DOES THE DUTCH BUSINESS ENVIRONMENT VALUE HUMANNESS AS A MANAGEMENT PRACTICE AND IS THERE A RELATION WITH BOTH KNOWLEDGE SHARING & LEADER BEHAVIOR?

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EMPIRICAL EVIDENCE FROM THE NETHERLANDS

Abstract

The purpose of this study is to determine whether or not Humanness as a management practice is present within the Dutch business environment and if there is a positive causal relation with both Knowledge Sharing as well as Leader Behavior. Furthermore, the relation between Leader Behavior and Knowledge Sharing is determined. The theoretical considerations and empirical findings show that Humanness as a management practice is indeed present within the Netherlands and that there is a positive causal relation with Knowledge Sharing. Moreover, the mediation analyses indicate that only the Humanness dimensions survival as well as respect & dignity account for the explained variability in Knowledge Sharing. Additionally, both Leader Behavior styles consideration and initiation of structure are present within the Dutch business environment. However, only a weak positive causal relation was found between Humanness as a management practice and both Leader Behavior styles. Furthermore, a positive causal relation was found between the Leader Behavior style consideration and Knowledge Sharing. The results of this study are necessary to understand which management practices are valued within the Netherlands. Additionally, contrary to what many authors have thus far argued, Humanness as a management practice cannot be considered as truly African. Furthermore, the relationship between Humanness as a management practice and Knowledge Sharing is strengthened and further analyzed based on the mediation analyses. Those results provide managers sufficient information with respect to the approach of Knowledge Sharing processes within organizations.

Key words: Humanness as a management practice, Knowledge Sharing, Leader Behavior, Consideration and Initiation of Structure.

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Lastly, I want to make a statement. A year ago, I was introduced to the concept of Humanness. After getting introduced to the topic, I now truly believe that people should practice this philosophy more during both at work and in their daily life, it will simply increase the joy and pleasure.

Oscar Fredriks

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1. Introduction

The introduction section aims to enlighten the reader about the background of the research topic. Hence, general information is provided regarding Humanness as a management practice, Knowledge Sharing and the Leader Behavior styles in order to guide the reader to the main questions under study. Furthermore, the literature gap/theoretical contribution, problem indication, purpose and objectives of the conducted study are described. The section ends with the disposition of the paper.

1.1 Background of the research topic

According to Mbigi (1997), Africa needs to enter the global market without imitating the West or the East, but rather by following its own cultural heritage: Ubuntu. Ubuntu originates from Africa and is expressed through the human values by the people of Africa in their daily lives. Ubuntu asserts that one's status in society is not determined by money, power or formal position, but rather by one's relationships and interactions with other people and recognition (English, 2002). It addresses human interconnectedness and responsibility towards each other (Nussbaum, 2003).

The word Ubuntu stems from the Zulu expression "Umuntu Ngumuntu Ngabantu", which means that a person is a person through other persons (Mangaliso, 2001; Karsten and Illa, 2005). In English, Ubuntu can be defined as 'Humanness' or Humaneness' that groups or individuals display for each other (English, 2002; Lutz, 2009, Sigger et al., 2010). According to several authors, the Humanness philosophy is also represented in African organizations and their management styles. Additionally, Humanness is a key aspect to the success of African organizations (Karsten and Illa, 2005 and Mangaliso, 2001). Within the African - or - Humanness management style the emphasis lies on working together and respecting each other (English, 2002). Without any kind of extrinsic award, people are willing to help others, share ideas and cooperate for the sake of the higher goal (Lutz, 2009). The Humanness philosophy exists out of several dimensions. Generally, the dimensions can be seen as a collective value-system (Poovan et al., 2006). For instance; sharing, generosity, cooperation and harmony (English, 2002). Additionally, Mangaliso (2001) states that, Humanness exists out of caring, community, harmony, hospitality and

respect. According to Mbigi (1997), the corresponding dimensions are survival, solidarity, compassion and respect and dignity.

However, it is important to address that others argue that the values of Humanness are not merely based on African ideologies, but can also be considered to be human in nature (Colff, 2003). For instance, Nussbaum (2003) suggests that the southern regions of the world are more shaped by communal ideas of society and that they are different from the East and the West, which are somewhat individualistic. Nevertheless, Nussbaum (2003) gives a recent example of Humanness in America during 9/11. Sigger et al., (2010) state that since the Humanness philosophy focuses on values such as respect, solidarity and compassion, it can be questioned whether they are even uniquely African. Those values might also be generally human values, incorporated in every single human being. Humanness simply represents people that care more about the community than the individual, for the sake of the higher goal. Many analysts insist that the foundational meanings and practices of Ubuntu can be found in societies, philosophies and theologies around the world, from Buddhism to Liberalism (McDonald, 2010). Additionally, Broodryk (1996) notes that if "unique" means unusual, incomparable or extra-ordinary, then Ubuntuism is not unique to one culture, all people have this magic gift, or sadly lack it. Furthermore, Kamwangamalu (1999) argues that qualities of Ubuntu or Humanness, may exist in every person but these qualities are not innate, rather they are acquired through socialization. Ubuntu practices, therefore, vary across time and space and are dependent on (changing) social, linguistic, economic and political contexts. In this regard, one can identify, acknowledge and celebrate a uniquely African phenomenon (and phenomenology) while at the same time recognizing similarities and continuities with other philosophical traditions (McDonald, 2010). Furthermore, Sigger et al., (2010) conclude that the existence of the idea of Ubuntu or in Western terms Humanness in Western societies cannot be neglected and for this reason it is needed to investigate the presence of Humanness in Western organizations with the help of the developed measurement tool.

Furthermore, Scholtens (2011) state that there is a direct relationship between the presence of the Humanness values and the willingness to share knowledge within organizations. Knowledge is an extremely broad concept, existing out of both tacit and explicit knowledge. Bock et al., (2005) state that knowledge resides in employees who create, apply, access, archive and recognize knowledge while performing their tasks. Within this study, knowledge is treated as information processed by individuals, including all expertise, experience, ideas, factual data and individual assumptions, which have any relevance for other employees, teams or the organization as a whole (Bartol and Srivastava, 2002). This definition is chosen due to the fact that it includes both explicit and tacit knowledge. Hence, in this study, the relation between Humanness and Knowledge Sharing is strengthened since the study of Scholtens (2011) is the first in its kind. Additionally, the relation between the Humanness dimensions and Knowledge Sharing is analyzed in more detail based on different mediation analyses.

Lastly, leadership and top management involvement is also found to have serious impact on Knowledge Sharing within organizations (Lin et al., 2009). Additionally, De Vries et al., (2009) state that there is a positive relation between the presence of consideration as a Leader Behavior style and Knowledge Sharing. Since Scholtens (2011) indicated that there is a positive relation between the presence of Humanness and the willingness to share knowledge, one might expect that the management of organizations in which Humanness is represented have particular Leadership Behavior styles, or Leader Behavior which positively influence Knowledge Sharing. The Ohio State Leadership Studies have contributed a research instrument with adequate vitality for research on leadership phenomena, which is used in this study. Hence, the relation between consideration as a Leader Behavior style and Humanness as a management practice is determined. Furthermore, the findings from De Vries et al., (2009) who find that the Leader Behavior style consideration positively influences Knowledge Sharing, are strengthened or weakened.

Briefly worded, this study covers three research areas. First, the presence of Humanness as a management practice within the Dutch business environment will be determined.

Secondly, the relation between Humanness in the Dutch business environment and Knowledge Sharing is analyzed. Furthermore, the relation between Humanness and Knowledge Sharing will be investigated in more detail compared to the study of Scholtens (2011), based on both forward regression as well as mediation analyses. Thirdly, the relation between Humanness as a management practice within the Dutch business environment and particular Leader Behavior styles will be determined. Lastly, it is investigated whether or not there is a relation within the Dutch business environment, between the Leader Behavior style consideration and Knowledge Sharing.

1.2 The literature gap / Theoretical contribution

According to Whetten (1989), a general rule of thumb is that a study should focus on multiple elements of the theory in order to increase the completeness and thoroughness to theoretical work. In this study, multiple elements regarding Humanness as a management practice, Knowledge Sharing and Leader Behavior are taken into account.

To prove that the actual existence of Humanness is only embedded in the African context, one needs to investigate people and organizations in other parts of the world. Only then an actual statement can be made between the presence of Humanness in people and management styles from different parts of the world. Newenham-Kahindi (2009) emphasizes, that most multinational companies (MNCs) from emerging economies, like Africa, have traditional organizations based on social systems. It represents humanistic values and a stakeholder rather than a shareholder approach. Additionally, Mangaliso (2001), among others, argues that attempts to maximize company efficiency generally disrupt social relations. Obeying the phrase that ‘time is money’, many Western managers implement changes or new practices without careful consideration of the social impacts. However, it is important to note that originally, the so-called Rhineland model, or Stewardship theory, was decidedly represented in the Netherlands (Bezemer, 2010). Stewardship theory defines situations in which managers are not motivated by individual goals, but rather are stewards whose motives are aligned with the objectives of their principals (Davis, 1997). Stewards in loosely coupled, heterogeneous organizations with competing stakeholders and competing shareholders objectives are motivated to make

decisions that they perceive are in the best interests of the group (Davis, 1997). The steward realizes the trade-off between personal needs and organizational objectives, and believes that by working toward organizational, collective ends, personal needs are met (Davis, 1997). Furthermore, investment in knowledge and their personnel are aspects which are considered extremely important according to the Rhineland model (Bezemer, 2010). Hence, the Stewardship theory / Rhineland model has a lot of resemblance with the Humanness theory, since one takes into account the consequences of their actions for every single stakeholder. In addition, organizational and collective ends are more important than personal needs. Results from Bezemer (2010) show that the presence of the Anglo-saxon management practices within the Netherlands increased significantly over the last decade. However, previous events such as the corporate governance scandals of Enron and Ahold, and the current financial crisis resulted in a new discussion whether or not the Anglo-saxon management practices are the right ones. Hence, one might expect that within the Netherlands the Stewardship theory will predominate again, or at least occupy a substantial domain. Furthermore, as stated by Sigger et al., (2010), the existence of the idea of Ubuntu, or in Western terms Humanness, in Western societies cannot be neglected. For this reason it is needed to investigate the presence of Humanness in Western organizations with the help of the developed measurement tool. In addition, findings from previous cross-cultural studies show that within the Netherlands at least some Humanness values are represented. Based on the aforementioned reasons, one might expect that at least some aspects of the Humanness theory are represented in the Netherlands. Hence, this is the first contribution of this study, determine whether or not Dutch managers within Dutch organizations perceive Humanness as a management practice. By doing so, one can determine whether or not Humanness as a management practice is truly African.

