDT. A complementary element of power-sharing is the leader's ability to remove the fear of failure in the work environment. "Managers who avoid risk and fear failure spend their entire career cheating themselves, their people, and their companies. They cut themselves off from their greatest opportunities to achieve. They deny their people the chance to grow." (Iverson & Varian, 1997, p. 162). This

removal of fear nurtures responsible risk-taking by employees and addresses the earlier criticism of servant leadership. Iverson was said to have encouraged his new managers to take risks and expect to make mistakes, but they were quickly admonished not to make them all in their first year.

Bandura (1977) identified four sources of feedback to boost confidence or self-efficacy: accomplishments, vicarious experiences, encouragement, and emotional management. Empowering leadership positively contributes to psychological empowerment, followers' attitudes, and work behaviors (Fong & Snape, 2015). Empowering leadership is positively related to the outcome of employee psychological empowerment (Zhang & Bartol, 2010). They further find that empowering leadership is related to psychological empowerment at individual and group levels. Chen et al. (2005) agree that empowerment is a multilevel construct.

An important aspect of this research is that it focuses on the impact of empowering leadership at the boundary group level. Kirkman & Rosen (1999) suggest that team and individual empowerment exhibit similar underlying dimensions, predictors, and outcomes. Srivastava et al. (2006) find that empowering leadership positively impacts team performance mediated through knowledge sharing and team efficacy. Empowering leaders provide their teams with the information necessary to perform their work successfully (Konczak et al., 2000). Shared information about a firm's strategic objectives enhances the employee's decision-making appropriately aligned with its goals (Spreitzer, 1995). Team performance is enhanced because the team takes the initiative in problem-solving, increases the speed of response, and improves work-life quality (Manz & Sims, 1987).

Maslow (1970) suggests that motivation toward satisfying the higher need for self-actualization differs from the motivation toward meeting the basic physiological, safety, belonging, and esteem needs. It is suggested that self-actualized individuals see the world more clearly, respond more appropriately, and infrequently allow the convention to hinder doing essential things. Empowering leadership is a push toward promoting self-actualization in followers. More generally, empowering employees guides them toward the top of Maslow's pyramid to achieve self-actualization. It is part of leadership's organizational alignment efforts described by Kotterman (2006) and practiced by Iverson. "What Nucor management has been able to do is get workers to identify their interests fundamentally with those of management…" (Iverson & Varian, 1997, p 16). Innovation and employee engagement result from encouraging the self-actualization of these essential employees in the boundary space.

Mindful Leadership (ML)

- *Then Peter got down out of the boat, walked on the water, and came toward Jesus. [30] **But when he saw the wind, he was afraid and, beginning to sink**, cried out, "Lord, save me!" (Matthew 3:29-30, NIV)*

In the above-quoted scripture, a narrative is presented where, in a tumultuous storm, Peter is called to walk by faith (on the water) toward Jesus. Unsurprisingly, after a few steps, Peter gets distracted by the tumult, is overwhelmed, and begins to sink. Brown et al. (2007) suggest that mindfulness clarifies one's inner and outer world, comprising emotions, thoughts, sensations, actions, or environment. Mindful leadership is a psychological frame where individuals are attentive to the moment and act non-judgmentally and accepting (Bishop et al., 2004; Brown et al., 2007). Mindful leadership bears two key elements: attention and acceptance (Bishop et al., 2004). Mindfulness is

described as attention to and awareness of current circumstances (Rynes, 2007). In a

Christian context, Symington & Symington (2012) define mindfulness as keeping in the

present while remaining detached from judgmental destructive emotions and thoughts.

They emphasize being present while balancing the Christian hope of what is to come.

Kabat-Zinn (1990) suggests that a significant strength of mindfulness is that the practice

is not dependent upon a belief system or ideology, making its potential use more

universally applicable.

Brown & Ryan (2003) state that leaders should seek to develop mindfulness in

employees and themselves. Mindfulness promotes inner exploration, introspection, and

more excellent autonomous orientation (Deci & Ryan, 2008). Mindfulness bears some

common characteristics with emotional intelligence (Salovey et al., 1995). The more

commonly discussed concept of emotional intelligence is characterized by four

dimensions: self-awareness, social awareness, self-management, and relationship

management (Cherniss et al., 2006). Being mindful rather than reactive allows leaders to

control mental processes and react flexibly (Glomb et al., 2011). Baron et al. (2018) study

suggests that mindful managers are more likely to adapt appropriately to circumstances.

Mindful leaders do not make snap judgments but rather avoid a rush to judgment. Being

mindful and in the moment makes you worry less about the past or future and lowers

stress (Glomb et al., 2011). Stress is a psychological response to circumstances exceeding

an individual's psychological resources to deal with the situation effectively and is

perceived as a threat, potentially eliciting an inappropriate response (Lazurus & Folkman,

1984). Mindfulness can reduce the likelihood of a rash or improper action (Lange et al.,

2018). A mindful leader is likely to be described as a thoughtful leader. "Leader

mindfulness paves the way for individuals across the organization to be nonjudgmental, self-aware, and present in the moment." (Lange et al., 2018, p.145).

The literature suggests that mindful leadership is crucial to employee resilience and turnover intention (Wibowo & Paramita, 2022). Mindful leadership displays attention and awareness, guarding against work fatigue to positively impact turnover intentions (Lang et al., 2012). With employee turnover, the investment made in employees, including time and development, is lost, and the morale of the remaining employees may decline (Ertas, 2015). Losing valuable employees may be particularly costly when participating in the boundary space. The cost is very high when those employees are responsible for essential relationships with a firm's strategic customers.

By practicing the three pillars of the mindfulness model (presence of mind, acceptance, and internal observation), individuals become less controlled by distractions. They are more empowered to pursue meaningful purposes (Symington & Symington, 2012). Mindfulness may enrich experiences, enabling self-leadership and guiding behavior that fulfills the employee's basic needs.

Rationale for SEM Leadership Triad

Rather than examining these three leadership styles in isolation, the research employs a novel combination of these styles, referred to as SEM Leadership (servant, empowering, and mindful). Each leadership style in the SEM Leadership construct is essential for building engaged followers, but are these conditions necessary or sufficient for the outcomes desired?

The discussion in the literature review indicated that the development of leadership theories is not static and provides a rational basis for developing the novel

SEM leadership construct. The combinational approach forges into the SEM Leadership construct a complementary set of leadership characteristics (see Figure 3). The justification for selecting these three SEM leadership styles is based on each style's central focus on the well-being of the followers and the style's increasing popularity in leadership research. Like the Iverson culture, SEM Leadership combines these powerful leadership styles yielding noteworthy results (see Iverson's short bio in the appendix).

Examination of the SEM Leadership triad shows common characteristics between these three styles. For instance, mindful leaders are seen as engaging more often in behaviors associated with servant leadership (Verdorfer, 2016). The overlapping characteristics suggest that the styles produce a synergistic effect. Table 3 illustrates both the common and distinguishing elements.

Table 3

Review of Overlapping Leadership Characteristics

	Servant Leadership	Empowering Leadership	Mindful Leadership	References Advocating Commonality
Serving Others	X			
Support	X	X	X	Verdorfer, (2016)
Trust	X			
Encouragement	X	X		van der Hoven et al., (2021)
Set Example	X	X		Parris & Peachey (2013)
Delegate Authority		X		
Information Sharing		X	X	Gerpott et al. (2020)
Coaching	X	X		Spears & Lawrence (2016)
Awareness	X		X	Spears & Lawrence (2016)

Building a Culture of Empowerment, Trust, and Value Co-creation

Leadership style is one of the most relevant factors when analyzing the organizational climate (Zenteno-Hidalgo & Durán Silva, 2016). Bandura's (1986) human

agency model suggests that individuals actively perceive their environments and are influenced by perception, not necessarily reality. This model suggests that company culture is perceived and, therefore, shaped by leadership behavior. In such cases, the SEM leadership styles are expected to be crucial for building a powerful and productive team culture.

This dissertation research focused on attaining three desired outcomes: psychological empowerment, interorganizational trust, and a value co-creation context. Psychological empowerment concerns an employee's ability to cope with events, situations, and problems (Siebert et al., 2011). The sense of empowerment is likely shaped by the organizational culture, mainly through practices that delegate decision-making (Thomas & Velthouse, 1990). Leadership ranks high in predicting psychological empowerment (Schmerly et al., 2022). They conclude that empowering leadership, as well as servant leadership, are moderately correlated to psychological empowerment. It is, therefore, clear that it is the leadership's responsibility to promote teamwork and team empowerment.

Interorganizational trust has as a building block interpersonal trust. The development of interorganizational trust begins with the development of interpersonal trust between individuals engaged in business. While there are distinctions between interpersonal and interorganizational trust, they are related. Zaheer et al. (1998) defines interpersonal trust as a boundary-spanning agent's trust in their counterpart, whereas interorganizational trust is defined as trust between partner organizations. Zaheer et al. (1998) focus on the electronic equipment industry's dyadic exchange between suppliers and customers. They find that the more an organization trusts its representative, the more

it trusts the supplier organization. Trust is formed at multiple levels in this boundary context and supports the ultimate development of interorganizational trust.

Trust theory (Bennis & Thomas, 2002) establishes that the leader's behavior has a meaningful role in establishing trust. Trust within the organization is determined predominantly by the leader's communication and supportive behavior (Gimbel, 2001). As seen in SIT, trust in the leader is a multi-level and multi-dimensional construct suggesting a leader influences individuals and the entire organization. Offerman (1998) finds that the leader's behavior is more important than anyone's in determining the level of trust within the group or organization.

Building a culture based on empowerment and trust is one of the leader's most important responsibilities. The culture contributes to the subordinate's self-worth and sense of self-determination. Where there is trust, there is a belief that the other party will not take advantage or seek benefit based on opportunism (Porter et al., 1975). The critical characteristics of trust, as presented in Mayer et al.'s (1995) definition of dyadic trust, requires that the trustee possesses ability, benevolence, and integrity. Furthermore, the degree of trust is influenced by the trustor's propensity to trust—managers who empower their employees signal that they trust them (McKnight & Chervany, 1996). As expected in SET, trust develops when employees are treated well by their employers and are likely to reciprocate with higher performance or effort (Organ, 1988). Organ (1988) identifies trust (in supervisors) as a significant antecedent of organizational citizenship behavior. Organizations need employees to engage in extra effort by taking on additional tasks and responsibilities and providing creative solutions.

Huang et al. (2009) indicate that follower-oriented participative management (i.e.,

SEM leadership) provides different motivational links between manager-to-non-

managerial employees and manager-to-manager relationships. In lower-level

relationships (manager-to-a-non-manager subordinate), the motivating mechanism is

relationship-based and involves high trust in the supervisor. In higher-level relationships

(manager-to-manager subordinate), the motivating mechanism is based on the

subordinate manager's sense of control and autonomy (empowerment). As such, this

demonstrates that empowerment and trust have meaningful impacts on employee

motivation consistent with SDT.

Outcomes: Psychological Empowerment, Interorganizational Trust, and the Value Co-creation Context

In the following Figure 4, the investigation's outcomes of interest are identified:

Figure 4

Psychological Empowerment, Interorganizational Trust, and the Value Co-creation

Interorganizational Trust
- Mutual Trust
- Evenhanded
- Resource-sharing
- Collaborating
- Innovative

Psychological Empowerment
- Creativity
- Influence
- Impact
- Confidence
- Meaning

Value Co-creation
- Relationship enhancing
- Collaborating
- Knowledge-sharing
- Resource-sharing
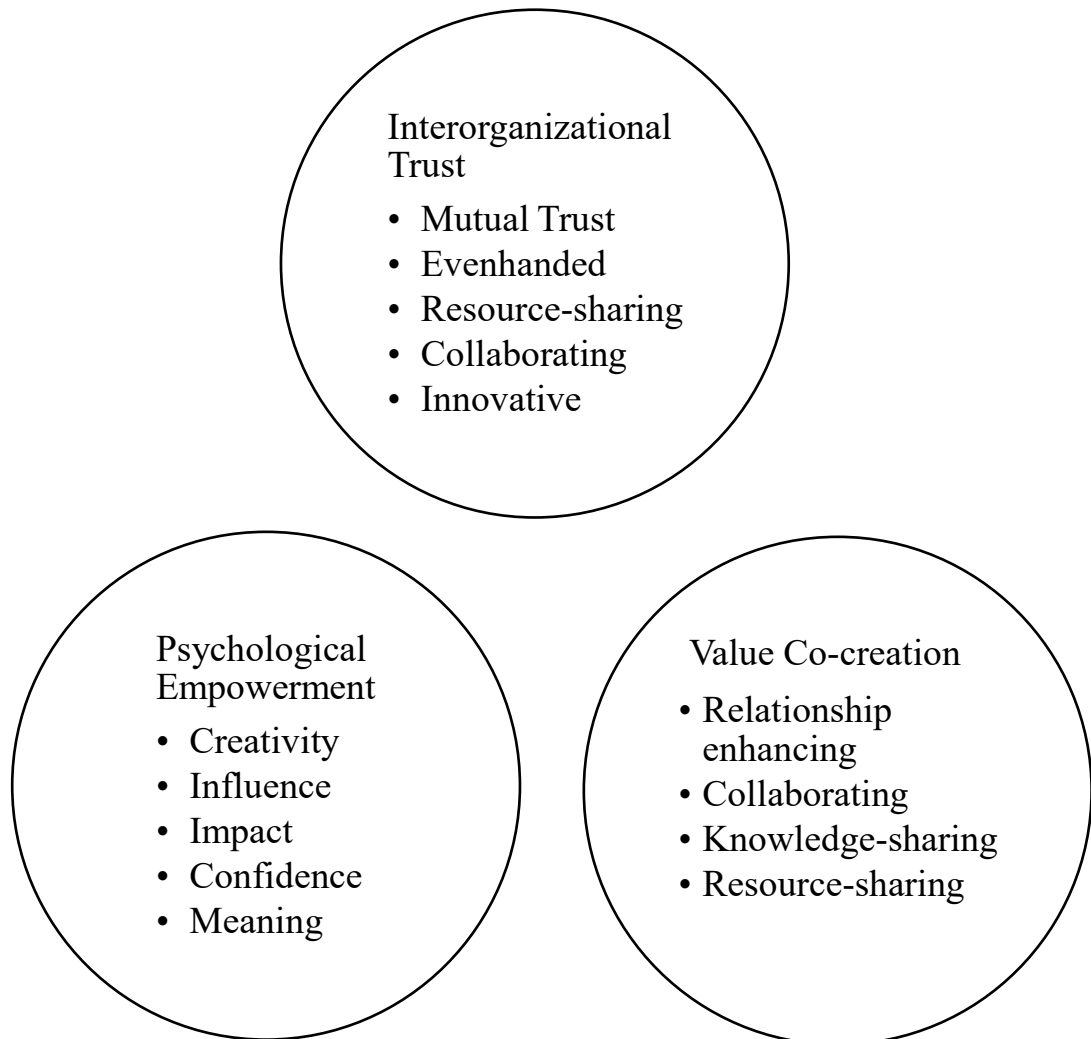
The desired outcomes for this study are psychological empowerment, interorganizational trust, and a value co-creation context. Psychological empowerment addresses the individuals' state of mind toward work, whereas intraorganizational trust addresses the company's interfirm relationships. There is sufficient support in the literature that these outcomes result in positive organizational citizenship behavior and

support value co-creation. Trust and empowerment mediate between transformational leadership and organizational effectiveness (Hoxha, 2015).

Psychological Empowerment

As a primary responsibility of executive management, creating organizational performance begins with eliminating conditions that inhibit employee performance such as fear of failure, while increasing employees' belief in their capability and opportunities to perform (Tuuli & Rowlinson, 2009). Conger and Kanugo (1998) call for research to find more direct links between leadership and empowerment practices. The dissertation research sought to answer that call by focusing on psychological empowerment, interorganizational trust, and the value co-creation context.

Psychological empowerment (PE) involves enabling employees to make decisions about their work effort and develop their skills (Hoxha, 2015). PE is defined by Siebert et al. (2011) as intrinsic motivation toward accomplishing tasks. PE concerns the employees' feelings of power to address circumstances, including opportunities and obstacles (Thomas & Velthouse, 1990). In empowerment literature, participative or follower-oriented leadership behavior has been described as a source of intrinsic motivation and psychological empowerment (Lee & Koh, 2001). Spreitzer (1995) finds that PE is described with four dimensions: competence, meaning, self-determination, and impact:

Competence - individuals' belief in their ability to perform activities with skill. This dimension bears similarity with self-esteem and feeling valued as a team member.

Meaning - the value of a work goal or purpose judged against an individual's values or standards. In other words, finding sufficient alignment between the employee's beliefs, values, and behaviors and the firm becomes a key source of employee motivation. Value alignment yields higher job satisfaction, better teamwork, and more productivity (Ingram & Choi, 2022).

Self-determination – an individual's sense of control in initiating work behavior reflecting autonomy. Self-determination results in learning, engagement, and resiliency (Deci & Ryan, 1987). Psychological empowerment is grounded in the SDT and is seen as autonomy, competence, and relatedness (Deci & Ryan, 1985).

Impact – the degree to which an individual influences strategic, administrative, and operating work outcomes. This dimension builds the employee's sense that their efforts make a difference to the company or community.

The four dimensions portend an active versus a passive orientation toward work and provide a framework for understanding PE (Thomas & Velthouse, 1990). Conger and Kanungo (1998) offer three facets of PE: legal, capacity, and energy. From a legal viewpoint, empowerment describes granting authority or agency, whereas a capacity perspective describes self-efficacy, also known as competence. Finally, seen through an energy lens, the employee becomes intrinsically motivated or fully energized in the work. These characterizations help define the modalities of PE and underscore their importance in the research's organizational context. Psychological empowerment is affected by the organizational context and is derived mainly through the delegation of decision-making (Seibert et al., 2011). It arises from a leader or manager sharing or granting power and

resources to subordinates. Burke's (1986) view is that empowerment is seen as delegating authority. Schermuly et al. (2022) study finds that the relationship between empowering, transformational, and servant leadership and PE is significant.

Leadership's influence and actions rank highly in predicting employees' psychological empowerment (Schermuly et al., 2022). PE provides a corporate culture-shaping effect that creates a virtuous cycle leading to higher trust between leaders and followers. Buchen (1998) credits Greenleaf, known as the father of servant-leadership theory, as an initiator of the empowerment movement because of the central role of empowerment in servant-leadership. Lee et al. (2018) writes that trust is developed by empowering employees. Trust is a byproduct of empowerment and provides teammates with a sense of security and reduces the fear of failure. Trust is formed in a culture of empowerment where individuals are accountable for their actions (Kaweckyj, 2017). With trust and trusting relationships, imperfect plans can work; however, the best plans can fail in an environment without trust (Culbert & McDonough, 1986).