The second contribution of this study is to determine what the effect is of the Humanness dimensions, if they are present within the Netherlands, on the willingness to share knowledge. Scholtens (2011), which had Tanzania as its primary focus, indicated a causal relation between the presence of Humanness and Knowledge Sharing. By doing the same in the Netherlands, the causal relation between the Humanness dimensions and

Knowledge Sharing can be strengthened/weakened, since the study of Scholtens (2011) is the first in its kind. Additionally, by applying both forward regression as well as mediation analyses, the influence of the different Humanness dimensions on Knowledge Sharing is analyzed in more detail. Those results provide necessary information for managers in the Dutch business environment with respect to Knowledge Sharing processes.

The third contribution of this study is to determine whether or not a relation exists between the Humanness dimensions and a particular Leader Behavior style. Since existing literature argues that Leader Behavior influences Knowledge Sharing in organizations, and Humanness is found to have a positive relation with Knowledge Sharing, one might expect that Humanness is characterized by a particular Leader Behavior style. Furthermore, it is determined whether or not the Leader Behavior style consideration influences Knowledge Sharing within Dutch organizations. By doing so, the causal relation found by de Vries et al., (2010) can be strengthened or weakened. This is the fourth contribution of this study.

Lastly, it is important to note that, according to Whetten (1989), the theoretical model in this study is a useful guide for research since all the relationships in the research model have not been tested before. Thus, this study is both challenging and extending existing knowledge in the field of research. By determining whether or not Humanness is truly an African management style and by strengthen the causal relation with Knowledge Sharing the existing knowledge is extended and challenged. Additionally, the relation between the Leader Behavior styles and both Humanness and Knowledge Sharing is determined. Furthermore, Whetten (1989) states that theorists need to learn something new about the theory itself as a result of working with it under different conditions. In this study, an existing model is tested in a new environment and a new application improves the tool; Leader Behavior. Lastly, previous findings with respect to the relation between Humanness and Knowledge Sharing are challenged and extended by verifying whether mediation is taken place among the different Humanness dimensions. Based on the

results, a theorist is able to learn something new about the existing theory, which is one of the conditions stated by Whetten (1989) regarding a new theoretical model.

1.3 Problem statement

The purpose of this study is to determine whether or not the Humanness philosophy is truly African or that its dimensions are human aspects about people who care about the community. Given the fact that the presence of Humanness in different parts of the world has hardly been analyzed before, one must recognize the results of other cross-cultural studies. Among others; Hofstede (1980) and Globe (1994), which are showing that aspects of Humanness are present in different parts of the world according to Western models. Furthermore, this study aims to strengthen the causal relation between Humanness as a management practice and Knowledge Sharing. Additionally, the relations between the different Humanness dimensions and Knowledge Sharing are analyzed in more detail. Moreover, this study investigates whether or not a relation exists between Humanness as a management practice and a particular Leader Behavior style. Lastly, it is investigated what the relation is between the Leader Behavior style consideration and Knowledge Sharing.

Based on the theoretical contributions one can conclude that it is uncertain whether or not the Humanness philosophy is truly African. Additionally, one can note that it is necessary to further investigate the relation between Humanness as a management practice and Knowledge Sharing in order to strengthen the causal relation. Furthermore, Scholtens (2011) already indicated a positive relation between Knowledge Sharing and Humanness. Additionally, numerous of scholars indicated a relation between Leader Behavior styles and Knowledge Sharing. Moreover, Humanness is found to have a positive relation to Knowledge Sharing. Thus, one might expect that Humanness is characterized by a particular Leader Behavior style. Hence, the following problem statement is formulated:

To what extent is Humanness as a management practice and its relation to Knowledge Sharing present in Dutch organizations and what is the relation between Humanness as a management practice and Leader Behavior?

1.4 Research questions

In order to answer the problem statement, several sub-questions are derived. The answers of the sub-questions give an answer to the problem statement. First, it is important to clarify the theoretical concepts. Secondly, it is important to derive answers from the data that is collected. Therefore, the following sub-questions are formulated:

1. What is Humanness as a philosophy?
2. What does Humanness as a management practice look like?
3. What is Knowledge Sharing?
4. What is Leader Behavior?
5. What are the similarities between the findings of other cross-cultural studies within the Netherlands and Humanness as a management practice?
6. What are the similarities between the Rhineland / Stewardship theory and Humanness as a management practice?
7. To what extent is Humanness represented within Dutch organizations?
8. To what extent is there a relation between Humanness as a management practice and Knowledge Sharing within Dutch organizations?
9. What is the relation between Humanness as a management practice and Leader Behavior styles within Dutch organizations?
10. What is the relation between the Leader Behavior styles and Knowledge Sharing within Dutch organizations?

1.5 Disposition

In order to give an answer to the problem statement and the different sub-questions, this paper is divided into a theoretical and empirical part. The remainder of this paper is composed in the following way:

First, a literature review thoroughly describes the main research topics of this study based on existing scholars. First, Humanness as a management practice and the related dimensions are described. Additionally, both Knowledge Sharing and the Leader Behavior styles and their related dimensions are described. Lastly, Humanness as a

management practice is compared to the Rhineland / Stewardship theory and other cross-cultural studies. Subsequently, based on the literature review, the different layers of the conceptual model accompanied by the different hypotheses are determined. The next section will be purely methodological. Thus, the research approach, data collection, scales & measures and both the variability and reliability are addressed. Next, the findings and empirical results are discussed and analyzed. Lastly, after a conclusion has been given, the closing remarks will briefly touch upon the strengths and weaknesses of this study, and will provide both limitations as well as recommendations for further research.

2. Literature review

The literature review is used as theory building to form the different hypotheses. Hence, it contains two different sections. In order to obtain a better insight in the research topics of this study, the first section describes and explains Humanness, Humanness as a management practice, Knowledge Sharing and Leader Behavior based on papers and or studies frequently used in the particular field of research. Furthermore, the previous findings within Tanzania related to Humanness as a management practice and Knowledge Sharing are shortly addressed.

The second part exists out of findings of previous cross-cultural studies and current management philosophies within the Netherlands. Those findings of previous cross-cultural studies and management styles are mapped to Humanness as a management practice in order to find similarities. Thus, the underlying psychological and social dynamics that justify the selection of factors and the proposed causal relations. As stated by Whetten (1989), the theory/literature review includes a plausible, cogent explanation for why one should expect certain relationships in the data that is collected. Hence, the arguments in the literature review reflect a broad and current understanding of the subject under study.

2.1 Humanness as a philosophy

Humanness or Ubuntu originates from Africa. According to Nelson Mandela, the philosophy of Ubuntu or Humanness can be explained as follows:

''In the old days when we were young, a traveler would stop at a village and once he stopped he did not had to ask for food or water, once he stopped the people gave him food at the table. That is one aspect of Ubuntu, but it will have various aspects; respect, helpfulness, caring, community sharing, trust and usefulness. Ubuntu does not mean that people should address themselves, the question therefore is; are you going to do so in order to enable the community around you to be able to improve? These are important things in life and once you can say that you have done something very important, that will be appreciated.''

According to the African government, Ubuntu or Humanness can be defined in the following way (Republic of South Africa [RSA] 1997, section 24) :

''The principle of caring for each other's well-being . . . and a spirit of mutual support. . . . Each individual's humanity is ideally expressed through his or her relationship with others and theirs in turn through a recognition of the individual's humanity. Ubuntu means that people are people through other people. It also acknowledges both the rights and the responsibilities of every citizen in promoting individual and societal well-being.''

The most common used definition for Ubuntu is 'Umunutu ngumuntu ngabantu' (Broodryk, 2006, Mangaliso, 2001, Karsten and Illa, 2005, Sigger et al., 2010). This Xhosa expression can be translated as: The person is a person through other persons. In English this can be defined as Humanness or being human (Sigger et al., 2010). Other translations of the concept include: 'a person is a person because of others' (Blankenberg, 1999); 'I am because you are' (Prinsloo, 2000); 'a spirit of neighborliness' (Kamwangamalu, 1999); and 'the individual's existence is relative to that of the group' (Mokgoro, 1998). Ubuntu asserts that one's status in society is not determined by money, power or formal position, but by recognition of others and one's relationships and interactions with other people (English, 2002). It addresses human interconnectedness and responsibility towards each other (Nussbaum, 2003).

However, scholars are not unanimous with respect to the different values that ultimately represent the Humanness philosophy. According to English (2002), those values are sharing, generosity, cooperation and harmony while Mangaliso (2001) states that those values are caring, community, harmony, hospitality and respect. Mbigi (1997) defines the dimensions that represent Humanness as survival, solidarity, compassion and respect & dignity. The latter dimensions are used in this study since Sigger et al., (2010) developed a measurement tool for the presence of Humanness within organizations based on those dimensions. However, it is important to note that those dimensions formulated by different authors vary more in name than in meaning. Hence, all dimensions represent the

interdependence between human beings and the way one treats another. Those dimensions represent the suppression of self interest. Thus, no human being can exist without other human beings. These values have traditionally only been attributed by philosophers and anthropologists when referring to societies or groups of people (Scholtens, 2011). However, in modern business, it is also being applied to organizational settings (Scholtens, 2011). Therefore, in the following section, Humanness is described as a management practice.

2.2 Humanness as a management practice

There is a saying: ''God gave the African time and the Westerners a watch. In Africa, time is not a strategic commodity that needs to be used carefully, but it is more like a healer. Meetings of African managers are not restricted to time schedules; time is seen as a solution (Mangaliso, 2001).''