From a motivational standpoint, empowerment also emanates from an employee's belief in their capabilities or self-efficacy (Bandura, 1986). In concurrence, Conger & Kanungo (1998) equate PE to self-efficacy or the confidence that one can perform the work competently and successfully. Deci & Ryan (2008) find that self-determination requires empowerment. In a helpful admonition toward facilitating empowerment, Berlew (1986) recommends leaders rely on the "pull of the task" or intrinsic motivation rather than "management's push" or management dictate as an effective motivational posture. Or, more simply stated, it is better to have employees that "want to" rather than "have to."

The positive consequences of psychological empowerment include loosening the grip of bureaucratic management and constraining formalities. Seibert et al. (2011) research indicates surveys have shown that empowerment has a significant impact on management practice, as more than 70% of organizations have implemented some form of empowerment for at least some part of their workforce. PE positively affects job satisfaction, employee commitment, performance, and team empowerment (Seibert et al., 2011). McClelland (1975) advocates empowering employees as a primary managerial and organizational effectiveness factor.

Interorganizational Trust

The nature of trust is multilevel and functions at individual, group, and organizational levels (Fulmer & Gelfand, 2012). In examining and discussing trust, it is essential to identify the referent of trust, whether an individual, team, or organization (Fulmer & Gelfand, 2012). In other words, who trusts who (Zaheer et al., 1998)? Interorganizational trust (IOT) is the trust placed in a partner organization by the members of another organization. IOT is a collectively held trust orientation toward a partner firm (Lazzarini et al., 2008). IOT is based on one party relying on another under risk conditions (Bachman & Inkpen, 2011). The research focuses on IOT, specifically, collective trust between firms.

Building IOT facilitates interorganizational collaboration in a complex and uncertain world (Kramer, 2006). The link between IOT and exchange performance may be strengthened by coordinating technology, exploring new information, and innovating products or processes (Zaheer et al., 1998). Inter-team trust increases resource and knowledge exchange, boosting team innovation (Tsai & Ghoshal, 1998).

IOT research draws from three disciplines: economics, sociology, and organizational studies (Harris & Zaheer, 2006). An economic view of IOT suggests that a firm will not trust its partner unless the calculated benefits outweigh the costs (Williamson, 1993). The sociological perspective suggests that repeated interactions build trust between people (interpersonal relationships) within organizations (Heide & Miner, 1992). The research recognizes that interpersonal trust relationships are essential building blocks of IOT. Finally, the organizational view of IOT posits that trust is built on the need for firms to secure resources (Kramer, 2006).

Mayer et al. (1995) find that IOT develops after assessing the partner's competence, integrity, and benevolence and evaluating potential loss should the partner prove untrustworthy.

Trust is built on two foundational pillars: integrity and competence.

Integrity-based Trust (Sitkin & Roth, 1993) – trust is predicated on the perception of a firm's motives, honesty, and character.

Competence-based Trust (Lui & Ngo, 2004) – trust is predicated on the perception of a firm's technical skills, experience, and reliability.

As an interesting side-point for boundary spanners, the literature suggests that integrity-based trust is more fragile and difficult to repair once breached (Ferrin et al. 2007). Boundary spanners must cautiously guard and preserve integrity-based trust or longer-term risk damage to the relationship or, potentially worse, losing the business relationship entirely.

Bennis & Thomas (2002) trust theory establishes that the leader's behavior has a meaningful role in establishing trust. Empowerment is built upon the foundation of trust

(Jeyaraj & Gandolfi, 2019). Empathy, ethical behavior, and prioritizing followers' needs build mutual trust (Schaubroeck et al., 2011). "One of the most powerful and efficient organizational tools is the trusting relationship" (Culbert & McDonough, 1986, p. 1).

Zaheer et al. (1998) ask an essential question: does trust matter? Their article addresses the effects of interorganizational and interpersonal trust on firm performance. Their results show that high interorganizational trust matters by reducing negotiating costs and minimizing conflicts. "We believe that the strong direct relationship between interorganizational trust and performance is a noteworthy and meaningful finding" (Zaheer 1998, p. 18). They further counsel that future research should examine the antecedents of trust. This research seeks to respond to this request by explicitly analyzing the role of SEM leadership in developing interorganizational trust.

Covey & Merrill (2018) claims that trust is one of the essential characteristics in the workplace and specifically argues that it has a measurable impact on execution speed. Trust is described as one of the most empowering forces in business, and trust is "the one thing that changes everything." (Covey & Merrill, 2018, p. 1). Firms engaged in business may gain a competitive advantage from relationships with high levels of IOT.

Trust and empowerment mediate the relationship between an organization's leadership and effectiveness (Hoxha, 2015). Organizational effectiveness refers to achieving outcomes desired by the firm (Bass & Avolio, 1994). Research has suggested that psychological empowerment and trust increase organizational performance (Wat & Shaffer, 2005).

Interorganizational Trust Over Time

Zhong et al. (2017) submit that the duration of a relationship may have a moderating effect on the development of IOT. Early on, as relational experience is developed through interactions, both partners become familiar with and set positive expectations of each other (Sako & Helper, 1998). However, as over-embeddedness or reliance increases, concerns about partner opportunism may grow, suggesting that the moderation effect of relationship duration on IOT over time may be curvilinear (Ferrin & Dirks, 2003). Boundary spanners should be keenly aware of the relationship duration resulting in staleness. Despite this moderating dynamic being an important consideration for a practitioner, the research does not focus on the duration effects of IOT. Its design is cross-sectional, and the results are not examined over time.

Breaching Trust at the Interorganizational Level

A review of the massive breach of integrity-based trust by the world's largest automaker, Volkswagen, is instructive to the importance of integrity-based interorganizational trust. Integrity breaches like the Volkswagen diesel emissions scandal uncovered in 2015 demonstrate the severe and lingering consequences of a company violating integrity-based trust. It also confirms that integrity-based trust is much more fragile than competence-based trust. Automotive recalls for defective parts in new vehicles are announced relatively frequently without significant reputational loss to the producers. However, in September 2015, Volkswagen admitted to cheating in US emission testing on their diesel fuel engines by manipulating the software to recognize when the vehicle was participating in a laboratory emissions testing process or on the road. The software used road noise to identify whether the car was on the road or in

laboratory testing. The software then adjusted the vehicle fuel parameters to lower emissions during testing. The cheating became public and shattered the trust between the company, the regulators, suppliers, and customers. The negative consequences included fired executives, VW damaging their quality and engineering reputation, and fines with remediation costs totaling over $35 billion. The scandal significantly damaged its stakeholders and especially its suppliers. Since VW subcontracted out 70% of the car's value, the negative impact on its supply base was estimated to be around $476 billion (Shah et al., 2017). The indirect and intangible costs for VW and its partners are unknowable. It leads to speculation about how many supplier-led innovations are offered to VW's competitors instead of them because of the significant distrust caused by its loss of integrity-based trust.

The Value Co-creation Context

The value co-creation context is shaped by the cultural conditions nurtured in the boundary space to promulgate the joint creation of value by a network of firms or actors. The value co-creation context promotes sharing resources to create value (Perks et al., 2012). Value co-creation (VCC) describes a process of collaboration between supplier and customer, who rely on group creativity to generate ideas, products, and services that can generate revenue for the participating companies. In this research, the VCC context focuses on the cultural or relational environment of the process. The extant literature has much to say about the mechanics and the process of value co-creation, but these issues are outside the scope of this inquiry. This research addresses the behavioral or "soft" skills and environmental conditions that foster VCC.

Three clarifying questions related to value co-creation are posed by Saarijarvi et al. (2013):

1. Value - What kind of value and for whom?

2. Co - Whose resources are provided?

3. Creation - What are the mechanisms for the creation?

The concept of value co-creation evolves out of the service-dominant logic theory (Vargo & Lusch, 2008). Service-dominant logic (SD-Logic) is a theoretical framework describing customer value creation through exchanging services, including those exchanges involving products. The SD-Logic theory emphasizes that a value offering, whether a service or product, provides additional customer value beyond the basic service or physical product. A smartphone app, for instance, is not simply a portable phone, but access to global information, connectivity to people, and a powerful medium of exchange. The value goes beyond the circuitry and gorilla glass in the physical phone and includes the social value of human connection.

Gyrd-Jones & Kornum (2013) address value creation from a network perspective, suggesting that the value co-creation process occurs via five levers: product performance, economic impact, institutional relationship, commercial organization, and communication. Sheth & Uslay (2007) identify several co-creation mechanisms, such as co-conception, co-consumption, co-maintenance, co-disposal, and co-outsourcing. Vargo & Lusch (2008) stressed that co-production is a strong value co-creating agent.

Value co-creation networks are comprised of people directing knowledge and resources to seize value co-creation opportunities. A vital characteristic in VCC teams

includes organizational citizenship behavior (OCB), which is group behavior over and above the call of duty (Organ, 1988).

Value co-creation occurs at the boundary space and involves the managed confluence of the collaborating company's people and resources. Frow et al. (2015) find that co-creation offers significant opportunities for innovation through the integration of resources. Employee creativity is considered a firm's essential asset (Agars et al., 2012). Boundary spanners initiate and manage the interaction that ultimately produces value co-creation. Value co-creation requires collaboration between the boundary spanners of a firm and its customer. Value co-creation typically requires an engagement platform that enables boundary spanners to pool their resources and adapt their processes to each other (Ramaswamy & Gouillart, 2010). Most importantly, "Customers must trust firms with whom they engage in co-creation" (Prahalad & Ramaswamy, 2004, p. 9).

The benefits of VCC are innovation and gaining further insight into the partner firm due to shared knowledge. Netemeyer et al. (1997) suggests three key elements: person-organization fit, leadership support, and fairness in reward will lead to job satisfaction and subsequently encourage OCB (innovation). Customers are increasingly seen as critical participants in value creation, blurring the line between firms and customers (Jaakkola & Alexander, 2014). Value co-creation supports revenue growth for both firms, with the opportunity to convert revenue into higher profits. Value co-creation occurs in environments based on relational and interactive activities to achieve business outcomes (Grönroos & Ravald, 2009). It is the relational and interactive nature of the value co-creation environment examined in the research.

Role of Boundary Spanners

As previously discussed, strategic B2B selling and buying professionals were vital to this research. Strategic sellers, also known as Enterprise Account Managers (EAMs), are sales representatives responsible for caring for a firm's most important customers. Their responsibilities include generating repetitive B2B sales by focusing on customer satisfaction, channel management, and relationship management (Gosselin & Bauwen, 2006). Their purchasing counterparts in the boundary space are typically titled Supply Chain Managers and are responsible for strategic, costly, and repetitive purchases for the firm. The strategic buyer and seller relationship is among the most important in the B2B interorganizational relationship. If both buying and selling firms are complex, with multiple products or services, or are international firms, the role of account management and coordination is quite complex (Gosselin & Bauwen, 2006). Typically, these roles are highly experienced professionals whose financial responsibility is significant.

These boundary spanners are responsible for critical commercial relationships and are typically more involved than others in the partnering organizations (Inkpen & Currall, 2004). Boundary spanners are quite influential within organizations, and they build interpersonal trust with their counterparts and interorganizational trust between their firms. Zaheer et al. (1998) argue that boundary spanners influence interfirm exchange and relationships. Boundary spanners use their encounters to judge the trustworthiness of the partner firm (Schilke & Cook, 2013). Boundary spanners disseminate a common understanding within their firms regarding the dependability of a partner firm. Their ability to spread perceptions of trust stems from their many affiliations and influence

within their organizations (Inkpen & Currall, 2004). Boundary spanners are pivotal in managing interorganizational relationships' vibrancy and building interorganizational trust. In interorganizational relationships, mutual trust is crucial. The role of the boundary spanner includes relationship-building activities like relationship management, knowledge sharing, and cultural mediation (in the case of international business relationships).

In most cases, strategic account managers are responsible for shaping the environment for value co-creation. Plouffe (2018) closely examines strategic sellers' activities, characteristics, and conditions. In his paper, ten promising aspects for effective salespeople are identified in the management or marketing literature. From this group, six roles are consistent with the work of these boundary spanners. These six aspects frame their role: network and process navigator, knowledge broker, intrapreneur, cultural mediator, influencer, and anticipatory thinker.

Richter et al. (2006) discuss the boundary spanners' identification with their work group and their role in facilitating effective intergroup relations. Their research highlights a dual-identity model for boundary spanners who effectively identify with their organization and the boundary work group. They boost effective intergroup ties and productivity while managing intergroup conflict and promoting communication between firms. Boundary spanners seek to create positive cross-group outcomes, often by turning negative interactions into positive ones and actively promoting effective inter-group relations (Richter et al., 2006).

Haas et al. (2015) conclude that boundary spanners play significant roles in transferring and recombining external knowledge. Employee knowledge sharing allows

firms to build knowledge-based resources and create a sustainable competitive advantage (Wang & Noe, 2010). Boundary spanners' interfacing roles as exchange agents are essential to interfirm knowledge management and innovation (Zhang et al., 2015). Given their unique access to both organizations, boundary spanners can deliver and gather intelligence in formal and informal discussions (Johnson & Duxbury, 2010). Boundary spanners can translate external knowledge in meaningful ways to non-boundary managers making the information more valuable (Oldroyd & Morris, 2012). Sofka & Grimpe (2010) state that external information can be focused on customers, markets, and competitors. By sharing and embracing external information, the likelihood of successful innovation increases.

B2B business is often conducted with international companies. Whether the business transaction occurs in the United States or internationally, the cultural aspects of these multinational companies (MNCs) are essential factors. MNCs benefit from their size and geographic exposure in acquiring knowledge and resources (Barner-Rasmussen & Bjorkman, 2007). Boundary spanners are crucial in providing cultural expertise to nurture stable relationships and innovative activities in MNC partnerships.

In some cases, language skills are part of the cultural mediation process. Although much of international business discussion is conducted in English, a boundary-spanner who speaks the business partner's language is also important. Language skills manipulate linguistic and semantic signals to convey meaning, including nuanced expression (Brannen, 2004).

Boundary spanners have unique capabilities that make them valuable human resources and are rare individuals whose role is difficult to replicate (Barner-Rasmussen

et al., 2007). Given their key roles and position in the boundary space and their influence on value co-creation, our survey targets the experience of these vital employees for this research.

Research Gap and Rationale

Limited Academic Interest in Industrial Marketing

The research gaps in the literature are identified in contextual terms and result from a limited academic interest in the industrial B2B and value co-creation context. There are likely several reasons for the research paucity, including the only recent emergence of value co-creation as defined by (Lusch & Vargo, 2006) in the industrial setting. However, the theoretical and practical impetus for interest in value co-creation is growing due to globalization with intensified competition, industrial specialization resulting in the fragmentation of the supply chain, and digital transformation of most economic activity. Global competition challenges manufacturers to build sustainable competitive advantage through lower costs and more value creation. The opportunity to improve competitiveness by lowering supply chain costs comes through information sharing and advancing technology between firms (Lotfi et al., 2013). A significant result of value co-creation and innovation in industrial environments is that the capability provides a sustainable competitive advantage that is difficult to replicate. Creating the conditions and structure for value co-creation, including employing exceptional boundary spanners, is why this research is valuable and vital to industrial firms. While conceding there is a lack of broad academic interest, The topics are likely to become more interesting should a significant amount of manufacturing return to North America.

In basic terms, the economic impact of the industrial B2B sector is quite underappreciated and under-studied. The exceptions are industrial-oriented academics likely motivated by their proximity and involvement in industrialized regions. Collins (2001), using a web search, found only 26 schools offering industrial marketing and sales courses out of the 2,500 U.S. business schools in existence. This missed opportunity and lack of academic interest persists despite World Bank (2023) reporting that manufacturing accounts for 17% of global GDP. Today's marketing curriculum focuses predominately on digital and consumer marketing topics.

Leadership's Impact Beyond the Firm

Current leadership research primarily focuses on leadership's impact on the organization, with minimal research regarding its effects beyond the firm's organizational boundary. Because of a firm's position within the industrial supply chain, it seems unreasonable to assume that leadership impact stops with the boundary-spanning employee without consequence to the others participating in the boundary space. Leadership has a permeating property and impacts individuals and organizational levels. Understanding its impact on the supply chain, specifically the boundary space, is meaningful for academic research and executive management practice.

Fuzzy-set Qualitative Comparative Analysis (fsQCA) an Emerging Technique

The earlier discussion provided the rationale for the specific use of fsQCA. Social science involves real-world circumstances and relationships that stem from complex causal conditions, including equifinal causes, suggesting that more than one set of conditions leads to the same outcome (Schneider & Wageman, 2012). Supply chain relationships exhibit this complexity. While using fsQCA is gaining popularity in

business studies, the technique can be considered nascent. As a result, its advocates' call for greater use of fsQCA and its appropriateness for the research provides another important rationale.

In summary, the research gaps regarding the effect of combining leadership styles, its effect beyond the firm, the lack of research on leadership's role in the value co-creation context, and the emergent use of fsQCA provide the rationale and motivation for this research. Restating our research thesis, the deliberate and managed confluence of servant, ethical, and mindful leadership styles (SEM Leadership) support interorganizational trust, psychological empowerment, and the value co-creation environment.

Chapter 3: Methodology

Research Design

The dissertation research examined whether the configuration of leadership styles, called SEM leadership (servant, empowering, and mindful), is sufficient or necessary for psychological empowerment, interorganizational trust, and the value co-creation context.

Antecedents and Outcomes

The configured leadership style selected for the antecedent of the research is SEM Leadership (servant, empowering, and mindful leadership). The outcomes are interorganizational trust, psychological empowerment, and the value co-creation context. Fuzzy-set Qualitative Comparative Analysis (fsQCA) seeks to demonstrate SEM Leadership's necessity or sufficiency for the outcomes of interest (PE, IOT, and VCC). The fsQCA approach addresses the causal complexity of this question, identifies equifinal paths, and is appropriate for small N-size samples. (N<50).

Subjects

The surveyed subjects are from U.S. steel-producing and consuming industries. The U.S. steel industry is a large part of the U.S. economy, with total revenues of $520 billion and nearly two million jobs (direct, indirect, and induced impacts). Steel industry workers earned over $130 billion in wages and benefits in 2017 (American Iron & Steel Institute, 2018). The industry supplies such diverse consuming markets as automotive, bridges, construction, energy, highways, national defense, packaging, and steel utility poles. The industry's public image is low-profile despite its sizeable economic impact. The research subjects are selected from this sector because of its economic impact and market reach in the U.S. economy.

In addition, to its economic stature, the industry's myriad supply chain relationships provide direct access to the value co-creation context on which the research is centered. The steel industry is considered a mature industry but was significantly disrupted in the early 1990s by technological changes that continue to shape the industry, making it an interesting subject for case study methods.

The financial health of any company depends upon the value produced by its co-participants in the supply chain. Maciel & Fischer (2020) indicates that coalition transforms collective resources into market-driving forces. This general understanding suggests that collaborative relationships make firms more competitive, and with a focus on value co-creation, the entire supply chain benefits. This supply chain competitiveness is illustrated by the fierce battle between the steel and aluminum industries vying to supply external panels on automobiles (Schaeffler, 2018). Aluminum has encroached on steel in autos for decades with moderate progress, but the competition continues. Industry collaboration occurs between steel producers and their supply chain partners to stem aluminum's gains (and vice versa). The partnership, in many cases, includes component suppliers and automotive producers. These are active and vital networks where value co-creation occurs.

The research subjects selected for the survey are strategic buyers and sellers actively participating in the boundary space between their firms and customers or suppliers in the supply chain. The steel supply chain begins with mining iron ore, coal, and limestone as steel's primary ingredients. These primary ingredients are heated to extreme temperatures (2,300 degrees Fahrenheit) into a molten state, cast into form, and rolled and processed into the final shape. To provide perspective on the size and

complexity of the U.S. steel industry, it annually produces approximately 110 million tons in the United States alone. For further perspective, today's automobile weighs about 1 ton.

In its basic commercial form, once produced, the steel producers ship steel (coils, plates, beams, rods, etc.) to intermediary processors who break-bulk, slit coils, cut-to-length, or other downstream value-added processes. If the material does not require intermediate processing, these steel products are directly shipped to customers, such as in the abovementioned end-use markets. Unlike Henry Ford's fully integrated supply chain —with his control of mining through automotive production—in the early 1900s (Anastakis, 2004), there are thousands of additional independent suppliers at each level of the steel supply chain, fragmented due in part to the globalization of production (Los et al, 2015). These multiple levels in the supply chain represent boundary spaces between companies where value co-creation opportunities exist. The survey participants are professional employees with considerable impact on a firm's financial results and are often considered critical employees.

Sampling

This research uses primary data from a survey sent to the steel industry's boundary-spanning employees. The survey was conducted in April 2023. For convenience sampling, approximately sixty survey links were emailed to professional contacts with a response goal and attainment of 35 completed surveys. A high response rate above 50% was expected and achieved due to prior business relationships with the participating firms. Email response rates typically are in the range of 25-30% with multimethod follow-up (Finchum, 2008). The responses represent approximately 12

different companies in the industry. The survey provided cross-sectional data from sales and purchasing executives. In a snowball sampling process, respondents were asked to provide two additional potential survey participants' names and email addresses of their business colleagues.

The participants are competitors, and sometimes partners, experiencing similar market and economic conditions. These boundary spanners significantly influence their firm's business results and manage the vibrancy of the customer relationship. The data set from the survey is meaningful because it queries these essential boundary spanners.

Respondent Demographics

Table 4

Survey Respondent Demographics

Role	Buyer	31%	Age	Under 40	12%
	Seller	69%		Over 40	31%
Gender	Male	80%		Over 50	37%
	Female	17%		Over 60	20%
	Other	3%	Education	HS or Associate's Degree	6%
Tenure	<5 years	28%		Bachelor's	74%
	>5 years	23%		Graduate	20%
	>10 years	49%			

The demographics of the survey respondents indicate a very educated and experienced group of professionals, consistent with the critical responsibilities of managing strategic partner relationships. The respondents were 69% sellers and 31% buyers.

Instrumentation

The survey was conducted using the online web-based Survey Monkey and comprised of thirty-seven questions using a 5-point Likert scale (Table 5). The Survey Monkey software collects and stores anonymous survey responses. Appropriate instructions, as guided by Gardner-Webb University's IRB, were provided in the email. The survey link indicated that participation is voluntary, and the respondent could abandon the process at any point. The questions for the survey were developed by selecting, and in some cases adapting, questions from the extant literature that are appropriately cited (see Table 5).

Table 5

Survey Scales

Survey Topic	Source	Questions
Buyer or Seller Identifier	N/A	2
Servant Leadership	Barbuto & Wheeler, 2006	5
Empowering Leadership	Arnold et al., 2000	5
	Spreitzer, 1995	
Mindful Leadership	Baer et al., 2006	5
	Bohlmeijer et al., 2011	
Psychological Empowerment	Spreitzer, 1995	5
	Schermuly et al., 2022	
Interorganizational Trust	Zaheer et al., 1998	5
Value Co-creation Context	Doney & Cannon, 1997	5
	Ranjan & Read, 2016	
Demographic Info	N/A	5

SEM (bracket grouping Servant Leadership, Empowering Leadership, and Mindful Leadership)

As stated, the response rate was high and timely—thirty-five responses out of the approximately sixty-five requests for a rate of 54%.

Data Processing

Survey Data

The construct values for the conditions and outcomes result from averaging the survey responses of the six subscales. The survey questions were generally framed as positive declarations regarding their manager, work environment, and relationship with their strategic partner (buyer or seller). The respondents were asked to determine whether they agree or disagreed on a 5-point Likert scale.

Calibrated Data

The construct data obtained from the survey was exported from the web-based Survey Monkey into a .csv file as required for analysis in the Fuzzy-set Qualitative Comparative Analysis 4.0 (fsQCA) software (Ragin & Davey, 2022). The data is directly calibrated from the five-point Likert responses between (1) strongly agree and (5) strongly disagree into fuzzy-set membership scores between 0 and 1. The transformation to fuzzy-sets rather than into crisp-sets (dichotomous values) allows for degrees of membership into the specified group. This difference is important as the research constructs are complex and evaluated by degree. Table 6 shows the descriptive analysis performed on the raw data (before transforming to fuzzy-set) with fsQCA.

Table 6

Descriptive Data for the Conditions and Outcome (survey data)

Factor (5 pt. Likert scale)	Valid N	Mean	Standard Deviation	Minimum	Maximum
Servant Leadership	35	2.00	.81	1.0	3.8
Empowering Leadership	35	2.03	.76	1.0	3.6
Mindful Leadership	35	2.02	.75	1.0	4.0
Psychological Empowerment	35	1.74	.62	1.0	3.4
Interorganizational Trust	35	2.64	.38	2.0	3.4
Value Co-Creation	35	2.09	.55	1.0	3.4

Cronbach's alphas were calculated to assess the internal validity of the SEM Leadership and outcome subscales developed from the survey questions. Each subscale represented five questions adapted from various questionnaires in the extant literature (see survey questions in the appendix). The resulting alphas for the subscales, except for interorganizational trust, exceeded the 0.70 threshold to indicate internal reliability (see Table 7). The interorganizational trust construct was slightly below the desired threshold but within a minimally acceptable range.

Table 7

Cronbach Values of Constructs (Stata 17)

Construct	Alpha
Servant Leadership	0.8848
Empowering Leadership	0.8660
Mindful Leadership	0.8629
Psychological Empowerment	0.7860
Interorganizational Trust	0.6542*
All Survey Questions	0.8240

Note: Cronbach Alpha of .65 - .70 is deemed minimally acceptable (Achour, 2017).

The Rationale for fsQCA Analysis

Organizational phenomena like those in this research are complex, and conventional reduction analysis results in lost information and obscures important strategic determinants of outcomes (Drazin & Van de Ven, 1985). Using the fsQCA technique provides explanatory richness by examining the synergistic effect of SEM Leadership on the subsequent outcomes of psychological empowerment, interorganizational trust, and the value co-creation context. An advantage of fsQCA analysis is that it maintains the integrity of individual cases (Fiss, 2011). This study, and its use of fsQCA, also answers the call for more richness in management research (Weick, 2007).

Maslow (1970) raises a controversial argument that academic research should be problem-oriented rather than obsessed with the methods, tools, and processes of academic research. With a "means-centered" orientation, academic researchers tend to fit the problem to the tools. Maslow provides the following analogy: "…like the man spoken by Freud, who spent all his time polishing his glasses, rather than putting them on and

seeing with them" (Maslow, 1970 p.12). The research uses fsQCA, a newer technique

more suited to the research problem. The fsQCA technique is selected to examine the

complex social problems of leadership analysis instead of adapting the research question

to fit conventional statistical tools.

fsQCA vs. Conventional Statistical Methods

Leadership research follows a chronological path from the early focus on the

"Great Person" or trait theory through the evolution of McGregor's X and Y theory to

more contemporary leadership modes. Unfortunately, these leadership styles have been

examined in isolation using traditional linear techniques rather than looking at the

synergistic effects of style combinations. A review of the extant literature confirms that

the leadership modes are primarily evaluated in isolation using quantitative tools like

multiple regression analysis (MRA) to parse out correlations between isolated leadership

variables and the dependent outcome variables. Conventional statistical methods focus on

the average effects of independent variables on dependent variables, whereas fsQCA

explores specific antecedent conditions when outcomes occur. More specifically, the

fsQCA technique evaluates the combinational conditions producing the outcome rather

than isolating individual independent variables (Ho et al., 2016). Furthermore, leadership

theories revolve around leaders and not isolated variables (Foti & Hauenstein, 2007),

making fsQCA and case study orientation more helpful for leadership research.

Mahoney & Goertz (2006) confirm that fsQCA assesses cause-to-effect, while

regression or structural equation models pursue an effects-to-causes approach. Traditional

statistical analyses focus on conditions that are simultaneously necessary and sufficient.

In contrast, fsQCA distinguishes between four different modes of causality and provides

a more differentiated view of causality (Schneider & Eggert, 2014). These causal

conditions are as follows: necessary, sufficient, simultaneously necessary and sufficient,

and INUS (insufficient but necessary part of a condition which is itself unnecessary but

sufficient). This set-theoretical perspective describes causal complexity between

antecedent conditions and outcomes and is increasingly seen as substantively important

in social science research (Collier et al., 2010).

FsQCA Gaining Use in Social Science Research

Fuzzy-set Qualitative Comparative Analysis has gained popularity due to its

ability to explain the combinational effects of antecedent conditions on desired outcomes

by identifying combinations of causal conditions or recipes that help predict real-world

outcomes (Woodside & Eng, 2012). Given the complexity of leadership styles in human

interaction, fsQCA techniques explain the richness of relationships. Furthermore, most

social science phenomena are observed by degrees, making fsQCA and its use of fuzzy-

set data appropriate for empirical analysis (Borgna, 2013).

FsQCA is premised on the potential for equifinal paths, recognizing that several

paths or configurations of antecedent conditions may cause the occurrence of the

outcomes. In fsQCA, causal combinations are considered necessary or sufficient to

induce an outcome (Augusto & Torres, 2018).

Another reason for utilizing the technique is its lower sampling size requirement

(Schneider & Wageman, 2012). Traditionally fsQCA has been considered a technique for

small sample sizes (10-50). On the other hand, fsQCA has been used for as many as

6,000 cases. One note of caution, the selection of fsQCA should not be solely based on

sample size but on theory and the problem's complexity and configurational structure (Schneider & Eggert, 2014).

Overview of fsQCA in the Research

The research analysis uses the novel statistical approach and technique fsQCA to examine the configuration of the SEM leadership styles to determine whether they are necessary or sufficient for the outcomes of psychological empowerment (PE), interorganizational trust (IOT), or the value co-creation context (VCC). As previously stated, fsQCA is a qualitative analysis tool that can identify combinations of antecedent conditions to explain real-world outcomes. The choice of fsQCA recognizes that the conditions are rarely isolated in practice, suggesting a combination approach is more appropriate (Ho et al., 2016). FsQCA is based on associated configurations of conditions (Fainshmidt et al., 2021) and identifies paths to the observed outcome. The primary benefits of fsQCA are that it allows for set-theoretic comparison, recognizes causal complexity, and identifies equifinal pathways. It also allows for fuzzy-set calibration, where the researcher can select, based on a theoretical basis, the percent of a characteristic required for membership in the group and identify necessary and sufficient antecedents for outcomes of interest (Baquero et al., 2019).

The QCA technique, first developed (Rihoux & Ragin, 2009), used binary scores to determine whether a case was a set member (all in or all out). This initial technique was called crisp-set Qualitative Comparative Analysis (csQCA). Over time variations of QCA were developed, including two-step QCA, fuzzy-set QCA (fsQCA), and temporal QCA (Schneider & Wagemann, 2012). FsQCA was developed to include fuzzy-set values that allow degrees of membership to be included in the analysis. It is important to

understand that fuzzy-set QCA membership scores, unlike crisp-set scores, are not binary (0 and 1) but are measured in degrees with values between 0 and 1. Ragin (2000) argues that fuzzy sets are qualitative and quantitative, measuring varying degrees of which cases belong to or are members of a set. The fsQCA software conducts these algorithmic processes for the entire analysis.

To address the hypotheses presented in the research, the investigation used the necessity and sufficiency consistency scores provided by fsQCA to determine whether the hypotheses are upheld. To determine the necessity of the conditions in the analysis, if PE, IOT, or VCC outcomes are present, the conditions of SEM Leadership must also be present. The threshold for necessity requires consistency values greater than 0.90 (Pappas & Woodside, 2021).

In examining sufficiency, consistency values are also provided to determine whether SEM leadership conditions are present with the outcomes of psychological empowerment, interorganizational trust, and the value co-creation context. The threshold for sufficiency is a consistency value of 0.75 (Pappas & Woodside, 2021).

The analysis provides alternative causal paths by considering equifinality within the research model, meaning more than one set of leadership conditions may cause the outcome. These equifinal determinations demonstrate that although alternative paths lead to the same outcome, each path's importance may differ (Fiss, 2007). Alternative paths allow flexibility and interchangeability of leadership styles.

In its broadest sense, the research sought to determine whether blended leadership styles, such as SEM Leadership, are necessary or sufficient for developing interorganizational trust, psychological, and the value co-creation context in the boundary

space. Additionally, does executive effort to develop an inspired and empowered work culture permeate beyond the firm employees and positively (or negatively) affect others in the collaborating team responsible for value co-creation? This is an essential question because leadership impact may extend beyond the firm to affect the culture in the boundary space and employees not directly affiliated with the firm.

The study's six factors, included three conditions; servant leadership, empowering leadership, and mindful leadership, and three outcomes; psychological empowerment, interorganizational trust, and the value co-creation environment, are defined below. Other data, including demographic, were collected in the survey to increase the richness of the research. (Table 8).

Table 8.

Definitions of Conditions and the Outcome

Condition or Outcome	Construct	Code	Description
Condition	Servant Leadership	SVFZ	Seeking the best for others before leading
Condition	Empowering Leadership	EMFZ	Empowering through delegation and sharing knowledge; limit the fear of mistakes
Condition	Mindful Leadership	MDFZ	Being present, accepting, and engaged
Outcome	Psychological Empowerment	PEFZ	Employee feels empowered and free to innovate.
Outcome	Interorganizational Trust	ITFZ	Trust between two firms
Outcome	Value Co-creation Context	VCFZ	An environment fostering value co-creation. Knowledge and resource sharing.

Calibration

These survey construct variables were calibrated in fsQCA software to create fuzzy-set data and allow for set-theoretic analysis. The survey data was calibrated, transforming a 5-point Likert scale average into fuzzy-set values that range between 0 (full non-membership) and 1 (full membership) (Baquero et al., 2019). The fuzzy-set analysis allows a degree of membership where membership scores closer to 0 were more out than in, and values closer to 1 were closer to in than out. Rather than using "crisp-set" dichotomous values of 0 and 1 to represent the degree of membership, fuzzy-set data represents the degree of membership and reflects the real-world environment where social relationships are complex and rarely discretely defined (Schneider & Wagemann, 2010). It is worth mentioning that fsQCA's use of quantitative survey data calibrated into qualitative membership scores illustrates why QCA researchers consider fsQCA a mixed method technique (Ordanini et al., 2014).

Table 9

Definitions of Membership Sets

Condition/Outcome	Construct	Set Membership
Antecedent	Servant Leadership	Manager practicing servant leadership
Antecedent	Empowering Leadership	Manager practicing empowering leadership
Antecedent	Mindful Leadership	Manager practicing mindful leadership
Outcome	Psychological Empowerment	Employees feel empowered at work
Outcome	Interorganizational Trust	Firms trusting other strategic partners
Outcome	Value Co-Creation Context	An environment conducive to value co-creation

Truth Table

The next step after calibration is the development of a truth table. Case membership is the basis for constructing the truth table and is determined using the calibrated fuzzy-set membership scores. The truth table shows how the cases cluster together based on meeting the membership threshold scores. FsQCA compares the membership scores in the condition set(s) against the outcome membership scores and determines whether they demonstrate subset or superset relationships. The analysis determines whether the conditions are necessary, indicating that the condition(s) superset the outcome. Sufficiency is indicated if the condition(s) is a subset of the outcome (see Figure 4).

Necessity and Sufficiency

Necessity indicates a superset relationship (X>Y) between the conditions (X) and the outcome (Y), meaning that a condition is always present when the outcome occurs.

Sufficiency indicates a subset relationship (Y>X) between the conditions and the outcome so that whenever a condition appears, so does the outcome (Ragin, 2000; Mello, 2021).