A student is obligated to attend several courses and exams during his or her studies. With respect to management and business studies, almost all of such courses and exams are based on Western management practices. Most of management theory is based on the writings of early 20th century Western scholars whose disciplinary orientations were heavily grounded in economics and classical sociology (Mangaliso, 2001). Hence, African management is almost invisible in Western management textbooks. According to those Western scholars human beings can be seen as individualistic, utility maximizing and transaction-oriented species (Mangaliso, 2001). However, humans are social and communal beings. Therefore, one can conclude that those human beings are not only guided by rationality but also by emotions, such as anxiety, disappointment, anger, hope, fear and remorse. Those emotions can be seen as the major guideline through our lives.

Recently, existing literature emerged with respect to the African management philosophy (Nkomo, 2006). According to Mbigi (1997), this rise did emerged due to the limitations of Western management practices in the context of African organizations. According to Nkomo (2006), the African management philosophy emphasizes more on communalism, co-operative teamwork, mythology and traditionalism while the Western management

philosophy can be seen as individualistic, modern and Eurocentric. Mbigi (1997; 2000) states that African organizations are able to move away from imitating Western or Asian business practices. In order to gain a competitive advantage in global markets, they need to focus on their own cultural strengths. The African genius lies in people management while the Western and Asian genius lies in technical innovation and process improvement, this is also referred to as the African Business Renaissance (Mbigi, 2000).

According to Lutz (2008), an organization has to be recognized as a community in order to create business management in line with Humanness. Furthermore, Jackson (2004) argues that the African management approaches have a more humanistic way of viewing employees and organizations. Hence, unique, valuable contributors to collective goals and benefits, instead of the more strategic Western 'humans as resources' point of view, for reaching corporate goals to satisfy shareholders (Scholtens, 2011). Moreover, Humanness is more than just an employee participation program. Humanness is present in the way employees interact with one another and share experiences and knowledge. It is embedded in the corporate culture of a particular organization. (Karsten and Illa, 2005). Additionally, Khoza (1994) states that: ''Ubuntu is a concept that brings to the force images of supportiveness, cooperation and solidarity. It is the basis of a social contract that stems from, but transcend the narrow confines of the nuclear family to be extended kinship network, the community. With diligent cultivation it should be extendable for the business cooperation''. It was an attempt to create a connection between the African philosophy and management practices in South Africa. Rwelamila et al., (1999), illustrates the differences between the traditional Western management principles and Humanness in the following way:

The Western philosophy of humanism is based on the premise of humans as rational beings, who can make individual choices. The African Humanness philosophy does not recognize this, because it is not something one can choose. It simply exists and people act as they intuitively do as life comes. Moreover, Humanness treats an organization as a community, rather than a collection of individuals.

This statement is partly in line with the statement of Mangaliso (2001), who argues that Western systems are mostly individualistic, assuming individuals want to earn as much as possible while contributing as little as possible. This diverges from the Humanness point of view, where self-interest is rejected while the well being of the group and others is more important. Thus, one can conclude that the purpose of management practices with respect to Humanness is to benefit the entire community, instead of one or more groups of individuals (Lutz, 2009). People are, without any extrinsic reward, willing to help others, share ideas and cooperate for the sake of the higher goal (Lutz, 2009; Mangaliso, 2001).

The nature of Humanness lies in collective goals, employee relations and working together. English (2002) states that Humanness emphasizes on working together. Furthermore, the focus lies on harmony, Mangaliso (2001) stated:

'A decision that is supported is considered superior to the "right" decision that is resented or resisted by many'.

In the long run this leads to employees who are happy at their workplace and feel that they are important to their companies. Mbigi (1997) states that the African development is inspired by people care and collective brotherhood of humanity while Western management practices are more related to both technical development and planning. Additionally, according to Sigger et al., (2010) and Mbigi (2000) one can conclude that indeed the African genius within organizations lies in people management. Humanness can be seen as a management style with less bureaucracy and authority (Sigger et al., 2010 & Heuvel, 2008).

Although several authors formulate the concept of Humanness as a management practice in different ways, their statements differ more in words than in meaning. The employees who are working in an organization are viewed as the members of one larger family, which main goal is to achieve the best results for the entity and take care of one another so everybody can benefit (Mangaliso, 2001). Harmony within the organization is more

important than business effectiveness. Therefore, it is important to create understanding of each other's beliefs and motivations. It is the belief that when an organization neglects its moral and ethical base it is not able to attain its highest potential. This particular base includes the acknowledgement of interdependence between all people who are involved in the organization. Humanness can be seen as the collective participation of all who are involved (Rwelamila et al., 1999). This will result in both higher levels of accountability and greater commitment to organizational goals (Mangaliso, 2001 & Newenham-Kahindi, 2009). Thus, one can conclude that people who value Humanness are not working for the benefit of the organization rather the organization can be seen as an element to reach an improved life together. Therefore, employees will show more kindness and respect which ultimately results in a better atmosphere and increased informal contacts within the business environment. Some authors argue that harmony is the highest goal within the organization. Hence, working together within an organization which values Humanness happens for the sake of harmony. Employees do not exist to serve the organization but the organization exist to serve the employees (Rwelamila et al., 1999).

Khoza (1994) claims that he is the person who introduced Ubuntu in relation to management practices. However, professor Lovemore Mbigi, a South African consultant, entrepreneur, philosopher and academic also claims that he is the founder of the Ubuntu philosophy for business practices (Mbigi, 1997). Therefore, one can conclude that there are contradictions with respect to the founder of Humanness as a management practice. However, Heuvel (2008) states that Mbigi is the first who became publicly associated with the term Ubuntu. Since Heuvel (2008) had several interviews with Mbigi, one might argue that indeed Mbigi is the founder of Humanness as a management practice. Therefore, the values formulated by Mbigi which represent Humanness are used in this study. Those particular values are described in the next paragraph.

According to Ntibagirirwa (2009), aspects like establishing relations, get to know ones employees or colleagues and long and open decision making processes are assets that are reflecting Humanness as a management practice and which need to be exploited by African organizations rather than treated as a cultural nuisance hindering efficiency. The

well being of employees and respect for one's beliefs and one's religion are building blocks of Humanness as a management practice. Therefore, Humanness as a management practice can be defined as the management of people in both a unique and a distinctive approach which is an issue for great performance.

2.3 Dimensions of Humanness

In order to measure the presence of Humanness within Dutch organizations one needs to use a measurement instrument. As previous discussed, within this study Mgibi (1997) is seen as the founder of Humanness as a management practice. Therefore, the dimensions formulated by Mgibi (1997) are used as the corresponding dimensions to measure the presence of Humanness within the Dutch business environment. However, it is important to note that, although different authors have formulated different dimensions, those dimensions aim at the same kind of actions, values and meanings. For instance, Broodryk (2006) describes sixteen different values that represent Humanness. Additionally, Mbigi (1997) refers to the dimensions according to so-called 'fingers', where each finger is one dimension and together these 'fingers' are a collective value system (Poovan et al., 2006). The equivalent dimensions formulated by Mbigi (1997) and later used by Poovan et al., (2006) are, survival, solidarity, compassion and respect & dignity. Furthermore, Sigger et al., (2010) defined those core values into terms that fit in an organizational setting. Sigger et al., (2010) embedded the sixteen values formulated by Broodryk (2006) into the dimensions formulated by Mbigi (1997). According to the previous mentioned authors, those dimensions are currently more present in African societies. However, Lutz (2009) states that the basic features of these particular Humanness values are generally embedded in human nature. Therefore it is necessary to determine whether or not the Humanness management practice is truly African. Within the next paragraphs, the Humanness dimensions are more extensively described.

2.3.1 Survival

Due to the collective - and collaborative spirit, people in Africa have a shared will to survive (Poovan et al., 2006). This value is considered as the core value representing Humanness. Hence, the ability to live and exist in spite of difficulties. In the African

context, survival is not realized by an individual acting alone, rather it is realized through brotherly care for one another. Sigger et al., (2010) state that survival is about people who make sacrifices and share their expertise and resources for the benefit of the entire group or community. Due to the complex history of Africa, tribes and communities had to learn to work together in order to overcome struggles. In several scenarios, one was only able to survive when caring and acting as a member of a group or community (Poovan et al., 2006). In order to survive in a world of poverty, war, natural disasters and political instability, one is dependent on the survival of others. This interdependence created bonds and values that are still present in most Africans. As stated by Lutz (2009), individual gains are reached through collective goals which increase the coherence of a group or team.

2.3.2 Solidarity

Solidarity can be defined as someone who chooses to help other people instead of aiming for individual glory (Sigger et al., 2010). The solidarity spirit is based on the supposition that complicated goals and tasks can only be reached by combining the efforts of individuals in order to support the entire community or group. As a consequence, a person is defined with reference to his or her community (Poovan er al., 2006). Additionally, it increases the communal feelings of the community. Furthermore, Poovan et al., (2006) state that solidarity also refers to the fact that people invest time in order to get to know each other and do things together. Nussbaum (2003) notes that the well being of the community can be defined in the following way: “I am because we are”. Therefore, one can conclude that solidarity as a dimension of Humanness can be seen as the opposite of competiveness and selfishness (Poovan et al., 2006). Hence, people work together to achieve shared goals.

2.3.3 Compassion

Compassion can be defined as the human quality of understanding different dilemmas of others and the willingness to help them (Poovan et al., 2006; Sigger et al., 2010). This value originates from the belief that all African people feel responsible for each other due to their interconnectedness (Poovan et al., 2006). By doing so, one can strengthen their

current relation, or establish new relationships (Broodryk, 2006). Thus, compassion can be seen as the foundation for a culture of sharing and caring since the well being of others is equally or even more important than someone's own well being (Poovan et al., 2006).

2.3.4 Respect & Dignity

''Grays hairs are respected (Mangaliso, 2001).''

After the apartheid regime in South African and other former colonial regimes, people wanted to be treated as equals, this feeling is highly represented in the dimensions respect and dignity. Although Mbigi (1997) identified respect and dignity as separate values Poovan et al., (2006) and Broodryk (2006) do not make a distinction between respect and dignity. Additionally, Sigger et al., (2010) states that those dimensions are closely related and therefore can be approached as one single dimension. Furthermore, Sigger et al., (2010) state that within the African culture, those dimensions may be considered as one of its building blocks and they are seen as the cardinal social values.

African people deeply respect elder people, authority and other persons fulfilling their tasks for the benefit of the community (Mbigi, 1997). When Africans grow up, they learn to be respectful to both the elder and other members of their community, by doing so, they receive dignity (Sigger et al., 2010). With respect to the business environment, one can conclude that within organizations where Humanness is present the different cultures, backgrounds and traditions are respected and seen as an asset. Different cultures bring different insights within the organization from different angles. All employees are heard within an organization regardless of their social status and position. As stated before, Managliso (2001) and Broodryk (2006) state that decision making under Humanness is consensus seeking.

According to the Oxford dictionary, respect is defined as due regard for the feelings and right of others. Dignity is defined as the state or quality of being worthy of respect. Additionally, Yukl (2002, cited by Poovan et al., 2006) notes that respect can be defined as objectives, unbiased consideration and regard for rights, values, beliefs and property.

Therefore, one does not have to earn respect, but generally receives it, regardless of position or status (Broodryk, 2006). According to Mbigi and Maree (1995, cited Poovan et al., 2006) unconditional respect is the basis of effective performance. High levels of respect and dignity will lead to high levels of mutual trust, which in turn will lead to team performance (Sigger et al., 2010).

2.4 Knowledge Sharing & Dimensions

Based on the results from Scholtens (2011), one can argue that the independent variables which represent Humanness as a management practice positively influence Knowledge Sharing. Additionally, the study of Scholtens (2011) showed that each independent dimension of Humanness has a different influence on Knowledge Sharing. Furthermore, Scholtens (2011) distinguishes several factors that indicate Knowledge Sharing based on the study from Lin et al., (2009). Those dimensions are corporate culture, employee motivations, management leadership and information technology. With respect to this study, the focus lies on the relation between the Humanness dimensions and Knowledge Sharing in general. Since the contribution of this study is to strengthen the causal relation between Humanness as a management practice and Knowledge Sharing in general. However, the relation between the independent Humanness dimensions and the dependent Knowledge Sharing dimensions is analyzed as well. Thus, the relations between the dimensions of both Humanness and Knowledge Sharing within the Dutch business environment are determined. Lastly, since two Leader Behavior styles are analyzed in this study, the relation between those Leader Behavior styles and Knowledge Sharing is determined as well in order strengthen the causal relation found by de Vries et al., (2010). Moreover, by doing so, the relations between the main concepts Humanness, Knowledge Sharing and the Leader Behavior are completely analyzed.

Numerous of authors argue about the extreme importance of knowledge for organizations. For instance, the value of knowledge for organizational survival or growth and the creation of a competitive advantage (Wang and Noe, 2010; Lin, Lee and Wang, 2009; Pretorius and Steyn, 2005; Bock, Zmud, Kim and Lee, 2005). Lin et al., (2009) define Knowledge Sharing as ‘a social interaction culture, involving the exchange of employee

knowledge, experiences, and skills through the whole department and or organization. Additionally, Kim et al., (2006) see Knowledge Sharing as 'the ability to share experience, information and expertise with other employees through both formal and informal interactions. Furthermore, one can distinguish both tacit and explicit knowledge. Bock et al., (2005) state that knowledge resides in employees who create, apply, access, archive and recognize knowledge while performing their tasks. Within this study, knowledge is treated as information processed by individuals including all expertise, experience, ideas, factual data and individual assumptions, which have any relevance for other employees, teams or the organization as a whole (Bartol and Srivastava, 2002). Thus, both tacit and explicit knowledge are taken into account.

Lin et al., (2009) state that several of the aspects contributing to important Knowledge Sharing predictors are about helping, informal communications and sharing within organizations. Furthermore, Lin (2007) stated that Knowledge Sharing is a social process, which shows the best results when relationships are close and people are willing to help each other. Besides, one can argue that both the total amount of knowledge that is shared and the intention to share knowledge increases when people tend to be more collectivistic rather than individualistic (Wolfe and Loraas, 2008). Thus, individuals that perceive themselves as part of a community do not see the need for competition (Kanter, 1972). In addition, Karsten and Illa (2005) state that Humanness is about close interactions and sharing experiences within a company. Lastly, Käser and Miles (2001) argue that both a high level of trust between the parties involved and the presence of intrinsic motivation are very important conditions for Knowledge Sharing. The above mentioned aspects and predictors which positively influence Knowledge Sharing are inherent in the Humanness management practices. Therefore, Scholtens (2011) found a positive relation in Tanzania between the presence of Humanness as a management practice and Knowledge Sharing.

Both forms of tacit and explicit knowledge are considered in this study when the term knowledge is used. Within the existing literature there have been debates whether or not knowledge and information differ from each other. However, as stated by Wang and Noe (2010), there is not much practical utility in distinguishing between the concepts

information and knowledge when conducting Knowledge Sharing research. Thus, knowledge is treated as information processed by individuals including all expertise, experience, ideas, factual data and individual assumptions, which have any relevance for other employees, teams or the organization as a whole (Bartol and Srivastava, 2002).

Currently, academics have not yet agreed on a single set of determinants which identify the factors and mechanisms which are used to enhance, create or motivate the sharing of knowledge. In this study the predictors of organizational Knowledge Sharing identified by Lin et al., (2009) are used. Those dimensions are chosen for two main reasons. First, the given fact that it is a relatively new study which identified the most influential dimensions of Knowledge Sharing. Secondly, practical concerns are taken into account since Scholtens (2011) developed a measurement tool based on the dimensions formulated by Lin et al., (2009). The dimensions identified by Lin et al., (2009) are corporate culture, employee motivations, management/leadership and information technology. However, results from the study of Scholtens (2011) indicated that based on the Rotated Component Matrix the dimensions corporate culture and leadership & management must be clustered together. One can explain this based on the fact that both dimensions focus on the decisions of managers and are more orientated on the strategy of an organization. Hence, those dimensions are clustered in this study as well. Although these dimensions are clustered together in the measurement tool for Knowledge Sharing, this section discusses them separately. Within the next paragraphs, the Knowledge Sharing dimensions are more extensively described.

2.4.1 Corporate Culture

The first dimension identified by Lin et al., (2009) which represent Knowledge Sharing within organizations is corporate culture. According to Lin et al., (2009) it is the highest ranking overall factor indicating Knowledge Sharing. This indicates that social-oriented organizational climate such as interpersonal trust, organizational learning capability and reward systems for inducing Knowledge Sharing are extremely important to increase Knowledge Sharing within organizations (Lin et al., 2009). One can conclude that the success or failure in carrying out successful Knowledge Sharing is dependent on whether

or not an organization has established a culture of social interaction. Thus, an organization should provide a social climate in which their employees are encouraged to share ideas and information. In order to clarify a corporate culture of social interaction, one need to know what it exists of. Hence, the several attributes; social networks, interpersonal trust, sharing culture, learning orientation and organizational rewards, which represent the corporate culture, are briefly discussed.

Regarding social networks, Cross and Cummings (2004) argue that the ties among individuals within social networks facilitate both the transfer of knowledge and greatly contribute to the quality of the transfer process. Additionally, methods of Knowledge Sharing within social networks include for example dialogue and individual or group interactions which encourage and support employee activities (Leonard and Sensiper, 1998; Levinthal and March, 1993). As stated by Käser and Miles (2001), employees working in these particular social networks identify Knowledge Sharing as a process in which Knowledge Sharing is perceived as a social exchange between the individual and the community. Furthermore, the more individuals are in contact with each other and act cooperatively, the development of a habit of cooperation is more likely (Marwell and Oliver, 1988). Lastly, Kim and Lee (2006) state that social networks facilitate open and informal communications which are both of extreme influence on Knowledge Sharing among employees.

Secondly, interpersonal trust between employees is identified as an important aspect of corporate culture. Without trust, it is impossible to form strong social connections among employees. Hence, employees want to be certain that their honest intentions are met when sharing information and ideas within the organization. Käser and Miles (2001) even argue that the most effective form of Knowledge Sharing only can be accomplished through very high levels of interpersonal trust among employees. Additionally, Andrews and Delahaye (2000) state that the absence of trust results in insufficient sharing practices which ultimately create a lack of motivation among employees to share their knowledge and ideas within organizations. Lastly, Liao (2006) state that trust is fundamental for

social situations that demand cooperation and employee interdependency and therefore trust must be seen as an prerequisite for Knowledge Sharing.

Thirdly, one can argue that an organizations culture only represents Knowledge Sharing in a positive way if Knowledge Sharing is seen as a daily routine activity. In other words, a sharing culture. Only when the culture of an organization promotes Knowledge Sharing, it can work (Stoddart, 2001). A sharing culture stems from organizational values and beliefs that accept failure, support risk taking and reward team or organizational performance instead of rewarding individual results (Kim and Lee, 2006). According to Syed-Ikahsan et al., (2004), a Knowledge Sharing culture is one of the core elements that organizations need to understand before they can implement any new strategies. Additionally, Syed-Ikahsan et al., (2004) state that there is a positive relation between Knowledge Sharing and a sharing culture. Furthermore, Syed-Ikahsan et al., (2004) argue that there is a positive relation between Knowledge Sharing and a sharing culture. Lastly, in a sharing culture the aim lies on the concept of psychological safety. Hence, one does not have to be afraid of giving his or her opinion. Thus, no reputational risk by sharing knowledge and ideas, which unquestionably enhances its occurrence.

Fourthly, organizational learning or a learning orientation is part of a corporate culture. Obviously, the concepts of Knowledge Sharing and a learning orientation are closely related. Since ideas and information or in other words knowledge, is the basic requirement for organizational learning. Knowledge obtained through earlier cycles is used by learning organizations to customize or create new products, services or processes (Liao, 2006).

Lastly, organizational rewards are part of the corporate culture and therefore shortly addressed. The empirical evidence regarding the relation between organizational or extrinsic rewards on Knowledge Sharing is contradictory. A number of scholars argues that there is a positive relation between financial or promotional rewards and Knowledge Sharing activities (Ewing and Keenan, 2001; Kim and Lee, 2006; Kogut and Zander, 1992). However, there are also a number of scholars which were unable to find a positive

relation and doubted the underlying motives (Bock et al., 2005; Lin, 2007). As recent events such as the financial crisis show, wrongly implemented reward systems can lead to selfish behavior and actually negatively influence Knowledge Sharing. However, if the reward aims at both the sharing itself, rather than individual performances, and to promote involvement or commitment, rewards do seem to increase Knowledge Sharing (Kim and Lee, 2006).