Figure 5

Illustration of Necessity and Sufficiency
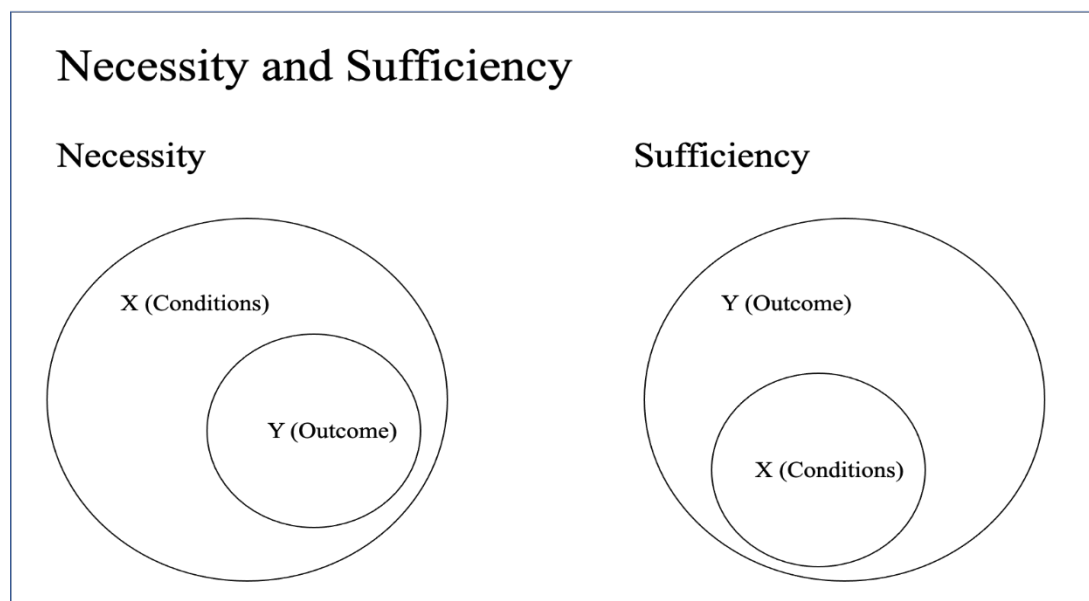
Note. Adapted from Qualitative Comparative Analysis: An introduction to research design and application. Mello P.A. (2021) Georgetown University Press. Copyright 2021 Georgetown University Press.

Measures of Fit: Consistency and Coverage

The fsQCA software calculates consistency and coverage scores using the truth table information to assess the solution's fit.

Consistency is the percentage of the case membership scores that are a subset of the other (condition or outcome). Consistency is a percentage measurement indicating a significant subset/superset relationship between the conditions and outcome. Machinek (2022) states that consistency explains how far the case differs from perfect sufficiency or necessity (perfect = 1).

Coverage measures the size of the condition set compared to the outcome set (in the overlap. Coverage allows a researcher to examine each identified causal path's relative importance or strength. Coverage measures "how much a condition or a

combination of conditions account for the occurrence of the outcome" (Mello, 2021, p.7).

Unlike with crisp-set data in csQCA, where coverage is the percentage of covered cases,

coverage in fuzzy-set fsQCA analysis is more challenging to conceptualize. FsQCA

coverage scores reflect the gap between the conditions and the outcome scores or

distance from the diagonal on an XY plot. The increased significance in the gap led to

lower coverage scores (Mello, 2021) and lowered the model's explanatory power. The

literature suggests that coverage is similar to the r^2 value found in traditional statistical

analysis (Forkmann et al., 2017).

Necessity Analysis

After the truth table is created, the first analysis recommended by Rihouz & Ragin

(2009) is the necessity analysis. The fsQCA software calculates a necessity consistency

value once the conditions and the outcome are selected. It is important to note that fsQCA

can only evaluate one outcome simultaneously. As such, the analysis for this research is

conducted in three different analyses to address the research model's three outcomes. The

threshold for the necessity consistency score is 0.90.

Standard Analysis for Sufficiency

The standard analysis for sufficiency provides three solutions with varying

degrees to assess if the conditions are sufficient for the outcome: complex, intermediate,

and parsimonious. In most research cases, the intermediate solution is reported. The

parsimonious solution reports only the core conditions. The fsQCA analysis identifies the

causal pathways, or recipes, and reports the corresponding consistency scores. The

threshold for the sufficiency consistency score is 0.75 and 0.50 for coverage. Based on

relevant theory, higher thresholds can be used at the researcher's discretion, but grounded in theory.

Set Coincidence

Another analytic tool offered in the fsQCA software is set coincidence analysis, which indicates the degree of overlap between two or more sets. Set coincidence resembles correlation used in linear analysis. However, there are two important distinctions. Correlation and set coincidence are based on different logic, and set coincidence, unlike correlation, can uncover asymmetrical patterns. Rihoux & Ragin (1987) states that fuzzy-set coincidence is a special case of correlation. The analysis determines the concurrence of the selected conditions and outcomes.

Chapter 4: Results

The research examined the configurational paths of servant, empowering, and mindful (SEM Leadership) combinations that create psychological empowerment, interorganizational trust, and a value co-creation context.

Set Coincidence of the Antecedent Conditions

In fsQCA, multicollinearity is not a concern since the research seeks conjunctional causation by finding leadership recipes or combinations that result in the stated outcomes. Set Coincidence in fsQCA measures the similarity or overlapping of the conditions. The set coincidence analysis of the leadership conditions follows:

Table 10

Set Coincidence of Conditions

Conditions	Coincidence Score
SVFZ, EMFZ, MDFZ	0.6640
SVFZ, MDFZ	0.7775
SVFZ, EMFZ	0.7630
EMFZ, MDFZ	0.7527

Note. Variables are appended with the letters "FZ" to denote that the data has been calibrated into "fuzzy-set" scores.

The set coincidence analysis shows that the conditions have a meaningful coincidence. It is important to stress that coincidence, like correlation, does not indicate causation. The implication of this result is addressed later in the discussion section.

FsQCA can evaluate only one outcome at a time, so the research analysis is conducted in three separate analyses: psychological empowerment, interorganizational trust, and value co-creation (Forkmann et al., 2017). Further, Schneider & Wagemann

(2012) recommend that necessity and sufficiency be analyzed separately, always starting with necessity. They also state that set relations are asymmetric, and that analysis of occurrence and non-occurrence (negations) must be conducted independently. However, negation is not analyzed in this research as the investigation's primary interest is finding positive leadership implementation.

Analysis One: SEM Leadership and Psychological Empowerment

Creating a truth table is the first step toward evaluating necessity and sufficiency. The truth table identifies all of the combinations that are present in the data. The truth table shown in Table 11, is not typically reported in journal articles since it is a preliminary step in evaluating sufficiency. The rows in the truth table signify whether conditions or outcomes are present with the number 1. Absence is noted as 0. For example, in the first row of Table 11, the conditions of servant leadership and empowering leadership are present, while mindful leadership (MSDZ) is not present. The outcome of psychological empowerment is also present. Therefore, this row represents an affirmative path for the outcome. However, whether the path is valid and relevant is judged by the consistency and coverage score provided by the software. As seen in the case count column, only one case supports this specific causal pathway in the data.

The truth table analysis indicates that the first five rows or configurations are identified combinations for the outcome of PEFZ, with raw consistency scores exceeding the threshold of 0.75.

Table 11

Truth Table Analysis for Psychological Empowerment

SVFZ	EMFZ	MDFZ	Case Count	PEFZ	Raw Consistency	PRI Consistency	Sym Consistency
1	1	0	1	1	0.8629	0.4820	0.4820
1	0	1	1	1	0.8234	0.3781	0.3781
0	1	1	1	1	0.8210	0.3246	0.3583
1	1	1	10	1	0.7914	0.6009	0.6323
0	0	1	1	1	0.7496	0.2418	0.2418
0	0	0	16	0	0.4900	0.1962	0.2120

The fsQCA software performed the necessity analysis using the truth tables, and the results are shown in Table 11. The analysis provided a consistency score below the threshold of 0.90, suggesting that *the combination of the conditions from SEM Leadership is not necessary for the outcome of psychological empowerment and indicates that H1a is not upheld.*

Table 12

Necessity: SEM Leadership and Psychological Empowerment

SVFZ+EMFZ+MDFZ	Consistency	Coverage
	0.7987	0.6446

After performing the necessity analysis, sufficiency was analyzed. As previously discussed, sufficiency indicates that whenever a condition is present, the outcome is present. However, it is also true that the outcome can be present without the condition, as other factors not identified in the study could cause the condition to occur (therefore, the condition is unnecessary for the outcome to occur).

These affirmative paths from the truth table were then reduced by the fsQCA software, using Boolean logic, to identify conservative, intermediate, and parsimonious sufficiency solutions. The intermediate solution is shown in Table 13. The intermediate solution offers the core and peripheral conditions, whereas the parsimonious solution offers only the core conditions. Most research relies on the intermediate solution.

Three configural paths of SEM Leadership styles identified in Table 13 are sufficient for psychological empowerment with consistency scores exceeding the 0.75 threshold. In addition, the coverage scores are greater than 0.50, which indicates that the paths provide a relevant explanation for the outcome. The solution coverage and consistency values indicate that all paths identified in the immediate solution are sufficient and equifinal. *Conditions from SEM Leadership are sufficient for the outcome of psychological empowerment and show that Hypothesis 1b is upheld.*

Table 13

Sufficiency: Intermediate Solution for Psychological Empowerment

	Raw Coverage	Unique Coverage	Consistency
SVFZ*EMFZ	0.6836	0.3229	0.7607
SVFZ*MDFZ	0.6878	.03652	0.7635
EMFZ*MDFZ	0.6871	.03583	0.7634
Solution coverage:	0.7560		
Solution consistency	0.7174		

*Note that in Boolean algebra upon which fsQCA is based, * represents "and."*

Analysis Two: SEM Leadership and Interorganizational Trust

Because the fsQCA software can only evaluate one outcome at a time, the

analysis was repeated for the remaining two outcomes of interest. Again, to begin the

analysis for the second outcome, the truth table was created and is seen in Table 14.

Table 14

Truth Table Analysis for Interorganizational Trust

SVFZ	EMFZ	MDFZ	Case Count	ITFZ	Raw Consistency	PRI Consistency	Sym Consistency
1	0	1	1	1	0.9449	0.7692	0.7692
0	1	1	1	1	0.9417	0.7717	0.7717
0	0	1	1	1	0.9269	0.7258	0.7729
1	1	0	1	1	0.9118	0.6596	0.6596
1	1	1	10	0	0.7428	0.4556	0.4961
0	0	0	16	0	0.6551	0.4004	0.4705

Table 14 shows that the top four rows of the truth table yield raw consistency

scores greater than the 0.75 threshold, meaning these combinations or paths are

affirmative paths for interorganizational trust. The raw consistency falls below the .75

threshold in the fifth row, eliminating the path from further consideration.

Table 15 below shows the results of the necessity analysis for the outcome of

interorganizational trust (ITFZ):

Table 15

Necessity SEM Leadership and Interorganizational Trust

SVFZ+EMFZ+MDFZ	Consistency	Coverage
	0.6969	0.6879

In evaluating the SEM Leadership styles against the ITFZ outcome, the necessity analysis yielded a consistency score below the threshold of 0.90, suggesting *the conditions from SEM Leadership are not necessary for the outcome of interorganizational empowerment and indicates that hypothesis H2a is not upheld.* The sufficiency solution is then produced using the fsQCA software. The intermediate solution is shown below in Table 16.

Table 16

Sufficiency: Intermediate Solution for Interorganizational Trust

	Raw Coverage	Unique Coverage	Consistency
～EMFZ*MDFZ	0.4332	0.0264	0.9265
～SVFZ*MDFZ	0.4445	0.0338	0.9282
EMFZ*MDFZ*～MDFZ	0.3785	0.0467	0.9118
Solution coverage:	0.5385		
Solution consistency	0.9096		

Note: ～ Denotes absence.

Three configural paths of SEM Leadership styles shown in Table 16 are sufficient for interorganizational trust with consistency scores exceeding the 0.75 threshold. However, the raw coverage scores are less than 0.50. Low coverage scores indicate low relevancy. These small coverage values may have resulted from very few affirmative cases in the solution (only 1 case), as seen in the truth table (Table 15). As a result of this mixed result, *hypothesis H2b that SEM Leadership sufficiency for interorganizational trust is deemed inconclusive.*

Analysis Three: SEM Leadership and the Value Co-creation Context.

In the third analysis, the effect of SEM Leadership on the value co-creation

context is examined. The value co-creation context in this research is focused on the

boundary space where the key participants, boundary spanners, collaborate to innovate

and create value for both the supplier and the customer. This examination looks to assess

the effect of the culture within the boundary space and determine whether SEM

Leadership styles in combination or alone impact the value co-creation context. As with

the prior two analyses, the analysis was started in Table 17 by creating the truth table.

Table 17

Truth Table Analysis for the Value Co-creation Context

SVFZ	EMFZ	MDFZ	Case Count	VCFZ	Raw Consistency	PRI Consistency	Sym Consistency
1	1	1	10	1	1	1	1
1	0	1	1	1	1	1	1
0	1	1	1	1	.9902	.9027	.0927
1	1	0	1	1	.9810	.8313	.8313
0	0	1	1	1	.9282	.1718	.2391
0	0	0	16	0	.0472	.0153	.0169

The truth table analysis demonstrates that five combination conditions show consistency

values above the 0.75 threshold.

The necessity analysis was conducted, and the resulting necessity values are

shown in Table 18.

Table 18

Necessity: SEM Leadership and the Value Co-creation Context

SVFZ+EMFZ+MDFZ	Consistency	Coverage
	0.9402	0.8670

The necessity analysis reported a consistency value of 0.94 which is significantly over the 0.90 threshold indicating necessity. This appears to be the strongest result in the investigation, indicating that value co-creation is the only outcome (of the three) where SEM Leadership is required. *This result suggests* that *conditions from SEM Leadership are necessary for the outcome of a value co-creation context and indicates that hypothesis H3a is upheld.*

These potential paths were then reduced to provide sufficiency solutions. The intermediate solutions appear in Table 19:

Table 19

Sufficiency: Intermediate Solution for the Value Co-creation Context

	Raw Coverage	Unique Coverage	Consistency
MDFZ	0.8546	0.1344	0.9396
SVFZ*EMFZ	0.7653	0.0452	0.9731
Solution coverage:	0.8998		
Solution consistency	0.9221		

The fsQCA standard analysis identified two paths above the 0.75 consistency threshold and indicates that these paths are sufficient to positively affect the value co-creation environment. *This result suggests that a combination of the conditions in SEM Leadership is sufficient for the outcome of a value co-creation context and indicates that hypothesis H3b is upheld.*

Findings

Table 20 provides a summary overview of the results. The larger dots in the table

show where the conditions are core, and the small dot designates a peripheral condition

(not as critical). The crossed circle represents the negation or absence of the condition.

The key metric in the summary table is the consistency values in the third row from the

bottom. The summary shows that all paths exceed the threshold of 0.75, indicating that

these paths provide sufficiency for designated outcomes. To restate, PE has three recipes

(SL*EL, SL*ml, EL*ML), IOT has three recipes (negated EL*ML, negated SL* EL,

SL*EL*negated ML), and VCC has two paths (ML, SL*EL).

Table 20

fsQCA Results Matrix

Results Matrix

Outcomes:	Psychological Empowerment			Interorganizational Trust			Value Co-creation	
Conditions:	C1	C2	C3	C1	C2	C3	C1	C2
Servant Leadership	●	●			⊗	●		●
Empowering Leadership	●		●	⊗	●	●		●
Mindful Leadership		•	●	●		⊗	●	
Raw Coverage	0.6837	0.0688	0.6871	0.4332	0.4445	0.3786	0.9397	0.9732
Unique Coverage	0.0324	0.0365	0.0358	0.0265	0.0338	0.0468	0.1345	0.0452
Consistency	0.7607	0.7636	0.7634	0.9265	0.9282	0.9118	0.8546	0.7654
Solution Coverage	0.7560			0.5386			0.8999	
Solution Consistency	0.7175			0.9096			0.9221	

84

Findings Review: Psychological Empowerment

H1a: SEM leadership is necessary for psychological empowerment. (not upheld)

H1b: SEM leadership is sufficient for psychological empowerment. (upheld)

The consistency value of 0.7987 is below the threshold for necessity, so the H1a hypothesis is not upheld. However, the sufficiency consistency scores for the three recipes identified in the intermediate solution for sufficiency are above the minimum threshold of 0.75 and the coverage scores of 0.50. suggesting that these conditions are sufficient for the outcome. The coverage results are also meaningful and indicate that the H2b hypothesis is upheld.

Findings Review: Interorganizational Trust

H2a: SEM leadership is necessary for interorganizational trust. (not upheld)

H2b: SEM leadership is sufficient for interorganizational trust. (inconclusive)

The consistency value of 0.6969 is below the threshold for necessity, so the H2a hypothesis is not upheld. While the consistency values for sufficiency in the intermediate solution are above the minimum threshold of 0.75 (see Table 17)., the coverage results are below 0.50, possibly due to limited cases, indicating that the result for H2b hypothesis is inconclusive. This inconclusive result is further discussed in the conclusion section.

Findings Review: The Value Co-creation Environment

H3a: SEM leadership is necessary for a value co-creation environment (upheld)

H3b: SEM leadership is sufficient for a value co-creation environment (upheld)

The fsQCA necessity analysis for hypothesis H3a with a consistency score of 0.9402 above the 0.90 thresholds indicates that SEM Leadership is necessary for a value co-creation environment. Furthermore, the sufficiency analysis shows that SEM Leadership is sufficient for a value co-creation environment, with the intermediate analysis providing consistency scores above the threshold of 0.75 and coverage scores above 0.50.

Set Coincidence of the Outcomes

A set coincidence analysis was performed to examine the coincidental relationship between the research's three outcomes of interest. Table 18 below shows the results of the analysis.

Table 21

Set Coincidence Analysis of Outcomes

Outcomes	Set Coincidence Score
PEFZ, IIFZ, VCFZ	0.3963
PEFZ, VCFZ	0.6467
PEFZ, ITFZ	0.4511
ITFZ, VCFZ	0.5769

Interorganizational trust, psychological empowerment, and value co-creation environment reflected coincidence in this data. The analysis cannot confirm any interactive effect between the two outcomes, because the fsQCA technique does not reveal mediating or moderating relationships. In future studies with larger sample sizes,

PLS-SEM will be used to identify mediating or moderating relationships. Hypothesis *H4, PE, IOT, and VCC are coincidental business outcomes upheld.* This result does not provide conclusive meaning but may suggest an interesting future research question.

Chapter 5: Discussion, Recommendations, and Conclusions

Discussion

Dissertation Chapters in Review

The dissertation's introduction established the perimeter of the research by proposing the research question, stating hypotheses, introducing the key actors, and describing the research context, including the conditions and outcomes of interest. The research model presents six factors, three of which are conditions and three that are outcomes. The conditions—servant, empowering, and mindful leadership combined into a set of conjunctural conditions called SEM Leadership to examine its impact on three critical outcomes—psychological empowerment, interorganizational trust, and the value co-creating environment. The analysis uses fsQCA to determine whether the conditions are necessary or sufficient to indicate the research outcomes.