2.4.2 Leadership & Management

The second dimension identified by Lin et al., (2009) which represents Knowledge Sharing within organizations is leadership and management. This dimensions includes both the support and encouragement of top management to share knowledge among one another, the subsistence of an open leadership climate, and clear organizational visions and goals. One can argue that Knowledge Sharing within an organization is driven by involvement of employees, reward systems that are linked to Knowledge Sharing and top management support (Bock et al., 2005; Lin and Lee., 2006; Bock and Kim., 2002; Connelly and Kelloway, 2003; Bartol and Srivastava, 2002). Due to the position of senior managers within organizations, they are able to promote Knowledge Sharing mechanisms (Lin et al., 2004). For instance, the visible support of top management to create an organizational climate that is supportive with respect to Knowledge Sharing (Macneil., 2004; Lin, 2007). Additionally, the organization/top management provides sufficient resources to establish Knowledge Sharing (Macneil, 2004 and Lin, 2007). Some authors argue that apart from the fact that clear organizational visions an goals guides organizations in their activities, it also encourage Knowledge Sharing among their employees. As stated by Gold, Malhotra and Segars (2001), clear organizational goals and visions provoke a feeling of collectivity and involvement which ultimately leads to mutual contribution among different employees within an organization. Furthermore, Wang and Noe (2010) and Pretorius and Steyn (2005) state that when Knowledge Sharing is entered into the official policies and statements of an organization, it positively influence Knowledge Sharing. With respect to an open leadership climate, one can argue that authority is considered as informal and every single employee is allowed to share ideas and solutions for business practices (Lin et al., 2009). Hence, an accurate leadership

and corporate culture which promotes Knowledge Sharing ultimately results in more efficient Knowledge Sharing. It is important to note that this dimension is not the same as the Leader Behavior styles which are addressed in another paragraph.

2.4.3 Employee Motivations

The third dimension identified by Lin et al., (2009) which represents Knowledge Sharing within organizations is employee motivations. Hence, the motivation of employees to share their knowledge within an organization. Lin et al., (2009) identified this dimension as the second most important one. The motivation of an employee reflects the individual values and beliefs in their actions. First, one of the main motivations is the intrinsic need to contribute knowledge due to the fact that it is challenging or satisfying (Wasko and Faraj, 2005 and Lin, 2007). Thus, one can argue that Knowledge Sharing is a voluntary act, which creates opportunities for growing competences and personal abilities (Käser and Miles, 2001). Secondly, one can argue that both reputation and respect are important motivators for employees to share knowledge. Blau (1964) state that individuals engage in social interaction and expecting social rewards such as approval, status and respect. Hence, one can argue that employees actively participate in Knowledge Sharing to increase their reputation within an organization. This is in line with the fact that one's reputation is an important asset which individuals use to obtain and maintain status within their organization and or network (Jones et al., 1997). Bandura (1986) argues that self-evaluation, which is based on competences and social acceptance, is an important aspect influencing Knowledge Sharing due to the fact that it drives engagement in activities for the sake of the activities itself and not for external rewards. Thus, performance based reward systems for Knowledge Sharing will not always work. According to Emerson (1981), individuals base their actions upon the benefits they expect out of those actions. Hence, the main cause influencing those motivations of Knowledge Sharing is the expectation of reciprocity (Lin, 2007). Therefore, the belief that if one shares knowledge, a later request for knowledge will be returned in the future. In an organization where Knowledge Sharing is promoted and an open organizational culture is in place, employees should not have to worry about finding colleagues not returning any favors (Bock et al., 2005). Hence, interpersonal trust within organizations is extremely important.

In summary one can state that personal benefits are a motivation for individuals to contribute to Knowledge Sharing in absence of similarity, acquaintance or the likelihood of direct reciprocity (Constant et al., 1996).

2.4.4 Information Technology

The fourth and last dimension identified by Lin et al., (2009) which is part of Knowledge Sharing within organizations is information technology (IT). In modern times, the influence of information technology has become extremely important for the processes of both retrieving and storing of knowledge (Kim and Lee, 2006). Thus, information technology (IT) can be seen as an important facilitator of Knowledge Sharing which takes place through the use of IT systems such as intranet, software agents, internet, knowledge bases and communities of practices (Song, 2002). Mosia and Nglube state that the use of knowledge networks and database utilization increases both the effectiveness and volume of Knowledge Sharing. A well function technology infrastructure supports communications and collaborations between employees, while enabling them to search within databases of corporate knowledge (Huysman and Wulf, 2006). However, it is important to note that some authors argue that the role of information and communication technology (ICT) mainly contributes to requesting knowledge and not necessarily result in the donation of individual knowledge (Lin, 2007; Pretorius and Steyn, 2005). Hence, IT does not per se result in individual Knowledge Sharing. Those authors argue that Knowledge Sharing is a social interaction which cannot be practiced through technology. In contradiction, Blau (1964) argues that electronic systems and networks facilitate a stronger motivation to participate in the Knowledge Sharing processes due to the fact that it influences ones reputation. Thus, within this study, IT is addressed as a technology which contribute in the willingness of sharing knowledge among employees. Lastly, Syed-Ikhasan & Rowland (2004) argue that more use of internet and databases evolve Knowledge Sharing between employees within an organization. Currently, 94 percent of the households within the Netherlands has direct access to internet and almost all organizations work with the world wide web and databases.[1]

[1] Centraal Bureau Statistiek (CBS)

2.5 Leader Behavior

"no nation or culture has a monopoly on the best ways of doing something''(Steers, Porter and Bigley, 1996, p. 423)

According to Lin et al., (2009), one can argue that both leadership and top management involvement have a serious impact on Knowledge Sharing within organizations. When an organization is organized and managed through an open leadership climate, authority is considered as informal. This results in the fact that every single employee is allowed to contribute to business problems by applying their thoughts and ideas (Lin et al., 2009). Scholtens (2011) has found empirical support for the positive relation between the presence of Humanness within organizations and Knowledge Sharing. Additionally, Leader Behavior is one of the variables defined by Lin et al., (2009) which represent Knowledge Sharing. Furthermore, de Vries et al., (2009) indicated that Leader Behavior and their communication styles are related to Knowledge Sharing. Hence, one might expect that organizations in which Humanness is represented operate their businesses based on particular Leader Behavior which positively influence Knowledge Sharing. Therefore, it is decided to further analyze the Leader Behavior styles and their relation with both Humanness and Knowledge Sharing.

With respect to Leader Behavior one can distinguish several factors. Among others, tolerance of uncertainty, persuasiveness, tolerance of member freedom or action, predictive accuracy, representation of group interests, role assumption and reconciliation of conflicting demands (Stogdill, 1959-1965). However, it is subsequently found in empirical research that a large number of hypothesized factors of Leader Behavior can be reduced to two strongly defined factors. These factors were identified by Halpin et al., (1957) and Fleishman (1957). The corresponding dimensions are consideration and initiation of structure. Below, an explanation is given with respect to those two Leader Behavior styles (Fleishman and Peters, 1962):

Consideration: Reflects the extent to which an individual is likely to have job relationships characterized by mutual trust, respect for subordinates' ideas, and consideration of their feelings.

Initiating Structure: Reflects the extent to which an individual is likely to define and structure his role and those of his subordinates toward goal attainment. Initiating structure as a Leader Behavior style is also referred to as task orientated leadership.

The Ohio State Leadership Studies comprise one of the most comprehensive research programs in the fields of industrial psychology and organizational behavior. The Leader Behavior scales derived from these studies have been utilized by literally hundreds of researchers during the last quarter century. Therefore, it is decided to use those two Leader Behavior scales within this study.

Consideration as a Leader Behavior style is also referred to as humane orientated leadership. In addition, initiating of structure as a Leader Behavior style is also referred to as task orientated leadership. De Vries et al., (2009) indicated that consideration or humane orientated leadership is determined by a supportive communication style where communication is more frequently taking place compared to other leadership behaviors. Additionally, De Vries et al., (2009) state that there is a positive relation between consideration as a Leader Behavior style and Knowledge Sharing. Furthermore, consideration as a Leader Behavior style is characterized by job relations where trust, respect and consideration of one's feelings are extremely important. Those characteristics are in line with the dimensions which represent Humanness such as respect & dignity, compassion and solidarity. Furthermore, within humane orientated leadership behavior, communication is frequently taking place and one's feelings are heard. Hence, this is partly the same as the statements from Mangaliso (2001) and Broodryk (2006) which state that decision making under Humanness is consensus seeking. With respect to the business environment, one can conclude that within organizations where Humanness is present the different cultures, backgrounds and traditions are respected and seen as an asset. In other words, respect and considerations of one's background and feelings. Scholtens (2011) indicated a positive relation between Knowledge Sharing and Humanness while de Vries et al., (2009) indicated that humane orientated leader behavior is positively related with Knowledge Sharing. Furthermore, Awad and Ghaziri (2004)

state that managers should recognize both the changes in the global market and the competiveness between markets, which illustrates that a traditional way of Leader Behavior is no longer effective. Hence, based on the above lines of reasoning one might expect that within organizations where Humanness is represented, consideration as a Leader Behavior style is present since this Leader Behavior style shows several similarities with the Humanness dimensions and is positively related to Knowledge Sharing. Lastly, one might also expect a positive relation between consideration as a Leader Behavior style and Knowledge Sharing since the results from De Vries et al., (2009) already identified this relation. Moreover, the Leader Behavior style consideration shows a lot of resemblance with the Knowledge Sharing dimensions indicated by Lin et al., (2009).

2.6 Results of other cross-cultural studies

In order to determine whether or not some or all Humanness dimensions are represented in the Netherlands, one can have a look at the results of previous cross- cultural studies. By doing so, one can determine whether or not there is conformity between those results in the Netherlands and Humanness as a management practice. Thus, one is able to determine whether or not previous cross-cultural studies may have indicated that some or all aspects which represent Humanness are represented within the Netherlands. Hence, within this part of the literature review, the results from previous cross-cultural studies are discussed. Among others, Hofstede, Trompenaars, Inglehart and the GLOBE study. It is important to note that only particular dimensions and their results from the different studies are taken into account which show similarities with Humanness.