The research rests upon a theoretical foundation comprised of three social theories: namely, social exchange theory (SET), social identity theory (SIT), and self-determination theory (SDT). SET suggests that relationships develop on a cost/benefit basis. SET, explaining the observations seen in the research that suggests that leadership's contribution to the employee's psychological empowerment and interests may elicit a reciprocal response of organizational citizenship behaviors. This reciprocity is the basis for follower-centric leadership, as seen in servant, empowering, and mindful leadership (Lee et al., 2018). The second grounding theory, SIT, advances the idea that social factors influence individuals (Wood, 2000). This influence occurs in the workplace, where different groups of superiors, subordinates, peers, work teams, suppliers and customers interact. This theory broadens the leadership attention from the

dyadic relationship between leader and member, as observed in SET, to explaining the relationship between a leader and a group of employees. SIT explains why the workplace culture and leadership's impact are meaningful and why leadership is essential to the boundary space participants. The third social theory upon which this research is grounded, SDT, theorizes that individuals desire control over the direction and activities of their lives. This desire for autonomy is found in the workplace and life in general (Deci et al., 2017). SDT theory supports the importance of dismantling bureaucracy and psychologically empowering employees through delegation of authority and decision-making. The research is grounded in all three social theories and has a broad and well-established theoretical basis supported in the literature.

The research model presented a diagram of a configurational set of conditions called SEM Leadership (servant, empowering, and mindful) to determine the necessity and sufficiency of these conditions for the outcomes of psychological empowerment, interorganizational trust, and value co-creation. In brief, necessity means a condition must be present when the outcome occurs. On the other hand, sufficiency indicates that when a condition is present, so is the outcome (Mello, 2021). An important distinction, however, is that sufficiency does not mean that the outcome cannot occur without the condition. Other factors outside the examined conditions could cause the outcome.

The literature review expounds on the current discussion regarding leadership styles and the desired organizational outcomes. The role of the CEO and boundary spanners were also elaborated as the primary actors in the culture-building and value co-creation process and the research. Review of the enabling mechanisms for building the

organization's culture and the importance of viewing all employees as knowledge workers were offered as vital perspectives.

The methods section focused on the analytical methodology and the rationale for using fsQCA. FsQCA focuses on conjunctional causation and seeks to determine equifinal paths to achieve the outcomes of interest. FsQCA is a set-theoretic method that is not intended to measure the unique contribution of an individual variable but to identify complex solutions with combinations of causal conditions (Pappas & Woodside, 2021). Although relatively new, fsQCA is rapidly gaining popularity in social science research.

Discussion of the Findings

The analysis found that the SEM leadership combinations did not meet the threshold of necessity for psychological empowerment or interorganizational trust. The analysis did show that SEM Leadership conditions are necessary for a value co-creation context. Regarding sufficiency, SEM Leadership conditions were sufficient for psychological empowerment and the value co-creation context. At the same time, the analysis was inconclusively related to the sufficiency of SEM Leadership on interorganizational trust. A potential explanation for this weaker result is that formal governance or contract arrangements can effectively substitute for interorganizational trust. The analysis indicated that some combination of the SEM Leadership styles enables psychological empowerment and value co-creation outcomes. Therefore, SEM Leadership may permeate the boundary space to affect psychological empowerment and the value co-creation context. This important finding is discussed later in the conclusions section. What remains unclear in the research is whether SEM Leadership permeates into

the boundary space to impact interorganizational trust. As just stated, the fsQCA analysis was inconclusive on this point.

The study's main finding showed that SEM Leadership is necessary and sufficient for the value co-creation context. The fsQCA results for this combination of conditions and VCC were much stronger than the other outcomes. While confirmatory research is warranted, this result indicates a potentially meaningful relationship between SEM Leadership and value co-creation.

Literature Supports the Findings

The research findings are not entirely unexpected. In the literature review, empowering leadership is related to psychological empowerment (Schermuly et al., 2022). The research finds that empowered employees are creative, a key element in value co-creation (Lee et al., 2018). Regarding the inconclusive results with SEM Leadership and interorganizational trust, leadership may have some impact, but the effect does not rise to sufficiency. A potential explanation for weaker results between SEM Leadership and interorganizational trust is also found in the literature, finding that a common substitution for interorganizational trust is contractual safeguards or a heavy rules-based approach to managing the interorganizational relationship. Low trust likely encourages firms to enforce formal controls rigidly (Hsieh & Rodrigues, 2014). However, relying on stringent contractual ground rules likely stifles team creativity and speed of execution and leads to a return to bureaucracy (Hamel & Zanini, 2020).

Interchangeability of Leadership Styles

An interesting indication from the research is that the three SEM leadership styles have some interchangeability. This interchangeability is particularly apparent in the

analysis of SEM Leadership's impact on value co-creation; a closer examination reveals that the causal paths found in the study's third analysis are made up of different combinations of the servant, empowering, and mindful leadership styles. This result has important practical implications for leaders who seek to develop their leadership philosophy and have personalities and traits more appropriately suited for one of the SEM Leadership styles. However, the broader point remains that combinations of styles may be more effective when the desired outcome is a productive value co-creation context.

Blending Leadership Styles

Most managers understand the importance of leadership to management effectiveness and desire to become better leaders. Because of this vital need, leadership programs, books, webinars, and social media posts are ubiquitous. The study's results suggest that the practical need may not be for additional leadership curricula but for better synthesis of existing concepts, such as effectively combining existing leadership styles. Rather than emulating the latest permutation of leadership theory, managers should develop leadership styles based on their personal characteristics, business objectives, and desired business culture. Understanding leadership mechanisms and their interpersonal impact on followers appears much more important than following the latest bestselling author.

SEM Leadership Impacts Value Co-creation in the Boundary Space

SEM Leadership styles did exhibit necessity and sufficiency for a value co-creation environment in the boundary space. Maintaining long-term, vibrant relationships with these strategic customers may provide firms oriented toward value co-creation with

years of revenue and profits. The boundary space may be an incubator for innovation and value co-creation, allowing for company growth and expansion and providing college tuition, healthcare, and retirement accounts for its employees and their families. This scenario describes a reciprocal exchange process as described in social exchange theory. Should executive leadership desire a meaningful impact on its firm's interorganizational relationships, executive management must prioritize and engage these vital relationships in the boundary space.

Implications of Using the fsQCA Approach

FsQCA is a useful analytic process and technique for social science study. It is important to consider fsQCA as a mixed methods approach because it is based equally on qualitative research (researcher experience) and quantitative analytic procedure (Rihoux & Ragin, 2009). The study's configural approach addresses causal complexity and equifinality. FsQCA analysis demonstrates equifinality in that multiple roads to the same destination exist.

In some ways, the investigation returns to where it started. The fsQCA approach is an iterative process going back and forth between theory and evidence (Ragin, 2000). Social science study is complex as its constructs are not always clearly defined and measurable. As implied by the section title in their definitive book on set-theoretic methods (their preferred name for the QCA process), Schneider & Wagemann (2012, p. 117) offers that at some point, "neat formal logic meets noisy social science data." Given the nature of social science data, fsQCA was selected as the research's primary analytical tool. FsQCA, unlike traditional statistical methods, gives us an indication of the impact of condition sets on outcomes rather than measuring direct effects on isolated research

variables. Moreover, fsQCA, with its case orientation, subset methodology, and fuzzy-set data methodology yields analysis from a more holistic point-of-view and encourages the researcher to incorporate experience and knowledge of the examined cases. While necessity and sufficiency analysis provides an analytical basis for suppositions, the researcher's experience and familiarity with the study's conditions and outcomes also play a significant role in drawing practical conclusions (Ragin, 2000).

Limitations

Several limitations are noted in this research. The first limitation is the limited sample size. Although fsQCA effectively handles small N, more cases may have avoided the inconclusive results regarding the sufficiency of SEM Leadership and IOT. The low coverage values found in analysis two (SEM Leadership and IOT) result from too few confirmed cases. A larger sample size and a broader look at the industrial sector beyond steel may allow for a more substantial generalization of the results.

The research data were cross-sectional, which could prove more meaningful using longitudinal surveys with the same subject group. Additional follow-up with case study interviews would provide confirmation and depth to the investigation. Other statistical techniques could support the analysis with more extensive sampling to provide a larger N.

Implications for Practice

The global business environment continues to grow increasingly competitive, with global CO^2 mandates and government intervention adding mandates and costs to business. Artificial Intelligence (AI) is also starting to permeate many aspects of our personal and professional activities. The ramifications regarding AI in the industry are

only beginning to be understood. Goldfarb & Trefler (2018) state that, similar to other significant innovations, AI will likely raise average incomes and improve well-being; however, it may also disrupt labor markets and increase inequality, suggesting that AI will likely tip the competitive environment to those businesses that utilize the technology. As such, the need for innovation and the ability for businesses to co-creation value continues to mount (Dzwigol et al., 2020). Yet even with these technological challenges and developments, much of the responsibility for value co-creation remains on employees' shoulders. It elevates the importance of employees being led with support, empowerment, autonomy (trust), and an environment for value co-creation with their business partners. The human impact of business performance remains critical to value co-creation.

Nucor Corporation is regarded as one of the most innovative employee-oriented cultures in the industrial world. As a manager, it was not always clear which leadership style would prove optimum, although several were espoused within the company. Successful business outcomes resulted from the leadership styles of many managers with different leadership styles and experiences. Observing multiple leadership styles within an organization's management can confuse new and developing managers. For the same reason, mixed signals from executives regarding leadership styles were seen. Strong leadership was an expectation for managers, but with what leadership style? The observation of disparate leadership styles being successfully used attests to the equifinal and sometimes confusing, nature of leadership.

Considering this further, a manager might ask whether too many leadership styles are found in academic literature or business media for practical use. The

interchangeability of the study's leadership styles suggests that no singular leadership style is optimum in all circumstances. Still, the thoughtful practice of the elements of these leadership styles is essential. Could leadership's impact be similar to the Hawthorne study's observation (Sonnenfeld, 1985)? Might employees improve their organizational behavior due to the awareness of merely feeling cared for by leadership? A leadership style may foster positive work behavior when employees become aware that their leaders view them as necessary, exhibit genuine care, and seek success for their ambitions. It was said that when discussing essential business decisions with managers, Iverson would first ask them to examine and explain the decision's impact on the employees. His successful approach is a template for an employee-first leadership style.

Sustainable Competitive Advantage

Building a sustainable competitive advantage is the ultimate goal of executive management and marketing managers. Given enough resources, replicating technology and improving organizational efficiency is easily done, but building an empowered, trusting, and energized team is difficult. It takes time, effort, and a genuine passion for teammates. Developing a leadership style that uses combinations of effective leadership characteristics —as does the SEM Leadership triad— appreciates the equifinality of leadership styles toward achieving positive business outcomes and building sustainable competitive advantage. The most crucial point is that leadership styles should be intentional and based on the leader's characteristics while being mindful of the followers' needs and the company's desired culture.

The Iverson culture has been studied and imitated but rarely fully replicated. This follower-centric culture was a defining differentiator for the upstart steel producer in a

mature and declining industry in the 1980s that propelled the firm to become one of the most successful industrial companies in the world. The dissertation has frequently referenced Iverson's leadership philosophy which included all three aspects of the SEM Leadership triad. The research, in many ways, confirms real-world observations involving real-world results. As crucial as the fsQCA analysis confirming these results, his company's real-world success provides a useful template and is without much dispute.

Recommendations for Research

This investigation is more exploratory than determinative and calls for confirmatory research. The fsQCA approach affords interesting conjunctural causation between leadership styles and critical business outcomes. It suggests that equifinal leadership paths lead to the desired outcomes of psychological empowerment, interorganizational trust, and the value co-creation environment. The research indicates that SEM Leadership is a significant contributor or core condition for these important outcomes. Further, the study indicates some interchangeability between the SEM leadership styles. Future case-oriented research should examine the interchangeability of leadership styles and their combined effect on outcomes.

Furthermore, structured interviews of the participants might allow for confirmation and more forceful conclusions. While the survey responses were anonymous, the survey respondents' email addresses remain available. A follow-on interview process is possible, providing additional clarity regarding the conditions and helping close the result gaps related to interorganizational trust.

The research prompts other questions. Do different leadership styles not examined in this research, like ethical leadership, provide the necessary or sufficient conditions to achieve the desired organizational outcomes? What other follower-centric leadership conditions might prove necessary or sufficient for empowerment, trust, and value co-creation? Revisiting this study modeling other leadership variables is consistent with the iterative process advocated by Rihoux and Ragin (2009, p. 12), writing, "… it is crucial to recognize the importance of producing new conjectures and to take the risk of confronting them with new data."

Other Research Topics for Consideration

One survey question not used in the analysis asked whether the respondent's manager represented the firm's desired culture well. Thirty-one respondents indicated that their manager represented their company's desired culture well. That a relatively low number (4 of 35) of managers did not represent their company's desired culture was encouraging; interestingly, all four were salespeople. Understanding whether this is simply an anomaly of the survey group, or a more significant indication could provide an exciting area of research and practical importance to executive leadership.

Another potential research question is whether there is a difference in leadership's impact on buyers versus sellers. The survey results suggest that executive leadership may have more influence on buyers than sellers, as the consistency scores for buyers appeared somewhat higher. This interpretation may suggest a proximity effect to leadership as buyers are less likely to work remotely, as more salespeople work from sales or home offices.

Conclusions

SEM Leadership's role in fostering value co-creation is the research's strongest indication. This point supports the idea that leadership permeates beyond the organization and into the boundary space. This conclusion is meaningful because it clarifies that executive management can contribute to value co-creation in the boundary space between supplier and customer. This finding rebuffs the view that value co-creation is the domain of the sales organization and strategic account buyers and sellers. The CEO and executive leadership are essential contributors to the value co-creation process and subsequently, should be attentive to it.

The analysis confirmed SEM Leadership's effect on the outcome of psychological empowerment, which is expected given the connection between leadership and psychological empowerment demonstrated in the research of Schermuly et al. (2022). The extant literature provided a priori indication of a causal link between empowering leadership and psychological empowerment. The research of Fong & Snape (2015) advocates a link between empowering leadership and psychological empowerment.

An interesting observation from the research is that there appears to be interchangeability between servant, empowering, and mindful leadership styles. This finding points back to the idea that leadership combinations can be adapted to fit the leader, followers, and the firm's culture.

Finally, a blend of leadership styles may be a more effective approach than the singular adoption of leadership style in a B2B organization. The idea that leadership development should emanate from a singular leadership style seems narrow-minded. For instance, Collins' (2001) leadership approach, Level 5 Leadership, rightly focuses on

humility and the leader's determination to succeed as a fulcrum for leadership philosophy. However, examining the literature, it is clear that other existing leadership styles, like servant leadership, already offer humility as a core characteristic. Blending the best features of proven follower-centric leadership styles into a philosophy and practice that fits the individual leader's personality and gifts may prove more efficient and impactful. This investigation and observations of the results of Iverson's leadership philosophy support these conclusions.

References

Aboramadan, M. (2021, February). Servant leadership and followers' creativity: does climate for creativity matter? In *Evidence-based HRM: a Global Forum for Empirical Scholarship*, *9* (1),78-94. https://doi.org/10.1108/EBHRM-01-2020-0012

Achour, Bachir. (2017). What is the acceptable range for Cronbach alpha test of reliability? Retrieved from: https://www.researchgate.net/post/What-is-the-acceptable-range-for-Cronbach-alpha-test-of-reliability/59f0e6914048543cdb03a62e/citation/download.

Agars, M. D., Kaufman, J. C., Deane, A., & Smith, B. (2012). Fostering individual creativity through organizational context: A review of recent research and recommendations for organizational leaders. *Handbook of Organizational Creativity* (pp.271-291). Academy Press. https://doi.org/10.1016/B978-0-12-374714-3.00012-4

Ahearne, M., Mathieu, J., & Rapp, A. (2005). To empower or not to empower your sales force? An empirical examination of the influence of leadership empowerment behavior on customer satisfaction and performance. *Journal of Applied Psychology, 90*(5), 945-955. https://doi.org/10.1037/0021-9010.90.5.945

Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the work environment for creativity. *Academy of Management Journal*, *39*(5), 1154-1184. https://doi.org/10.5465/256995

American Iron and Steel Industry. (2018). *Economic impact*.

https://www.steel.org/wp-content/uploads/2020/10/Econ-Impact-Study-Executive-Summary.pdf

Anastakis, D. (2004). From Independence to Integration: The Corporate Evolution of the Ford Motor Company of Canada, 1904–2004. *Business History Review, 78*(2), 213-253. https://doi.org/10.2307/25096866

Arnold, J. A., Arad, S., Rhoades, J. A., & Drasgow, F. (2000). The empowering leadership questionnaire: The construction and validation of a new scale for measuring leader behaviors. *Journal of Organizational Behavior*, *21*(3), 249-269. https://doi.org/10.1002/(SICI)1099-1379(200005)21:3%3C249::AID-JOB10%3E3.0.CO;2-%23

Ashfaq, F., Abid, G., Ilyas, S., & Hasnain, A. (2021). How transformational leadership influences innovative behavior: The mediating role of psychological empowerment and proactivity of employees. *Independent Journal of Management & Production*, *12*(1), 241-264.

Augusto, M., & Torres, P. (2018). Effects of brand attitude and eWOM on consumers' willingness to pay in the banking industry: Mediating role of consumer-brand identification and brand equity. *Journal of Retailing and Consumer Services*, *42*, 1-10. https://doi.org/10.1016/j.jretconser.2018.01.005

Bachmann, R., & Inkpen, A. C. (2011). Understanding institutional-based trust building processes in inter-organizational relationships. *Organization Studies, 32*(2), 281-301. https://doi.org/10.1177/0170840610397477

Baer, R. A., Smith, G. T., Hopkins, J., Krietemeyer, J., & Toney, L. (2006). Using self-report assessment methods to explore facets of mindfulness. *Assessment*, *13*(1), 27-45. https://doi.org/10.1177/1073191105283504

Bandura, A. (1977). Self-efficacy: toward a unifying theory of behavioral change. *Psychological Review*, *84*(2), 191-215. https://psycnet.apa.org/doi/10.1037/0033-295X.84.2.191

Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. Prentice-Hall, Inc. 23-28. https://psycnet.apa.org/record/1985-98423-000

Baquero, A., Delgado, B., Escortell, R., & Sapena, J. (2019). Authentic leadership and job satisfaction: A fuzzy-set qualitative comparative analysis (fsQCA). *Sustainability*, *11*(8), 1-16. https://www.mdpi.com/2071-1050/11/8/2412

Barbuto Jr, J. E., & Wheeler, D. W. (2006). Scale development and construct clarification of servant leadership. *Group & Organization Management*, *31*(3), 300-326. https://doi.org/10.1177/1059601106287091

Barner-Rasmussen, W., & Björkman, I. (2007). Language fluency, socialization and inter-unit relationships in Chinese and Finnish subsidiaries. *Management and Organization Review*, *3*(1), 105-128.