2.6.1 Cultural dimensions Hofstede

The dimensions power distance and individualism indicated by Hofstede show similarities with the Humanness dimensions respect & dignity and solidarity. Below, the results regarding those two dimensions and the similarities with Humanness are more extensively described.

Given the impact of Hofstede's cultural dimensions over the past quarter of a century, one can argue that those dimensions need to be utilized within this study as well. In addition, the study from Hofstede contains a lot of useful information. Although numerous of researchers have questioned his methodology (Orr et al., 2008), the book Culture's Consequences has been cited over 5000 times, more than any other book in social science (Yoo et al., 2002). As stated by Orr et al., (2008), Hofstede's initial four (later five) fundamental dimensions of culture still serve today as basic, fundamental criteria in most interdisciplinary, cross-culturally comparative research. As stated above, Hofstede's famous study is widely recognized as a major break-through in cross-cultural social sciences studies. There are almost no publications, either from the disciplines of sociology, anthropology, history, law, economics or business administration, that do not refer to Hofstede's work and his five fundamental dimensions of culture when explaining correspondences and distinctions between cultures (IRIC online 2002). Since this study tries to determine the degree of Humanness in the Netherlands, while some authors state that Humanness is truly African, one can argue that the cultural dimensions formulated by Hofstede and their empirical results in both the Netherlands and Africa need to be taken into account. From 1967 to 1972, Hofstede administered 117,000 questionnaires to employees of IBM in over 60 different countries (Hofstede, 1980). Within the study of Hofstede, five cultural dimensions are formulated with respect to different societal cultures of the world. With respect to Hofstede's study , there are two dimensions which show similarity with Humanness as a management practice. Those dimensions are power distance and individualism-collectivism. It is important to note that those dimensions are also addressed within the Stewardship theory which is described in the next paragraph. Below a short description is given with respect to those two cultural dimensions.

1. Power distance is defined as the degree that unequal distributions of power are expected and accepted. Power distance "represents a nation's unique score on how to deal with social inequality. Inequality can occur in areas such as prestige, wealth, and power; different societies put different weights on status consistency among these areas" (Hofstede 1984, p.65).

2. Individualism-Collectivism "described the relationship between the individual and collectivity which prevails in a given society, " where "individualism is defined as a situation in which people are supposed to look after themselves" and "collectivism is defined as a situation in which people belong to in-groups or collectivities which are supposed to look after them in exchange for loyalty" (Hofstede, 1984, p.148 & Hofstede and Bond, 1984, p.419-420).

For the above mentioned dimensions the following results came forward for the Netherlands as a country and East Africa (Ethiopia, Kenya, Tanzania, Zambia) as a cluster:

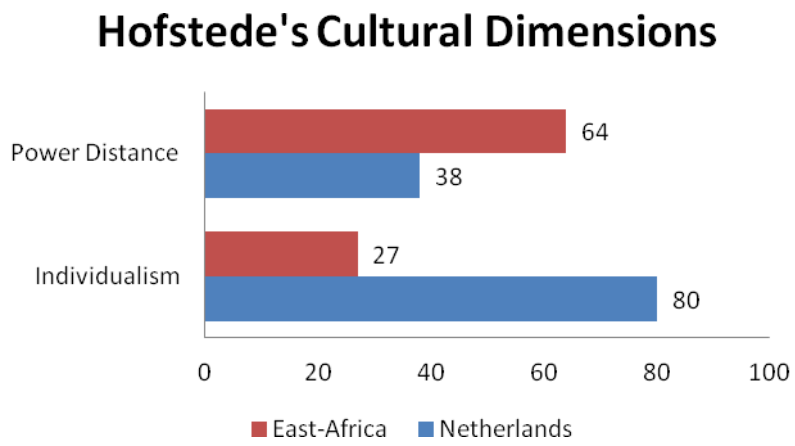

Figure 1: Hofstede's Cultural Dimensions East Africa & Netherlands (Source: www.geert-hofstede.com)

2.6.1.1 Comparison Hofstede & Humanness

Based on the results from Hofstede (1967-1972) one can conclude that the Netherlands and East Africa differ strongly with respect to both power distance and individualism-collectivism. With respect to power distance, one can conclude that in East Africa the extent to which the less powerful members of organizations and institutions accept and expect that power is distributed unequally is quite high compared to the Netherlands. Thus, the society's within East Africa except the level of inequality and it is both endorsed by the followers as much as by the leaders. One can link power distance to the dimension respect & dignity of the Humanness philosophy. Like stated by Mbigi (1997), African people deeply respect elder people, authority and other persons fulfilling their tasks for the benefit of the community. Based on the results from Hofstede (1967-1972)

one can conclude that the dimension respect & dignity from the Humanness philosophy will not be highly represented within the Netherlands since the results show a big difference between the Netherlands and East Africa with respect to power distance. Additionally, the scores with respect to power distance are relatively low in the Netherlands.

Regarding individualism one can conclude that the results from Hofstede (1967-1972) show a significant difference between the Netherlands and East Africa. Hence, within the Netherlands people are supposed to look after themselves while in East-Africa someone chooses to help other people instead of aiming for individual glory (Sigger et al., 2010). One can link the cultural dimension individualism developed by Hofstede to the dimension solidarity which is part of the Humanness philosophy. Regarding the results from Hofstede, one can expect that the dimension solidarity from the Humanness management philosophy is not highly represented within the Netherlands. The scores within the Netherlands regarding individualism are extremely high. Thus, according to those results, the Netherlands has a society in which the ties between individuals are loose: everyone is expected to look after him/herself. This is in contradiction with the dimension solidarity defined in the Humanness philosophy.

However, one needs to take into account that the study from Hofstede has several limitations. First, and through no fault of Hofstede, there is a question of time relevancy. Over forty years have passed since the beginning of the study. Just a simple map of the world looks very different today than it did in 1966. Additionally, the correlations are not only out dated, but the cultures themselves have changed as well (Orr et al., 2008). As stated in the introduction, Humanness practices vary across time and are dependent on (changing) social, linguistic, economic and political contexts (McDonald, 2010). Thus, before one can argue whether or not the dimensions of Humanness are present within the Netherlands based on existing cross cultural literature, it is necessary to further analyze other existing studies with respect to cross-cultural science such as the findings from Trompenaars, Inglehart and the GLOBE study. Only then one can find grounded

literature support to form the different hypotheses for this study. Within the next paragraphs, those other cross cultural studies are discussed.

2.6.2 Cultural dimensions Trompenaars

With respect to the cultural dimensions one can distinguish seven classifications defined by Trompenaars & Hampden Turner (2005). Those dimensions are defined during cross cultural studies among 21 countries. A database containing more than 30.000 survey results was used in order to determine those dimensions. Since this study tries to determine the degree of Humanness in the Netherlands while some authors state that Humanness is truly African, one can argue that the cultural dimensions formulated by Trompenaars and their empirical results in the Netherlands need to be taken into account. The dimension status ascription defined by Trompenaars shows similarities with Humanness dimension respect & dignity. Additionally, one can have a look at the results with respect to individualism versus collectivism which have similarities with the Humanness dimension solidarity. Below, a definition is given with respect to both status ascription as well as individualism versus collectivism. Additionally, it is more extensively described why those dimensions show similarities with the particular Humanness dimensions.

1. ***Achievement versus ascription*** - This dimension, presented in Trompenaars studies, is very similar to Hofstede's power distance concept. People from achievement-oriented countries respect their colleagues based on previous achievements and the demonstration of knowledge, and show their job titles only when relevant. On the other hand, people from ascription-oriented cultures use their titles extensively and usually respect their superiors in hierarchy. (Trompenaars et al., 2005)

2. ***Individualism versus collectivism*** – This dimension, presented in Trompenaars study, is quite similar to Hofstede's individualism-collectivism concept. It can be defined in the following way: Do people regard themselves primarily as individuals or primarily as part of a group? Furthermore, is it more important to

focus on individuals so that they can contribute to the collective as and if they wish, or is it more important to consider the collective first since that is shared by many individuals? (Trompenaars, 1993).

Regarding status ascription one can conclude that some societies accord status to people on the basis of their achievements, others ascribe it to them by virtue of age, class, gender, education, and so on (Tromepenaars, 1993). In other words, different societies confer status on individuals in different ways. The results regarding achievement versus ascription found by Trompenaars study show similarities with the dimension respect & dignity from the Humanness philosophy.

The study from Trompenaars (1993) found the following results for the Netherlands with respect to achievement versus ascription:

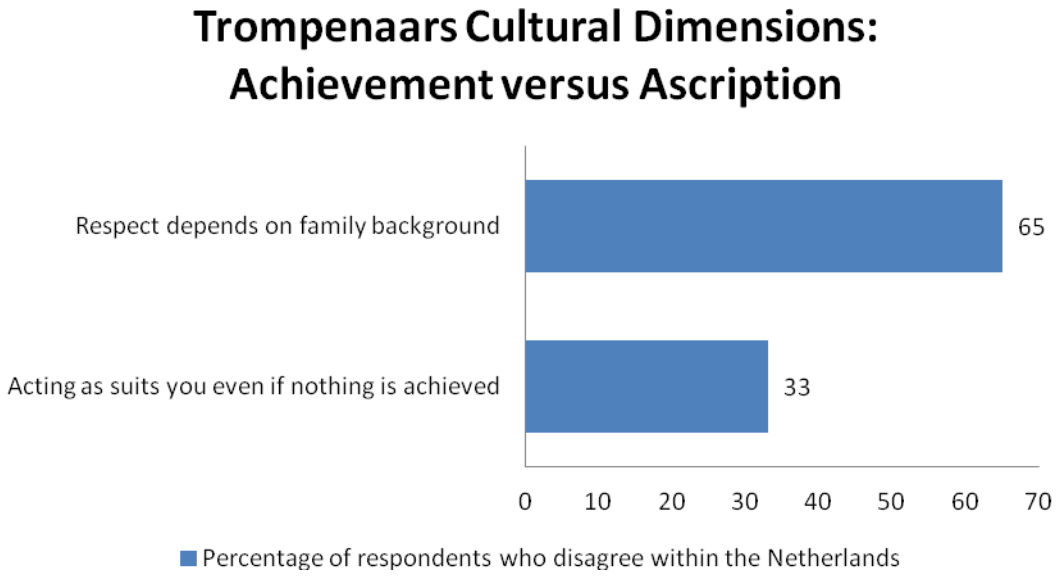

Figure 2: Trompenaars cultural dimension: Achievement versus Ascription within the Netherlands (Trompenaars, 1993)

Figure two shows the percentage of participants who disagree with each of those two statements within the Netherlands. Thus, based on the results from Trompenaars (1993), one can conclude that the Netherlands is clearly a culture in which status is mainly achieved. The results show that 65 percent of the Dutch people disagree that status

depends mainly on family background. However, on the other hand, the majority of the people within the Netherlands think that the most important thing in life is to think and act in the ways that best suit the way you really are, even if you do not get things done. In others words, one needs to achieve status but not at the expense of inner personality.