Baron, L., Rouleau, V., Grégoire, S., & Baron, C. (2018). Mindfulness and leadership flexibility. *Journal of Management Development*, *37*(2), 165-177. https://doi.org/10.1108/JMD-06-2017-0213

Bass, B. M., & Avolio, B. J. (1994). Transformational leadership and organizational culture. *The International Journal of Public Administration*, *17*(3-4), 541-554. https://doi.org/10.1080/01900699408524907

Bass, B. M., & Stogdill, R. M. (1990). *Bass & Stogdill's handbook of leadership: Theory, research, and managerial applications*. Simon and Schuster. https://doi-org/10.1177/014920639201800111

Beck, C. D. (2014). Antecedents of servant leadership: A mixed methods study. *Journal of Leadership & Organizational Studies*, *21*(3), 299-314. https://doi.org/10.1177/1548051814529993

Bennis, W. G., & Thomas, R. J. (2002). Geeks and geezers: How era, values, and defining moments shape leaders-how tough times shape good leaders. *Harvard Business School Working Knowledge for Business Leaders*. http://hbswk.hbs.edu/archive/3108.html#8

Berlew, D. E. (1986). Leadership and organizational excitement. *California Management Review, 17*(2), 21-39. https://doi-org./10.2307/41164

Biemann, T., Kearney, E., & Marggraf, K. (2015). Empowering leadership and managers' career perceptions: Examining effects at both the individual and the team level. *The Leadership Quarterly*, *26*(5), 775-789. https://doi.org/10.1016/j.leaqua.2015.03.003

Bishop, S. R., Lau, M., Shapiro, S., Carlson, L., Anderson, N. D., Carmody, J., Segal, Zindel V., Abbey, S., Speca, M., Velting, D., & Devins, G. (2004). Mindfulness: A proposed operational definition. *Clinical Psychology: Science and Practice*, *11*(3), 230. https://psycnet.apa.org/doi/10.1093/clipsy.bph077

Blau, P. M. (1968). Social exchange. *International Encyclopedia of the Social Sciences*, *7*(4), 452-457.

Bohlmeijer, E., Ten Klooster, P. M., Fledderus, M., Veehof, M., & Baer, R. (2011). Psychometric properties of the five-facet mindfulness questionnaire in depressed adults and development of a short form. *Assessment*, *18*(3), 308-320. https://doi.org/10.1177/1073191111408231

Bono, J. E., & Judge, T. A. (2004). Personality and transformational and transactional leadership: A meta-analysis. *Journal of Applied Psychology*, *89*(5), 901. https://psycnet.apa.org/doi/10.1037/0021-9010.89.5.901

Borgna, C. (2013, January, 1). *Fuzzy-set coincidence analysis: the hidden asymmetries*. COMPASSS Working Papers Series 72, https://www.researchgate.net/publication/308890688_Fuzzy-Set_Coincidence_Analysis_the_Hidden_Asymmetries

Bradach, J. L., & Eccles, R. G. (1989). Price, authority, and trust: From ideal types to plural forms. *Annual Review of Sociology*, *15(1),* 97-118. https://doi.org/10.1146/annurev.so.15.080189.000525

Brannen, M. Y. (2004). When Mickey loses face: Recontextualization, semantic fit, and the semiotics of foreignness. *Academy of Management Review*, *29*(4), 593-616. https://doi.org/10.5465/amr.2004.14497613

Brown, K. W., & Ryan, R. M. (2003). The benefits of being present: mindfulness and its role in psychological well-being. *Journal of Personality and Social Psychology*, *84*(4), 822. https://psycnet.apa.org/doi/10.1037/0022-3514.84.4.822

Brown, K. W., Ryan, R. M., & Creswell, J. D. (2007). Addressing fundamental questions about mindfulness. *Psychological Inquiry*, *18*(4), 272-281. https://doi.org/10.1080/10478400701703344

Buchen, I. H. (1998). Servant leadership: A model for future faculty and future institutions. *Journal of Leadership Studies*, *5*(1), 125-134. https://doi.org/10.1177/107179199800500111

Burke, W. (1986). Leadership as empowering others. In S. Srivastra (ed.), Executive Power. (pp. 51-77), San Francisco; Jossey-Bass.

Burns, J. M. G. (1978). *Leadership*. New York: Harper & Row. https://psycnet.apa.org/record/1980-03173-000

CFI Team (2022, December 6). *Who are knowledge workers*? https://corporatefinanceinstitute.com/resources/valuation/knowledge-workers/

Chen, G., Bliese, P. D., & Mathieu, J. E. (2005). Conceptual framework and statistical procedures for delineating and testing multilevel theories of homology. *Organizational Research Methods*, *8*(4), 375-409. https://doi.org/10.1177/1094428105280056

Chaskalson, M., Reitz, M., Waller, L., & Olivier, S. (2020). Mindful leadership. *The Routledge Companion to Mindfulness at Work* (pp. 124-141). Routledge. https://doi.org/10.4324/9780429244667

Cherniss, C., Extein, M., Goleman, D., & Weissberg, R. P. (2006). Emotional intelligence: What does the research really indicate? *Educational Psychologist*, *41*(4), 239-245. https://doi.org/10.1207/s15326985ep4104_4

Collier, D., Brady, H. E., & Seawright, J. (2010). Outdated views of qualitative methods: time to move on. *Political Analysis*, *18*(4), 506-513. https://doi.org/10.1093/pan/mpq022

Collins, J. (2001, January). Level 5 leadership. The triumph of humility and fierce resolve. *Harvard Business Review*. *79(1)* 66-76.

Conger, J. A., & Kanungo, R. N. (1998). *Charismatic leadership in organizations*. Sage Publications. https://doi.org/10.4135/9781452204932

Covey, S. R., & Merrill, R. R. (2018). *The speed of trust: The one thing that changes everything*. Simon and Schuster. https://doi.org/10.1177/0894318417741097

Culbert, S. A., & McDonough, J. J. (1986). The politics of trust and organization empowerment. *Public Administration Quarterly*, 10(2), 171-188. http://www.jstor.org/stable/40861307

Deci, E. L., Ryan, R. M., (1985). Conceptualizations of intrinsic motivation and self-determination. *Intrinsic motivation and self-determination in human behavior*, 11-40. https://doi.org/10.1007/978-1-4899-2271-7_2

Deci, E. L., & Ryan, R. M. (1987). The support of autonomy and the control of behavior. *Journal of Personality and Social Psychology*, *53*(6), 1024. https://psycnet.apa.org/doi/10.1037/0022-3514.53.6.1024

Deci, E. L., & Ryan, R. M. (2008). Self-determination theory: A macrotheory of human motivation, development, and health. *Canadian Psychology/Psychologie Canadienne*, *49*(3), 182. https://psycnet.apa.org/doi/10.1037/a0012801

Deci, E. L., Olafsen, A. H., & Ryan, R. M. (2017). Self-determination theory in work organizations: The state of a science. *Annual Review of Organizational Psychology and Organizational Behavior*, *4*, 19-43. https://doi.org/10.1146/annurev-orgpsych-032516-113108

Doney, P. M., & Cannon, J. P. (1997). An examination of the nature of trust in buyer–seller relationships. *Journal of Marketing*, *61*(2), 35-51. https://doi.org/10.1177/002224299706100203

Drazin, R., & Van de Ven, A. H. (1985). Alternative forms of fit in contingency theory. *Administrative Science Quarterly*, *30*(4), 514-539. https://doi.org/10.2307/2392695

Dzwigol, H., Dzwigol-Barosz, M., & Kwilinski, A. (2020). Formation of global competitive enterprise environment based on industry 4.0 concept. *International Journal of Entrepreneurship*, *24*(1), 1-5. https://www.proquest.com/scholarly-journals/formation-global-competitive-enterprise/docview/2425599293/

Dyer, J. H. (1996). How Chrysler created an American keiretsu. *Harvard Business Review*, *74*(4), 42-52.

Ehrhart, M. G. (2004). Leadership and procedural justice climate as antecedents of unit-level organizational citizenship behavior. *Personnel Psychology*, *57*(1), 61-94. https://doi-org/10.1111/j.1744-6570.2004.tb02484.x

Ertas, N. (2015). Turnover intentions and work motivations of millennial employees in federal service. *Public personnel management*, *44*(3), 401-423. https://doi.org/10.1177/0091026015588193

Fainshmidt, S., Haensel, K., & Andrews, D. S. (2021). Bringing research closer to reality: configurational analysis and practical international business research. *AIB Insights*, *21*(2). https://doi.org/10.46697/001c.24381

Ferrin, D. L., & Dirks, K. T. (2003). The use of rewards to increase and decrease trust: Mediating processes and differential effects. *Organization Science*, *14*(1), 18-31. https://doi.org/10.1287/orsc.14.1.18.1280

Ferrin, D. L., Kim, P. H., Cooper, C. D., & Dirks, K. T. (2007). Silence speaks volumes: The effectiveness of reticence in comparison to apology and denial for responding to integrity-and competence-based trust violations. *Journal of Applied Psychology*, *92*(4), 893. http://dx.doi.org/10.1037/0021-9010.92.4.893

Fiedler, F. E. (1964). A contingency model of leadership effectiveness. In *Advances in Experimental Social Psychology, 1*, 149-190). Academic Press. https://doi.org/10.1016/S0065-2601(08)60051-9

Finchum, J. E. (2008) Response rates and responsiveness for surveys, standards, and the *journal. American Journal of Pharmaceutical Education* September 2008, 72(2), 43. https://doi.org/10.5688/aj720243

Fiss, P. C. (2007). A set-theoretic approach to organizational configurations. *Academy of management review*, *32*(4), 1180-1198. https://doi.org/10.5465/amr.2007.26586092

Fiss, P. C. (2011). Building better causal theories: A fuzzy set approach to typologies in organization research. *Academy of Management Journal*, *54*(2), 393-420. https://doi.org/10.5465/amj.2011.60263120

Forkmann, S., Henneberg, S. C., Witell, L., & Kindström, D. (2017). Driver
configurations for successful service infusion. *Journal of Service Research*, *20*(3),
275-291. https://doi.org/10.1177/1094670517706160

Fong, K. H., & Snape, E. (2015). Empowering leadership, psychological empowerment
and employee Outcomes: Testing a multi-level mediating model. *British Journal
of Management*, *26*(1), 126-138. https://doi.org/10.1111/1467-8551.12048

Foti, R. J., & Hauenstein, N. (2007). Pattern and variable approaches in leadership
emergence and effectiveness. *Journal of Applied Psychology*, *92*(2), 347.
https://psycnet.apa.org/doi/10.1037/0021-9010.92.2.347

Fulmer, C. A., & Gelfand, M. J. (2012). At what level (and in whom) we trust: Trust
across multiple organizational levels. *Journal of Management*, *38*(4), 1167-1230.
https://doi.org/10.1177/0149206312439327

Frow, P., Nenonen, S., Payne, A., & Storbacka, K. (2015). Managing co-creation design:
A strategic approach to innovation. *British Journal of Management*, *26*(3), 463-
483. https://doi.org/10.1111/1467-8551.12087

Ganesan, S. (1994). Determinants of long-term orientation in buyer-seller
relationships. *Journal of Marketing*, *58*(2), 1-19.
https://doi.org/10.1177/002224299405800201

Gerpott, F. H., Fasbender, U., & Burmeister, A. (2020). Respectful leadership and
followers' knowledge sharing: A social mindfulness lens. *Human
Relations*, *73*(6), 789-810. https://doi.org/10.1177/0018726719844481

Giberson, T. R., Resick, C. J., Dickson, M. W., Mitchelson, J. K., Randall, K. R., & Clark, M. A. (2009). Leadership and organizational culture: Linking CEO characteristics to cultural values. *Journal of Business and Psychology*, *24*(2), 123-137. https://doi.org/10.1007/s10869-009-9109-1

Gimbel, P. A. (2001). *Understanding principal trust-building behaviors: evidence from three middle schools*. [Unpublished doctoral dissertation] University of Massachusetts Lowell.

Glomb, T. M., Duffy, M. K., Bono, J. E., & Yang, T. (2011). Mindfulness at work. In *Research in Personnel and Human Resources Management*, *30*, 115-157. https://doi.org/10.1108/S0742-7301(2011)0000030005

Goldfarb, A., & Trefler, D. (2018). *AI and international trade* (No. w24254). National Bureau of Economic Research. https://doi.org/10.3386/w2425

Gosselin, D., & André Bauwen, G. (2006). Strategic account management: customer value creation through customer alignment. *Journal of Business & Industrial Marketing*, *21*(6), 376-385. https://doi.org/10.1108/08858620610690137

Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *The Leadership Quarterly*, *6*(2), 219-247. https://doi.org/10.1016/1048-9843(95)90036-5

Greenleaf R. K. Spears L. C. Vaill P. B. & Shannon J. P. (1998). *The power of servant-leadership: essays*. Berrett-Koehler Publishers.

Grönroos, C., & Ravald, A. (2009). Marketing and the logic of service: Value facilitation, value creation and co-creation, and their marketing implications. http://hdl.handle.net/10227/412

Gumusluoğlu, L., & Ilsev, A. (2009). Transformational leadership, creativity, and organizational innovation. *Journal of Business Research*, *62*(4), 461-473. https://doi.org/10.1016/j.jbusres.2007.07.032

Gyrd-Jones, R. I., & Kornum, N. (2013). Managing the co-created brand: Value and cultural complementarity in online and offline multi-stakeholder ecosystems. *Journal of Business Research*, *66*(9), 1484-1493. https://doi.org/10.1016/j.jbusres.2012.02.045

Haas, M. R., Criscuolo, P., & George, G. (2015). Which problems to solve? Online knowledge sharing and attention allocation in organizations. *Academy of Management Journal*, *58*(3), 680-711. https://doi.org/10.5465/amj.2013.0263

Hamel, G., & Zanini, M. (2020). *Humanocracy: Creating organizations as amazing as the people inside them*. Harvard Business Press.

Hamilton, J., Families of Theories (2020), [Class handout]. Gardner-Webb University.

Harris, J., & Zaheer, A. (2006). Interorganizational trust. *Handbook of Strategic Alliances*, (pp. 169-197). Sage Publications. https://doi.org/10.4135/9781452231075.n10

Heide, J. B., & Miner, A. S. (1992). The shadow of the future: Effects of anticipated interaction and frequency of contact on buyer-seller cooperation. *Academy of Management Journal*, *35*(2), 265-291. https://doi.org/10.5465/256374

Hernandez, M., Eberly, M. B., Avolio, B. J., & Johnson, M. D. (2011). The loci and mechanisms of leadership: Exploring a more comprehensive view of leadership theory. *The Leadership Quarterly*, *22*(6), 1165-1185. https://doi.org/10.1016/j.leaqua.2011.09.009

Ho, J., Plewa, C., & Lu, V. N. (2016). Examining strategic orientation complementarity using multiple regression analysis and fuzzy set QCA. *Journal of Business Research*, *69*(6), 2199-2205. https://doi.org/10.1016/j.jbusres.2015.12.030

House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.). (2004). *Culture, leadership, and organizations: The GLOBE study of 62 societies*. Journal of Applied Christian Leadership 1(1) 55-71. https://digitalcommons.andrews.edu/jacl/vol1/iss1/6

Hoxha, A. (2015). Empowerment and trust as mediators of the relationship between transformational leadership and organizational effectiveness. *European Journal of Economic & Political Studies*, *8*(1), 43-60.

Hsieh, L. H., & Rodrigues, S. B. (2014). Revisiting the trustworthiness–performance–governance nexus in international joint ventures. *Management International Review*, *54*, 675-705. https://doi.org/10.1007/s11575-014-0217-4

Huang, J., Van den Brink, H. M., & Groot, W. (2009). A meta-analysis of the effect of education on social capital. *Economics of Education Review*, *28*(4), 454-464. https://doi.org/10.1016/j.econedurev.2008.03.004

Ingram, P., & Choi, Y. (2022). What does your company really stand for? *Harvard Business Review*, *100*(11-12), 41.

Inkpen, A. C., & Currall, S. C. (2004). The coevolution of trust, control, and learning in joint ventures. *Organization Science*, *15*(5), 586-599. https://doi.org/10.1287/orsc.1040.0079

Iverson, K., & Varian, T. (1997). *Plain talk: Lessons from a business maverick*. John Wiley & Sons Incorporated.

Jaakkola, E., & Alexander, M. (2014). The role of customer engagement behavior in value co-creation: A service system perspective. *Journal of Service Research*, *17*(3), 247-261. https://doi.org/10.1177/1094670514529187

Jaramillo, F., Bande, B., & Varela, J. (2015). Servant leadership and ethics: A dyadic examination of supervisor behaviors and salesperson perceptions. *Journal of Personal Selling & Sales Management*, *35*(2), 108-124. https://doi.org/10.1080/08853134.2015.1010539

Javorcik, B. (2020). Global supply chains will not be the same in the post-COVID-19 world. *COVID-19 and trade policy: Why turning inward won't work* (pp. 111-116). https://users.ox.ac.uk/~econ0247/EBOOKChapter.pdf

Jeyaraj, J. J., & Gandolfi, F. (2019). Exploring trust, dialogue, and empowerment in servant leadership insights from critical pedagogy. *Journal of Management Research*, *19*(4), 285-290.

Jeyaraj, J., & Gandolfi, F. (2022). The servant leader as a critical pedagogue: Drawing lessons from critical pedagogy. *International Journal of Leadership in Education*, *25*(1), 88-105. https://doi.org/10.1080/13603124.2019.1690702

Johnson, K. L., & Duxbury, L. (2010). The view from the field: A case study of the

    expatriate boundary-spanning role. *Journal of World Business*, *45*(1), 29-40.

    https://doi.org/10.1016/j.jwb.2009.04.002

Jones, G. R., George, J. M., & Hill, C. W. (2000). *Contemporary Management*. Boston,

    MA: Irwin/McGraw-Hill.

Joubioux, C., & Vanpoucke, E. (2016). Towards right-shoring: A framework for off-and

    reshoring decision making. *Operations Management Research*, *9*(3), 117-132.

    https://doi.org/10.1007/s12063-016-0115-y

Judge, T., Robbins, S. P., & Songhai, S. (2009). *Organization Behavior*. (13th ed). India:

    Pearson Education Inc. Dorling Kindersley.

Kabat-Zinn, J. (1990). *Full catastrophe living: Using the wisdom of your body and mind*

    to face stress, pain, and illness. New York: Bantam Dell.