Regarding individualism versus collectivism one can state that individualism is a prime orientation to the self and collectivism is a prime orientation to common goals and objectives (Parsons et al., 1951). The results from Trompenaars (1993) regarding individualism versus collectivism can be mapped to the dimension solidarity from the Humanness philosophy. The study from Trompenaars (1993) found the following results for the Netherlands with respect to individualism versus collectivism:

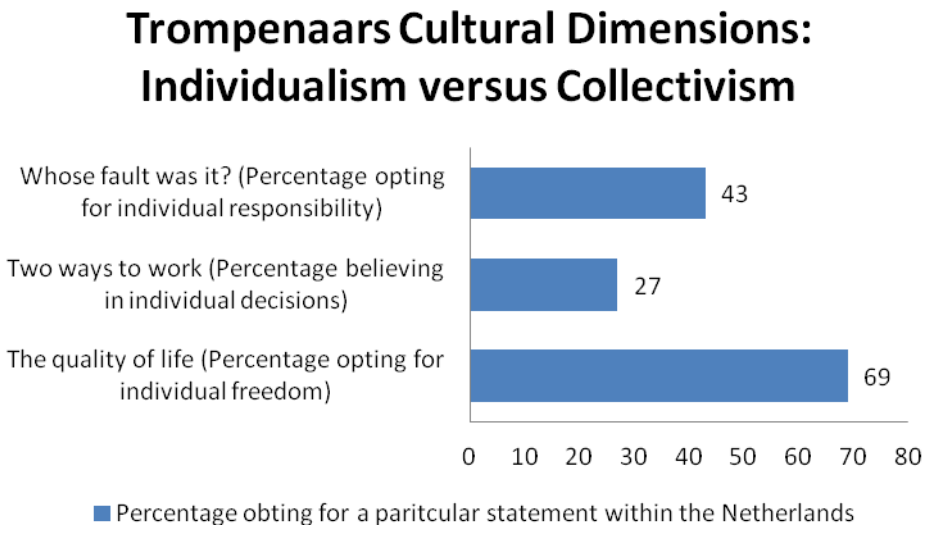

Figure 3: Trompenaars cultural dimension: Individualism versus Collectivism within the Netherlands (Trompenaars, 1993)

Based on figure three one can argue that Dutch people value as much freedom as possible and the maximum opportunity to develop themselves which will ultimately result in a higher quality of life. Although the Dutch people value their individual freedom, the majority prefers working in groups where everybody works together and has something to say in the decisions that are made. In other words, the individuals value their freedom but are collectivity oriented and take responsibility as a group.

2.6.2.1 Comparison Trompenaars & Humanness

With respect to the findings of Trompenaars (1993) one can conclude that the Dutch culture has several similarities with the different Humanness dimensions. As described in the previous sections, after the apartheid regime in both South African and other former colonial regimes, people wanted to be treated as equals, this feeling is highly represented in the dimensions respect and dignity. All employees are heard within an organization regardless of their social status and position. Therefore, one does not have to earn respect, but generally receives it, regardless of position or status (Broodryk, 2006). This is in line with the fact that Dutch people disagree that one earns respect based on their social background. Furthermore, one can conclude that solidarity as a dimension of Humanness can be seen as the opposite of competiveness and selfishness or individualism (Poovan et al., 2006). Thus, people work together to achieve shared goals and take responsibility as a group. This is in line with the fact that the majority of the Dutch people prefers to work in groups where everybody works together and has something to say in the decisions that are made. Based on the above lines of reasoning, one can argue that based on the findings of Trompenaars (1993) one might expect that the dimensions solidarity and respect & dignity from the Humanness management philosophy will be represented within the Dutch business environment.

2.6.3 Cultural dimensions Inglehart

During the period 1990-1993 Ronald Inglehart coordinated the World Values Surveys. In his book Human Values and Beliefs: A cross-Cultural Sourcebook (1998) he discusses the political, religious, sexual and economic norms in more than 40 societies among the world. Since this study focuses on the Netherlands with respect to the Humanness management philosophy, one can argue that the empirical findings from the World Value Surveys (1990-1993) in the Netherlands need to be taken into account in order to determine whether or not there are any similarities between the Humanness management philosophy and the Dutch culture.

Inglehart et al., (1995) indicated that there is a clear trend towards post materialism in the Netherlands. Hence, the desire for economic and physical security is decreasing

while post materialist values, such as the desire for freedom, self-expression and the quality of life is increasing. Those findings are already showing some similarity with Humanness. Based on the World Value Survey (1990-1993), Inglehart defines two main dimensions of cross-cultural variation which reflect most of the key values examined in the 1990 World Values survey. Those two dimensions are explained below:

1. Traditional authority versus Secular-Rational authority: This dimension reflect the emphasis on obedience to traditional authority (usually religious authority), and adherence to family and communal obligations, and norms of sharing; or, on the other hand, a secular worldview in which authority is legitimated by rational-legal norms, linked with an emphasis on economic accumulation and individual achievement (Inglehart, 1998).
2. Survival values versus Well being values: This reflects the industrial society, historically unprecedented levels of wealth and the emergence of the welfare states have given rise to a shift from scarcity norms, emphasizing hard work and self denial, to postmodern values emphasizing the quality of life, emancipation of women and sexual minorities and related post materialist priorities such as emphasis on self expression (Inglehart, 1998).

With respect to the Netherlands, Inglehart (1998) concludes that in general, the Netherlands is both focusing more on well-being and secular-rational authority. Hence, authority is legitimated by rational-legal norms and the Dutch people are emphasizing on economic and individual achievement. Furthermore, there is a trend towards post materialism. One can argue that there are some similarities between the post materialist priorities and the Humanness philosophy. However, it is difficult to clearly identify similarities with the two dimensions formulated by Inglehart (1998) and the dimensions which represent Humanness. Therefore, it is necessary to have a closer look at all the key values which have let to the two dimensions formulated by Inglehart (1998). Thus, analyze the particular key values examined in the 1990 World Values survey in order to determine whether or not the Netherlands has some similarities with the Humanness management philosophy. In the table 1, the values are indicated which show similarities

with the Humanness philosophy. In the first row the key values defined by Inglehart (1998) are stated. In the second row, the scores are stated within the Netherlands. Lastly, in the third row, it is determined to which dimension of Humanness the particular key value can be mapped.

Key values World Values Survey Inglehart (1998)	**Score**	**Humanness**
People trusted (% that state that most people can be trusted)	56%	All dimensions
Family important (% that find family very important)	82%	Compassion
Friends important (% that find friends very important)	63%	Compassion
Community Contribution (% that find community contribution very important)	48%	Solidarity
A job useful for society (% which find that very important)	48%	Solidarity
Mutual respect(% which find that very important)	93%	Respect & Dignity
Tolerance & respect for other people (% which find that very important)	87%	Respect & Dignity
Giving people more say at their jobs (% which find that very important)	52%	Respect & Dignity
Greater respect for authority is good (% which agrees with this statement)	51%	Respect & Dignity

Table 1: Key values Inglehart (1998) and their scores in the Netherlands in relation to Humanness

In general, the Dutch people think that most people can be trusted. Hence, they value trust as an important aspect where they believe in. Furthermore, based on the values which are visualized in table 1, one can conclude that within the Netherlands both family and friends are quite important. Additionally, an almost majority values that one needs to contribute to the society or community, either through work or through other activities. Furthermore, both respect and tolerance are key values within the Dutch society. Additionally, the majority of the Dutch people value greater respect for authority in general. Lastly, the majority of the Dutch people admire the fact that all employees should have a say within their working environment.

2.6.3.1 Comparison Inglehart & Humanness

With respect to the findings of Inglehart (1998), one can conclude that the Dutch culture has several similarities with the different Humanness dimensions. The majority of the Dutch people think that both family and friends are important. This is partly in line with the Humanness dimension compassion where people value their interconnectedness (Poovan et al., 2006) and where one wants to strengthen their current relationships (Broodryk, 2006). Additionally, Poovan et al., (2006) state that solidarity also refers to the fact that people invest time in order to get to do things together. When people see

family as important, one can argue that they also invest time in order to do activities together. Therefore, one might expect that the dimension solidarity is represented within the Netherlands. Furthermore, a lot of Dutch people feel the obligation that one needs to contribute to the community or society either through work or other activities. Thus, the Dutch people are generous and not selfish. As stated by Poovan et al., (2006), solidarity as a dimension of Humanness can be seen as the opposite of selfishness. Hence, the findings by Inglehart (1998) are partly in line with the dimension solidarity of the Humanness philosophy.

Lastly, key values determined by Inglehart (1998) such as mutual respect, tolerance, respect for authority and the statement that employees should have a saying at their jobs are important values and or statements for a lot of Dutch people. Those statements and or values are in line with statements such as people deeply respect elder people, authority and other persons (Mbigi, 1997). Or a statement like: all employees are heard within an organization regardless of their social status and position (Broodryk, 2006). The last two statements define the dimension respect & dignity from the Humanness philosophy. Hence, one can argue that the dimension respect & dignity from the Humanness philosophy is partly represented within the Dutch business environment.