Kahneman, D. (2011). *Thinking, fast and slow*. Macmillan.

Kaweckyj, Natalie. (2017). Fostering a Culture of Empowerment. *Dental*

    Assistant, 86(3), 5-6. https://ezproxy.gardner-

    webb.edu/login?url=https://www.proquest.com/scholarly-journals/fostering-

    culture-empowerment/docview/1907285782/se-2

Kelley, R. E. (1988). In praise of followers. *Harvard Business Review, 66*(6), 141-

    148.

Kelman, H. C. (1958). Compliance, identification, and internalization of three processes

    of attitude change. *Journal of Conflict Resolution*, *2*(1), 51-60.

    https://doi.org/10.1177/002200275800200106

Kim, S., & Shin, M. (2017). The effectiveness of transformational leadership on empowerment: The roles of gender and gender dyads. *Cross Cultural & Strategic Management*, *24*(2), 271-287. https://doi.org/10.1108/CCSM-03-2016-0075

Kirkman, B. L., & Rosen, B. (1997). A model of work team empowerment. *Research in Organizational Change and Development*, *10*(1), 131-167.

Kirkman, B. L., & Rosen, B. (1999). Beyond self-management: Antecedents and consequences of team empowerment. *Academy of Management Journal*, *42*(1), 58-74. https://doi.org/10.5465/256874

Kotter, J. P. (1995). Leading change. *Harvard Business Review*, *2*(1), 1-10.

Kotterman, J. (2006). Leadership versus management: What's the difference? *The Journal for Quality and Participation*, *29*(2), 13. https://www.thefreelibrary.com/Leadership+versus+management.-a0490208959

Kouzes, J. M., & Posner, B. Z. (2012). *The leadership challenge: How to make extraordinary things happen in organizations* (6th ed.). John Wiley & Sons

Kozlenkova, I. V., Samaha, S. A., & Palmatier, R. W. (2014). Resource-based theory in marketing. *Journal of the Academy of Marketing Science*, *42*(1), 1-21. https://doi.org/10.1007/s11747-013-0336-7

Kramer, R. M. (2006). *Organizational Trust: A reader* (pp.1-17). New York: Oxford University Press.

Konczak, L. J., Stelly, D. J., & Trusty, M. L. (2000). Defining and measuring empowering leader behaviors: Development of an upward feedback instrument. *Educational and Psychological measurement*, *60*(2), 301-313. https://doi-org.ezproxy.gardner-webb.edu/10.1177/00131640021970420

Lang, J. W., Zettler, I., Ewen, C., & Hülsheger, U. R. (2012). Implicit motives, explicit traits, and task and contextual performance at work. *Journal of Applied Psychology*, *97*(6), 1201. https://psycnet.apa.org/doi/10.1037/a0029556

Lange, S., Bormann, K. C., & Rowold, J. (2018). Mindful leadership: Mindfulness as a new antecedent of destructive and transformational leadership behavior. *Gruppe. Interaktion. Organisation. Zeitschrift für Angewandte Organisationspsychologie (GIO)*, *49*(2), 139-147. https://doi.org/10.1007/s11612-018-0413-y

Lau, D. C., & Liden, R. C. (2008). Antecedents of coworker trust: Leaders' blessings. *Journal of Applied Psychology*, *93*(5), 1130. https://psycnet.apa.org/doi/10.1037/0021-9010.93.5.1130

Lazarus, R. S., & Folkman, S. (1984). *Stress, appraisal, and coping*. New York: Springer. https://doi.org/10.11213/tonyobyo1958.47.883

Lazzarini, S. G., Miller, G. J., & Zenger, T. R. (2008). Dealing with the paradox of embeddedness: The role of contracts and trust in facilitating movement out of committed relationships. *Organization Science*, *19*(5), 709-728. https://doi.org/10.1287/orsc.1070.0336

Lee, A., Willis, S., & Tian, A. W. (2018). Empowering leadership: A meta-analytic examination of incremental contribution, mediation, and moderation. *Journal of Organizational Behavior*, *39*(3), 306-325. https://doi-org/10.1002/job.2220

Lee, M., & Koh, J. (2001). Is empowerment really a new concept? *International Journal of Human Resource Management*, *12*(4), 684-695. https://doi.org/10.1080/713769649

Lincoln, J. R., Gerlach, M. L., & Ahmadjian, C. L. (1996). Keiretsu networks and

    corporate performance in Japan. *American Sociological Review*, 67-88.

    https://doi-org/10.2307/2096407

Liden, R. C., Sparrowe, R. T., & Wayne, S. J. (1997). Leader-member exchange theory:

    The past and potential for the future. In G. R. Ferris (Ed.), *Research in Personnel*

    and Human Resources Management, 15. 47–119. Elsevier Science/JAI Press.

    https://psycnet.apa.org/record/1998-07308-002

Lotfi, Z., Mukhtar, M., Sahran, S., & Zadeh, A. T. (2013). Information sharing in supply

    chain management. *Procedia Technology*, *11*, 298-304.

    https://doi.org/10.1016/j.protcy.2013.12.194

Lord, R. G., De Vader, C. L., & Alliger, G. M. (1986). A meta-analysis of the relation

    between personality traits and leadership perceptions: An application of validity

    generalization procedures. *Journal of Applied Psychology*, *71*(3), 402.

    https://psycnet.apa.org/doi/10.1037/0021-9010.71.3.402

Los, B., Timmer, M. P., & De Vries, G. J. (2015). How global are global value chains? A

    new approach to measure international fragmentation. *Journal of regional*

    science, *55*(1), 66-92. https://doi-org/10.1111/jors.12121

Lui, S. S., & Ngo, H. Y. (2004). The role of trust and contractual safeguards on

    cooperation in non-equity alliances. *Journal of Management*, *30*(4), 471-485.

    https://doi.org/10.1016/j.jm.2004.02.002

Lusch, R. F., & Vargo, S. L. (2006). Service-dominant logic: Reactions, reflections and

    refinements. *Marketing theory*, *6*(3), 281-288. https://doi-org.ezproxy.gardner-

    webb.edu/10.1177/1470593106066781

Machinek, M. (2022). Fuzzy Set Qualitative Comparative Analysis (fsQCA). In *Linking of emissions trading schemes: conditions for solid international cooperation to mitigate emissions* (pp. 61-93). Wiesbaden: Springer Fachmedien Wiesbaden. https://doi.org/10.1007/978-3-658-36667-4_5

Mahoney, J., & Goertz, G. (2006). A tale of two cultures: Contrasting quantitative and qualitative research. *Political Analysis*, *14*(3), 227-249. https://doi.org/10.1093/pan/mpj017

Manufacturing.net (2011). *Industrial marketing is not consumer marketing.* https://www.manufacturing.net/home/article/13239654/industrial-marketing-is-not-consumer-marketing

Manz, C. C., & Sims Jr, H. P. (1987). Leading workers to lead themselves: The external leadership of self-managing work teams. *Administrative Science Quarterly*, *32*, 106-129. https://doi-org /10.2307/2392745

Maslow, A. H. (1970). Motivation and Personality /Maslow Abraham H. *NY: Harper & Row*. https://doi.org/10.4236/jep.2011.24038.

Mayer, J. D., Salovey, P., Caruso, D. R., & Sitarenios, G. (2003). Measuring emotional intelligence with the MSCEIT V2.0. *Emotion, 3*(1), 97–105. https://doi.org/10.1037/1528-3542.3.1.97

Mayer, J. D., McCormick, L. J., & Strong, S. E. (1995). Mood-congruent memory and natural mood: New evidence. *Personality and Social Psychology Bulletin*, *21*(7), 736-746. https://doi-org /10.1177/0146167295217008

McClelland, D. C. (1975). *Power: The inner experience*. Irvington. https://psycnet.apa.org/record/1976-26087-000

McGregor, D. (1960). Theory X and theory Y. *Organization Theory*, *358*(374), 5.

McKnight, D. H., & Chervany, N. L. (1996). *The meanings of trust.* Carlson School of Management, University of Minnesota.

Mello, P. A. (2021). *Qualitative comparative analysis: An introduction to research design and application*. Georgetown University Press.

Mishel, L., & Kandra, J. (2021). CEO pay has skyrocketed 1,322% since 1978: CEOs were paid 351 times as much as a typical worker in 2020. https://policycommons.net/artifacts/1804455/ceo-pay-has-skyrocketed-1322-since-1978/2536090/

Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, *58*(3), 20-38. https://doi-org/10.1177/002224299405800302

Nawaz, Z. A. K. D. A., & Khan, I. (2016). Leadership theories and styles: A literature review. *Journal of Resources Development and Management*, *16*(1), 1-7.

Netemeyer, R. G., Boles, J. S., McKee, D. O., & McMurrian, R. (1997). An investigation into the antecedents of organizational citizenship behaviors in a personal selling context. *Journal of Marketing*, *61*(3), 85-98. https://doi-org/10.1177/002224299706100306

Newman, A., Schwarz, G., Cooper, B., & Sendjaya, S. (2017). How servant leadership influences organizational citizenship behavior: The roles of LMX, empowerment, and proactive personality. *Journal of Business Ethics*, *145*, 49-62. https://doi.org/10.1007/s10551-015-2827-6

Northouse, P. G. (2021). *Leadership: Theory and practice*. Sage Publications.

Offerman, L. R. (1998). Leading and empowering diverse followers. *Leading*

   Organizations: Perspective for a new era (3rd ed.). Sage Publications. 397-403.

Oldroyd, J. B., & Morris, S. S. (2012). Catching falling stars: A human resource response

   to social capital's detrimental effect of information overload on star

   employees. *Academy of Management Review*, *37*(3), 396-418.

   https://doi.org/10.5465/amr.2010.0403

Ordanini, A., Parasuraman, A., & Rubera, G. (2014). When the recipe is more important

   than the ingredients a qualitative comparative analysis (QCA) of service

   innovation configurations. *Journal of Service Research*, *17*(2), 134–

   149. https://doi.org /10.1177/1094670513513337

Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*.

   Lexington Books/DC Heath and Com. https://psycnet.apa.org/record/1988-97376-

   000

Pappas, I. O., & Woodside, A. G. (2021). Fuzzy-set Qualitative Comparative Analysis

   (fsQCA): Guidelines for research practice in Information Systems and

   marketing. *International Journal of Information Management*, *58*, 102310.

   https://doi.org/10.1016/j.ijinfomgt.2021.102310

Parris, D. L., & Peachey, J. W. (2013). A systematic literature review of servant

   leadership theory in organizational contexts. *Journal of Business Ethics*, *113*, 377-

   393. https://doi.org/10.1007/s10551-012-1322-6

Perks, H., Gruber, T., & Edvardsson, B. (2012). Co-creation in radical service

   innovation: a systematic analysis of microlevel processes. *Journal of Product*

Innovation Management, *29*(6), 935-951. https://doi-org/10.1111/j.1540-5885.2012.00971.x

Pfeffer, J. & Salancik G. R. (1978). *The External Control of Organizations: A Resource Dependence Approach.* New York: Harper and Row Publishers, Inc.

Plouffe, C. R. (2018). Is it navigation, networking, coordination… or what? A multidisciplinary review of influences on the intraorganizational dimension of the sales role and performance. *Journal of Personal Selling & Sales Management*, *38*(2), 241-264. https://doi.org/10.1080/08853134.2018.1450147

Porter, L. W., Lawler, E. E., & Hackman, J. R. (1975). *Behavior in organizations*. McGraw-Hill. https://psycnet.apa.org/record/1975-06295-000

Prahalad, C. K., & Ramaswamy, V. (2004a). Co-creation experiences: The next practice in value creation. *Journal of interactive marketing*, *18*(3), 5-14. https://doi.org/10.1002/dir.20015

Prahalad, C. K., & Ramaswamy, V. (2004b). Co-creating unique value with customers. *Strategy & Leadership*, *32*(3), 4-9. https://doi.org/10.1108/10878570410699249

Ragin, C. C. (2000). *Fuzzy-set social science*. University of Chicago Press.

Ragin, C. C. and Davey, S. (2022.) *Fuzzy-Set/Qualitative Comparative Analysis 4.0*. Irvine, California: Department of Sociology, University of California.

Ramaswamy, V., & Gouillart, F. (2010). Building the co-creative enterprise. *Harvard Business Review*, *88*(10), 100-109. https://hbr.org/2010/10/building-the-co-creative-enterprise

Ranjan, K. R., & Read, S. (2016). Value co-creation: concept and measurement. *Journal of the Academy of Marketing Science*, *44*, 290-315. https://doi.org/10.1007/s11747-014-0397-2

Reb, J., Chaturvedi, S., Narayanan, J., & Kudesia, R. S. (2019). Leader mindfulness and employee performance: A sequential mediation model of LMX quality, interpersonal justice, and employee stress. *Journal of Business Ethics*, *160*, 745-763. https://doi.org/10.1007/s10551-018-3927-x

Richter, A. W., West, M. A., Van Dick, R., & Dawson, J. F. (2006). Boundary spanners' identification, intergroup contact, and effective intergroup relations. *Academy of Management Journal*, *49*(6), 1252-1269. https://doi.org/10.5465/amj.2006.23478720

Rihoux, B., & Ragin, C. C. (2009). *Configurational comparative methods: Qualitative comparative analysis (QCA) and related techniques*. Sage Publications.

Rynes, S. L. (2007). Editor's afterword: Let's create a tipping point: What academics and practitioners can do, alone and together. *Academy of Management Journal*, *50*(5), 1046-1054. https://doi.org/10.1177/1548051816641876

Ruben, B. D., & Gigliotti, R. A. (2016). Leadership as social influence: An expanded view of Leadership communication theory and practice. *Journal of Leadership & Organizational Studies*, *23*(4), 467-479. https://doi.org/10.1177/1548051816641876

Rusthollkarhu, S., Hautamaki, P., & Aarikka-Stenroos, L. (2020). Value (co-) creation in B2B sales ecosystems. *Journal of Business & Industrial Marketing*, *36*(4), 590-598. https://doi.org/10.1108/JBIM-03-2020-0130

Saarijärvi, H. (2012). The mechanisms of value co-creation. *Journal of Strategic Marketing*, *20*(5), 381-391. https://doi.org/10.1080/0965254X.2012.671339

Saarijärvi, H., Kannan, P. K., & Kuusela, H. (2013). Value co-creation: theoretical approaches and practical implications. *European Business Review*, *25*(1), 6-19. https://doi.org/10.1108/09555341311287718

Sako, M., & Helper, S. (1998). Determinants of trust in supplier relations: Evidence from the automotive industry in Japan and the United States. *Journal of Economic Behavior & Organization*, *34*(3), 387-417. https://doi.org/10.1016/S0167-2681(97)00082-6

Salovey, P., Mayer, J. D., Goldman, S. L., Turvey, C., & Palfai, T. P. (1995). Emotional attention, clarity, and repair: exploring emotional intelligence using the trait meta-mood scale. *Emotion, disclosure, and health, (pp.125-154)*. https://psycnet.apa.org/doi/10.1037/10182-006

Schaeffler, D., (2018, May 1) The aluminum-steel battle in automotive applications. Metal Forming Magazine. https://www.metalformingmagazine.com/article/?/materials/aluminum-alloys/the-aluminum-steel-battle-in-automotive-applications

Schaubroeck, J., Lam, S. S., & Peng, A. C. (2011). Cognition-based and affect-based trust as mediators of leader behavior influences on team performance. *Journal of Applied Psychology*, *96*(4), 863. https://psycnet.apa.org/doi/10.1037/a0022625

Schermuly, C. C., Creon, L., Gerlach, P., Graßmann, C., & Koch, J. (2022). Leadership styles and psychological empowerment: A Meta-Analysis. *Journal of Leadership*

& *Organizational Studies*, *29*(1), 73-95.

https://doi.org/10.1177/15480518211067751

Schilke, O., & Cook, K. S. (2013). A cross-level process theory of trust development in

interorganizational relationships. *Strategic Organization*, *11*(3), 281-303.

https://doi.org/10.1177/1476127012472096

Schneider, M. R., & Eggert, A. (2014). Embracing complex causality with the QCA

method: An invitation. *Journal of Business Market Management*, *7*(1), 312-328.

http://www.jbm-online.net/index.php/jbm/article/view/89

Schneider, C. Q., & Wagemann, C. (2010). Qualitative comparative analysis (QCA) and

fuzzy-sets: Agenda for a research approach and a data analysis

technique. *Comparative Sociology*, *9*(3), 376-396.

https://doi.org/10.1163/156913210X12493538729838

Schneider, C. Q., & Wagemann, C. (2012). *Set-theoretic methods for the social sciences:*

A guide to qualitative comparative analysis. Cambridge University Press.

https://doi.org/10.1017/CBO9781139004244

Schwarz, G., Newman, A., Cooper, B., & Eva, N. (2016). Servant leadership and

follower job performance: The mediating effect of public service

motivation. *Public Administration*, *94*(4), 1025-1041.

https://doi.org/10.1111/padm.12266

Seibert, S. E., Wang, G., & Courtright, S. H. (2011). Antecedents and consequences of

psychological and team empowerment in organizations: a meta-analytic

review. *Journal of Applied Psychology*, *96*(5), 981.

https://doi.org/10.1037/a0022676

Sendjaya, S., & Sarros, J. C. (2002). Servant leadership: Its origin, development, and application in organizations. *Journal of Leadership & Organizational Studies*, *9*(2), 57-64. https://doi.org/10.1177/107179190200900205

Sharma, P. N., & Kirkman, B. L. (2015). Leveraging leaders: A literature review and future lines of inquiry for empowering leadership research. *Group & Organization Management*, *40*(2), 193-237. https://doi.org/10.1177/1059601115574906

Sheth, J. N., & Uslay, C. (2007). Implications of the revised definition of marketing: From exchange to value creation. *Journal of Public Policy & Marketing*, *26*(2), 302-307. https://doi.org/10.1509/jppm.26.2.302

Shah, R., Singh, G., & Puri, S. (2017). Volkswagen Emission Scandal: Reputation Recovery and Recall Strategy. https://www.reachcambridge.com/wp-content/uploads/2017/06/W17228-PDF-ENG.pdf

Shulga, L. V., Busser, J. A., Bai, B., & Kim, H. (2021). The reciprocal role of trust in customer value co-creation. *Journal of Hospitality & Tourism Research*, *45*(4), 672-696. https://doi.org/10.1177/1096348020967068

Sitkin, S. B., & Roth, N. L. (1993). Explaining the limited effectiveness of legalistic "remedies" for trust/distrust. *Organization Science*, *4*(3), 367-392. https://doi.org/10.1287/orsc.4.3.367

Smith, B. N., Montagno, R. V., & Kuzmenko, T. N. (2004). Transformational and servant leadership: Content and contextual comparisons. *Journal of Leadership & Organizational Studies*, *10*(4), 80-91. https://doi.org/10.1177/107179190401000406

Sofka, W., & Grimpe, C. (2010). Specialized search and innovation performance–
evidence across Europe. *R&D Management*, *40*(3), 310-323.
https://doi.org/10.1111/j.1467-9310.2010.00592.x

Sonnenfeld, J. A. (1985). Shedding light on the Hawthorne studies. *Journal of
Organizational Behavior*, *6*(2), 111-130. https://doi-org/10.1002/job.4030060203

Spears, L. (1996). Reflections on Robert K. Greenleaf and servant-leadership. *Leadership
& Organization Development Journal*. *17*(7), 33-35.
https://doi.org/10.1108/01437739610148367

Spears, L. C., & Lawrence, M. (Eds.). (2016). *Practicing servant-leadership: Succeeding
through trust, bravery, and forgiveness*. John Wiley & Sons.

Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions,
measurement, and validation. *Academy of Management Journal*, *38*(5), 1442-
1465. https://doi.org/10.5465/256865

Srivastava, A., Bartol, K. M., & Locke, E. A. (2006). Empowering leadership in
management teams: effects on knowledge sharing, efficacy, and performance.
Academy of Management Journal, *49*(6), 1239–1251.
https://doi.org/10.5465/amj.2006.23478718

Symington, S. H., & Symington, M. F. (2012). A Christian model of mindfulness: Using
mindfulness principles to support psychological well-being, value-based behavior,
and the Christian spiritual journey. *Journal of Psychology and Christianity*, *31*(1),
71. https://www.proquest.com/scholarly-journals/christian-model-mindfulness-
using-principles/docview/1021059279/se-2

Tate, W. L., Ellram, L. M., Schoenherr, T., & Petersen, K. J. (2014). Global competitive conditions driving the manufacturing location decision. *Business Horizons*, *57*(3), 381-390. https://doi.org/10.1016/j.bushor.2013.12.010

Taylor, F. W. (1914). Scientific management: reply from Mr. FW Taylor. *The Sociological Review*, *7*(3), 266-269. https://doi-org /10.1111/j.1467-954X.1914.tb02387.x

Thomas, K. W., & Velthouse, B. A. (1990). Cognitive elements of empowerment: An "interpretive" model of intrinsic task motivation. *Academy of Management Review*, *15*(4), 666-681. https://doi.org/10.5465/amr.1990.4310926

Timmons, M. (2012). *Moral theory: An introduction.* Rowman & Littlefield Publishers.

Tsai, W., & Ghoshal, S. (1998). Social capital and value creation: The role of intrafirm networks. *Academy of Management Journal*, *41*(4), 464-476. https://doi.org/10.5465/257085

Trott, B. (2019, July 2). Lee Iaccoca, auto executive who saved Chrysler from bankruptcy, dies at 94. *Reuters.* https://www.reuters.com/article/us-people-lee-iacocca-idUSKCN1TY06N

Tuuli, M. M., & Rowlinson, S. (2009). Performance consequences of psychological empowerment. *Journal of Construction Engineering and Management*, *135*(12*),* 1334-1347. https://doi.org/10.1061/(ASCE)CO.1943-7862.0000103

United States Department of Commerce, (2012). *The benefits of manufacturing jobs*. https://www.commerce.gov/data-and-reports/reports/2012/05/benefits-manufacturing-jobs

van der Hoven, A. G., Mahembe, B., & Hamman-Fisher, D. (2021). *The influence of servant leadership on psychological empowerment and organisational citizenship on a sample of teachers.* SA Journal of Human Resource Management. https://10.4102/sajhrm.v19i0.1395

Van Dierendonck, D. (2011). Servant leadership: A review and synthesis. *Journal of Management*, *37*(4), 1228-1261. https://doi-org /10.1177/0149206310380462

Vargo, S. L., & Lusch, R. F. (2008). Service-dominant logic: Continuing the evolution. *Journal of the Academy of Marketing Science*, *36*(1), 1-10. https://doi.org/10.1007/s11747-007-0069-6

Verdorfer, A. P. (2016). Examining mindfulness and its relations to humility, motivation to lead, and actual servant leadership behaviors. *Mindfulness*, *7*, 950-961. https://doi-org/10.1007/s12671-016-0534-8

Wang, S., & Noe, R. A. (2010). Knowledge sharing: A review and directions for future research. *Human Resource Management Review*, *20*(2), 115-131. https://doi.org/10.1016/j.hrmr.2009.10.001

Wat, D., & Shaffer, M. A. (2005). Equity and relationship quality influences on organizational citizenship behaviors: The mediating role of trust in the supervisor and empowerment. *Personnel Review*. 34(40), 406-422. https://doi.org/10.1108/00483480510599752

Weick, K. E. (2007). The generative properties of richness. *Academy of Management Journal*, *50*(1), 14-19. https://doi.org/10.5465/amj.2007.24160637

Wibowo, A., & Paramita, W. (2022). Resilience and turnover intention: the role of mindful leadership, empathetic leadership, and self-regulation. *Journal of Leadership & Organizational Studies*, *29*(3), 325-341. https://doi-org/10.1177/014920639101700305

Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, *17*(3), 601-617. https://doi-org /10.1177/014920639101700305

Williamson, O. E. (1993). Calculativeness, trust, and economic organization. *The Journal of Law and Economics*, *36*(1, Part 2), 453-486. https://www.journals.uchicago.edu/doi/abs/10.1086/467284

Wood, W. (2000). Attitude change: Persuasion and social influence. *Annual Review of Psychology*, *51*(1), 539-570. https://doi.org/10.1146/annurev.psych.51.1.539

Woodside, A. G. & Eng, S., (2012). Configural analysis of the drinking man: Fuzzy-set qualitative comparative analyses. *Addictive Behaviors*, *37*(4), 541-543. https://doi.org/10.1016/j.addbeh.2011.11.034

World Bank (2023). *Manufacturing, value added (% of GDP)* https://data.worldbank.org/indicator/NV.IND.MANF.ZS

Yi, L., Fang, W., Zhang, W., Gao, W., & Li, B. (2021). Game-based trust in complex networks: past, present, and future. *Complexity*, *2021*, 1-7. https://doi.org/10.1155/2021/6614941

Zahari, A. I., Mohamed, N., Said, J., & Yusof, F. (2022). Assessing the mediating effect of leadership capabilities on the relationship between organisational resilience and organisational performance. *International Journal of Social Economics*, *49*(2), 280-295. https://doi.org/10.1108/IJSE-06-2021-0358

Zaheer, A., McEvily, B., & Perrone, V. (1998). Does trust matter? Exploring the effects of interorganizational and interpersonal trust on performance. *Organization Science*, *9*(2), 141-159. https://doi.org/10.1287/orsc.9.2.141

Zenteno-Hidalgo, Á.C.; Durán Silva, C.A. (2016). Factores y prácticas de alto desempeño que influyen en el climalaboral: Análisis de un caso [High performance factors and practices affecting work climate: A case analysis]. INNOVAR. Rev. Cienc. Adm. Soc. 2016, 26, 119–136. https://doi.org/10.15446/innovar.v26n59.54367

Zhang, X., & Bartol, K. M. (2010). Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Academy of Management Journal*, *53*(1), 107-128. https://doi.org/10.5465/amj.2010.48037118

Zhang, C., Wu, F., & Henke Jr, J. W. (2015). Leveraging boundary spanning capabilities to encourage supplier investment: A comparative study. *Industrial Marketing Management*, *49*, 84-94. https://doi.org/10.1016/j.indmarman.2015.04.012

Zhong, W., Su, C., Peng, J., & Yang, Z. (2017). Trust in interorganizational relationships: A meta-analytic integration. *Journal of Management*, *43*(4), 1050-1075. https://doi.org/10.1177/0149206314546373

Appendix A

Survey Questions for Dissertation
SEM Leadership's Impact on Interorganizational Trust in Value Co-creation Contexts

Questions on Servant, Empowering, Mindful Leadership (SEM).
1. My position works directly with customer purchasing personnel in our company's strategic customers (sales).
2. My purchasing position works directly with the sales personnel of our strategic suppliers.

My manager:
3. (SV1) Puts my needs above their self-interest.
4. (SV2) Does everything to support me.
5. (SV3) Is one that could help me talk through my hard feelings.
6. (SV4) Offers compelling reasons to do things.
7. (SV5) Encourages me to have a community spirit in the workplace.
8. (EL1) Leads by example.
9. (EL2) Gives all workgroup members a chance to voice opinions.
10. (EL3) Helps my work group see areas where we need more training.
11. (EL4) Explains how my work group fits into the company.
12. (EL5) Takes time to patiently discuss workgroup members' concerns.
13. (ML1) Is good at anticipating the consequences of decisions.
14. (ML2) Has great awareness of what is going on.
15. (ML3) Is mindful of the relationship between my supplier/customer and me.
16. (ML4) Understands the emotional status of my team and our customers.
17. (ML5) Listens to my thoughts without rash judgment.

18. (IT1) My supplier/customer <u>cannot</u> be trusted entirely to fulfill promises and commitments.
19. (IT2) My supplier/customer has always been evenhanded in negotiations with us.
20. (IT3) We are hesitant to transact with our supplier/customer when the specifications are
21. (IT4) My supplier/customer contact is trustworthy.
22. (IT5) I believe my supplier/customer will look out for my firms interests even when it is costly.

My manager:
23. (PE1) Encourages me to "think big" about the organization.
24. (PE2) I significantly influence what happens in my department.
25. (PE3) The work I do is meaningful to me.
26. (PE4) I am encouraged to "dream big" without fear.
27. (PE5) My manager is confident in delegating responsibility to me.

Our strategic supplier/customer:
28. (VCC1) Are open to ideas and suggestions about its existing products or towards developing a new product.
29. (VCC2) Considers my role as important as its own in the process.
30. (VCC3) Supports a proactive role during our interaction.
31. (VCC4) Seeks to improve the process by experimenting and trying new things.
32. (VCC5) I felt an attachment or relationship with them.

Demographic Questions:
Age
Gender
Race
Level of Education
Tenure

Appendix B

<u>Survey Question Sources</u>
The Servant Leadership Questionnaire (Barbuto & Wheeler, 2005)

Altruistic calling
1. This person puts my best interests ahead of their own (SV1).
2. This person does everything he/she can to serve me (SV2).
3. This person sacrifices his/her own interests to meet my needs.
4. This person goes above and beyond the call of duty to meet my needs.

Emotional healing
1. This person is one I would turn to if I had a personal trauma.
2. This person is good at helping me with my emotional issues (SV3).
3. This person is talented at helping me to heal emotionally.
4. This person is one that could help me mend my hard feelings.

Wisdom
1. This person seems alert to what's happening.09 This person is good at anticipating the consequences of decisions.
2. This person has great awareness of what is going on (SV4).
3. This person seems in touch with what's happening.
4. This person seems to know what is going to happen.

Persuasive mapping
1. This person offers compelling reasons to get me to do things.
2. This person encourages me to dream "big dreams" about the organization.
3. This person is very persuasive.
4. This person is good at convincing me to do things.
5. This person is gifted when it comes to persuading me.

Organizational stewardship
1. This person believes that the organization needs to play a moral role in society.
2. This person believes that our organization needs to function as a community.
3. This person sees the organization for its potential to contribute to society.
4. This person encourages me to have a community spirit in the workplace (SV5).
5. This person is preparing the organization to make a positive difference in the future.

Empowerment Leadership Questionnaire (ELQ) (Spreitzer, 1995)
Leading by Example
Sets high standards for performance by his/he actions.
Works as hard as they can.
Works as hard as anyone in the group.
Sets a good example by the way they behave.
Leads by example (EL1).

Participative Decision-Making
Encourages work group members to express ideas.
Listens to my work group's ideas.
Uses my work group's suggestions to make decisions.
It gives all workgroup members a chance to voice opinions (EL2).

Considers my work group's ideas when they disagree with them.
Makes decisions that are based only on their ideas.

Coaching

It helps my work group see areas in which we need more training (EL3).
Suggests ways to improve my work group's performance.
Encourages work group members to solve problems on their own.
Pays attention to my work group's effort.
It helps my work group focus on our goals.
Helps develop good relations among work group members.

Informing

Explains company decisions.
Explains company goals.
Explains how my work group fits into the company (EL4).
Explains the purpose of the company's policies to my work group.
Explains rules and expectations to my work group.
Explains their decisions and actions to my work group.

Showing Concern/Interacting with the Team

Cares about work group members' problems.
Shows concern for workgroup well-being.
Treats work group members as equals.
Takes the time to discuss workgroup member's concerns patiently (EL5).
Shows concern for workgroup members' success.
Stays in touch with my work group.
Gets along with my work group members.
Gives work group members honest and fair answers.
Knows what work is being done in my work group.
Finds time to chat with workgroup members.

Mindful leadership (Bohlmeijer et al., 2011)
The five facets of mindfulness developed by Baer et al. (2006):

(a) Observing is defined as noticing or attending to internal and external experiences (ML1).
(b) describing, defined in terms of labeling internal experiences with words (ML3).
(c) acting with awareness, defined in terms of attending to one's activities of the moment (ML2).
(d) nonjudging of inner experience, defined in terms of taking a non-valuative stance toward thoughts and feelings (ML5).
(e) nonreactivity to inner experience, defined in terms of allowing thoughts and feelings to come and go, without getting caught up in or carried away by them (ML4).

Interorganizational Trust Measurement (Zaheer, 1998)
Inter-organizational trust:
Supplier X has always been evenhanded in its negotiations with us.
Supplier X may use opportunities that arise to profit at our expense.

Based on experience, we cannot, with complete confidence, rely on Supplier X to keep promises made to us (IT1).

We are hesitant to transact with Supplier X when the specifications are vague – Supplier X is trustworthy (IT3).

Interpersonal trust:

My contact person has always been evenhanded in negotiations with me (IT2).

I know how my contact person is going to act: he can always be counted on to act as I expect

My contact person is trustworthy (IT4).

I have faith in my contact person to look out for my interests even when it is costly to do so (IT5).

I would feel a sense of betrayal if my contact person's performance was below my expectations.

Psychological Empowerment (Schermuly et al., 2022)

Meaning

     1. The work I do is very important to me.

     2. My job activities are personally meaningful to me.

     3. The work I do is meaningful to me (PE3).

Competence

     1. I am confident about my ability to do my job.

     2. I am self-assured about my capabilities to perform my work activities.

     3. I have mastered the skills necessary for my job (PE4).

Self-Determination

     1. I have significant autonomy in determining how I do my job.

     2. I can decide on my own how to go about doing my job.

     3. I have considerable opportunity for independence and freedom in how I do my job (PE1).

Impact

     1. My impact on what happens in my department is large (PE5).

     2. I have a great deal of control over what happens in my department.

     3. I have significant influence over what happens in my department (PE2).

Value Co-Creation Measurement – (Ranjan and Read, 2016)

Knowledge

1. The party was open to my ideas and suggestions about its existing products or towards developing a new product (VCC1).

2. The party provided sufficient illustrations and information to me.

3. I would willingly spare time and effort to share my ideas and suggestions with the party in order to help it improve its products and processes further.

4. The party provided a suitable environment and opportunity to offer suggestions and ideas.

Equity

1. The party had an easy access to information about my preferences.

2. The processes at this party are aligned with my requirements (i.e. the way I wish them to be).

3. The party considered my role to be as important as its own in the process (VCC2).
4. We shared an equal role in determining the final outcome of the process.

Interaction

1. During the process I could conveniently express my specific requirements.
2. The party conveyed to its consumers the relevant information related to the process.
3. The party allowed sufficient consumer interaction in its business processes (product development, marketing, assisting other customers, etc.).
4. In order to get maximum benefit from the process (or, product), I played a proactive role during my interaction (i.e., I have to apply my skill, knowledge, time, etc.) (VCC3).

Experience

1. It was a memorable experience for me (i.e., the memory of the process lasted for quite a while).
2. Depending upon the nature of my own participation, my experiences in the process might be different from other consumers.
3. It was possible for a consumer to improve the process by experimenting and trying new things (VCC4).

Personalization

1. The benefit, value, or fun from the process (or, the product) depended on the user and the usage condition.
2. The party tried to serve the individual needs of each of its consumer.
3. Different consumers, depending on their taste, choice, or knowledge, involve themselves differently in the process (or, with the product).
4. The party provided an overall good experience, beyond the "functional" benefit.

Relationship

1. The party's extended facilitation is necessary for consumers to fully enjoy the process (or, the product)

Kenneth Iverson – Short Biography

F. Kenneth Iverson is known for how he turned business around for Nucor Corporation.

This American steel manufacturing company was on the brink of bankruptcy in the

1960s.

But with Iverson at its helm, it not only became profitable once again but also grew to be

admired all over the world.

F. Kenneth Iverson – No-frills Management

It was during Iverson's term as CEO of Nucor Corporation that he was able to transform

the company.

It was with the mini steel mill that Nucor became a force to be reckoned with in the

American steel industry.

Aside from innovations in manufacturing, Iverson was also responsible for management

decisions that helped the company resurrect from near bankruptcy. He employed a small

management team in order for decisions to be made across the board instead of depending

on a few people.

Equality in the workplace was also stressed. Under Iverson, Nucor Corporation employees

were treated equally, whether they were top-level executives or regular employees.

Moreover, Iverson did not locate the corporate office at the manufacturing plant. He gave

the production facilities enough freedom so that they could carry out their own policies and

decisions without management interfering at every turn.

But perhaps one of the most admirable traits of Iverson was how he did away with some of the benefits given to executives. His corporate office actually had only 22 employees, and it is said that Iverson would even answer his own phone when he was in the office.

Iverson has always valued the worth of every single employee in his corporation. This business leader proved that even when an entire industry was suffering slowdowns, he made sure that his employees kept their jobs. The business model of Nucor Corporation allowed profit-sharing among employees, even as it constantly utilized the latest technology. The company continued to post profits even when cheaper imports from Asia became readily available.

Iverson treated all employees equally. He also empowered them to make business decisions as they deemed most beneficial to their business.

Birthdate: September 18, 1925

Birthplace: Illinois

Company: Nucor Corporation

Industry: Steel

Key Success Traits: respect for employees, the spirit of innovation, no-frills management style

Additional: Iverson passed away in 2002, but the legacy of empowering employees he left behind at Nucor Corporation continues to be practiced and experienced today.