Based on the above lines of reasoning one can argue that the Humanness dimensions respect & dignity, solidarity and compassion are at least partly represented within the Dutch environment since the findings of Inglehart (1998) within the Netherlands show a lot of similarities with those Humanness dimensions.

2.6.4 Cultural dimensions GLOBE study

The GLOBE study, GLOBE (Global Leadership and Organizational Behavior Effectiveness) is a research project involving 62 societies around the world. In the mid-1990s, participating managers were asked to report their perceptions with respect to the cultural values and practices in their countries (House et al., 2004). The findings of the GLOBE study are based on surveys of over 17,000 middle managers in the food processing, banking and telecommunication industry in 62 different cultures. Globe

defines culture as values, beliefs, identities, shared motives and interpretations or meanings of significant events that result from common experiences of members of collectives and are transmitted across age generations (House et al., 2004). The dimensions in-group collectivism and humane orientation show similarities with the Humanness dimensions respect & dignity, compassion and solidarity. Below, the similarities are more extensively described.

Practices were measured with survey items assessing ‘what is’ or ‘what are’ common behaviors and institutional practices in society. Thus, the what is scores represent the way things are actually done in a particular culture. Additionally, values were measured with the same survey items assessing ‘what should be’ common behaviors and institutional practices in society. Hence, they reflected the respondents desires and aspirations in terms of the way things should be done (Javidan et al., 2005). The major goal defined by GLOBE was to describe, understand and predict the impact of particular cultural dimensions on both organizational cultures in societies and leadership effectiveness. Compared to other studies, among others Hofstede, Inglehart and Trompenaar, GLOBE distinguish itself by the double nature of its dimensions. Hence, on each dimension a society is positioned in terms of both its cultural practices and it cultural values. In short, the "Should Be" scores can be used to estimate cultural visions and the desire of a culture for change (Javidan et al., 2005). Furthermore, the GLOBE study is one of the most recent studies with respect to cross-cultural analyses.

Within the GLOBE study, nine dimensions are formulated with respect to different societal cultures of the world. Two dimensions show similarities with Humanness. Those dimensions are in-group collectivism en humane orientation. Below, a short description is given with respect to those two dimensions (Javidan et al., 2005):

1. In-Group collectivism: Degree to which a culture’s people (should) take pride in and (should) feel loyalty toward their families, organizations and employees.
2. Humane orientation: Degree to which a culture’s people are (should be) fair, altruistic, generous, caring, and kind towards others.

For the above mentioned dimensions the following results came forward for the Netherlands as a country:

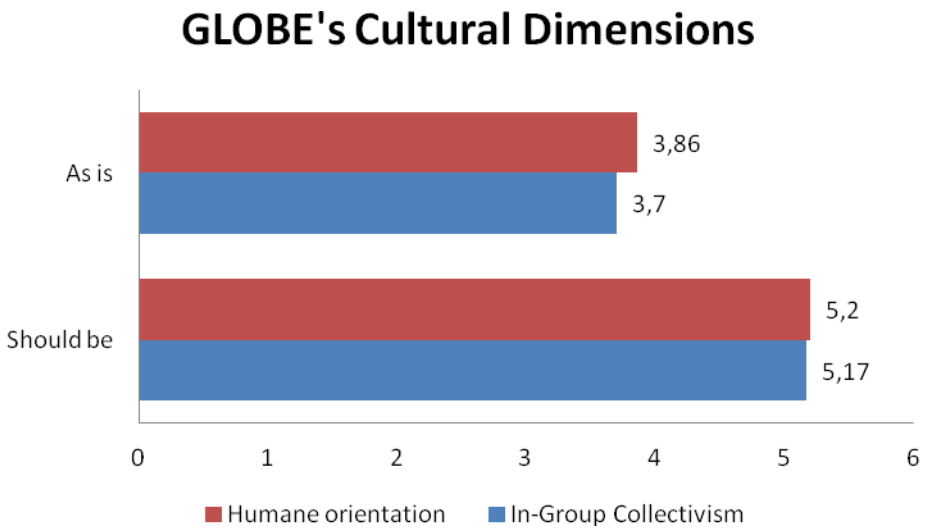

Figure 4: GLOBE's Cultural Dimensions within the Netherlands (Source: Szabo et al., 2002)

The findings from the GLOBE study within the Netherlands are based on 287 questionnaires (Szabo et al., 2002). The questionnaire items with respect to the above mentioned dimensions are based on 7-point Likert-type scale. Therefore, scores are defined as high when ≥ 4,5 and as low when ≤ 3.5. Hence, with respect to both humane orientation and in-group collectivism the ***as is*** scores can be seen as average or moderate. Thus, within the Netherlands both in-group collectivism and humane orientation are not extremely important but also not ignored. Hence, people within the Netherlands take pride and feel loyal to their organizations and employees up to a certain level. Additionally, people respect and are kind towards others, but this is not approached as an extremely important aspect. However, with respect to the ***should be*** scores, both dimensions score extremely high and above average. Thus, although things are actually done in a different way, the Dutch people think that humane orientation and in-group collectivism should play an important role within the Dutch society.

2.6.4.1 Comparison GLOBE study & Humanness

The dimensions humane orientation and in-group collectivism show similarities with the Humanness dimensions solidarity, compassion, and respect & dignity. Statements like someone chooses to help other people instead of aiming for individual glory (Sigger et al., 2010), and the human quality of understanding different dilemmas of others and the willingness to help them (Poovan et al., 2006. Sigger et al., 2010) are in line with in-group collectivism. In addition, statements like, one does not have to earn respect, but generally receives it, regardless of position or status (Broodryk, 2006), is in line with humane orientation.

Based on the results from the GLOBE study, one can conclude that the dimensions solidarity, compassion, and respect & dignity will be present within the Dutch business environment. Based on the as is scores, the Humanness dimensions are present within the Dutch environment. However, by looking at the should be scores, one can argue that there is a desire for cultural change towards a culture which is more humane orientated and collectivistic. Based on those findings one might expect that those Humanness dimensions are represented within both the Netherlands and their organizations.

2.7 Conclusion based on previous cross-cultural studies

With respect to the different cross-cultural studies which are described in the previous sections one can derive several conclusions. Based on the results from Hofstede (1967-1972), one can argue that there are no similarities between the Humanness dimensions and the Dutch culture. However, as mentioned before, and through no fault of Hofstede, there is a question of time relevancy. Thus, within this study, more value is appointed to the other cross-cultural studies.

With respect to both the findings from Trompenaars (1993) as well as Inglehart (1998), one can conclude that the Netherlands has several similarities with the Humanness dimensions. Based on the argumentation in the previous paragraphs, one can argue that the dimensions solidarity, compassion and respect & dignity from the Humanness management philosophy will be represented within the Dutch business environment.

Furthermore, based on the GLOBE study, the dimensions solidarity, compassion, and respect & dignity will be present within the Dutch business environment. Based on the as is scores, the Humanness dimensions are present within the Dutch environment. However, by looking at the should be scores, one can conclude that there is a desire for cultural change towards a more humane orientated and collectivistic society.

Based on the findings from the different previous cross-cultural studies, one might expect that the Humanness dimensions are represented within the Netherlands. In table 2, an overview is given with respect to the different cross-cultural studies and their results. Additionally, table two provides a summary with respect to the similarities between the cross-cultural studies and the Humanness dimensions. The column score indicates the results in the Netherlands, based on those scores, one can argue whether or not a particular Humanness dimension is represented within the Netherlands.

Hofstede:	**Resemblance with Humanness:**	**Score:**	**Conclusion:**
Power Distance	Respect & Dignity	Low	No support
Collectivism	Solidarity	Low	No support
Trompenaars:	**Resemblance with Humanness:**	**Score:**	**Conclusion:**
Ascription	Respect & Dignity	High	Support
Collectivism	Solidarity	High	Support
Inglehart:	**Resemblance with Humanness:**	**Score:**	**Conclusion:**
Trust	All Humanness dimensions	Important	Support
Family & Friends	Compassion	Important	Support
Community contribution	Solidarity	Important	Support
Job which contribute to society	Solidarity	Important	Support
Mutual respect	Respect & Dignity	Important	Support
Tolerance and respect for others	Respect & Dignity	Important	Support
Giving people a say at their jobs	Respect & Dignity	Important	Support
More respect for authority	Respect & Dignity	Important	Support
GLOBE:	**Resemblance with Humanness:**	**Score:**	**Conclusion:**
Humane orientation as is scores	Respect & Dignity, Solidarity, Compassion	Moderate	Support
In group collectivism as is scores	Respect & Dignity, Solidarity, Compassion	Moderate	Support
Humane orientation should be scores	Respect & Dignity, Solidarity, Compassion	High	Support
In group collectivism should be scores	Respect & Dignity, Solidarity, Compassion	High	Support

Table 2: Overview cross-cultural studies in relation to Humanness

Lastly, one can conclude that based on existing literature with respect to cross-cultural studies, hardly any support is founded for the dimension survival. However, as is shown in table 2, trust is one of the aspects of survival which was identified by Inglehart. Moreover, one might assume that all people have a shared will to survive and to live and exist in spite of difficulties. Hence, a normal human being is willing to make sacrifices and share their expertise for the benefit of the entire group in order to survive, whether this is in the real world or within an organization.

2.8 Conformity Humanness & Dutch management styles

In this part of the literature review, the current management styles within the Netherlands are described which are in line with the management concept Humanness. The aspects of the so called Rhineland model or Stewardship theory are analyzed since those management styles have a lot of similarities with Humanness as a management practice. Aspects such as a stakeholder approach, trust and intrinsic motivation are characteristics of the Rhineland model. Those characteristics are in line with the Humanness dimensions compassion, solidarity, respect & dignity and survival. Below, the similarities are more extensively described.

2.8.1 Rhineland model and or Stewardship theory

Recent thinking about top management has been influenced by alternative models of man[2]. Economic approaches to governance such as agency theory tend to assume some form of homo-economicus, which depict subordinates as individualistic, opportunistic, and self serving. Alternatively, sociological and psychological approaches to governance such as stewardship theory depict subordinates as collectivists, pro-organizational, and trustworthy (Davis et al., 1997). Stewardship theory has been introduced as a means of defining relationships based upon other behavioral premises (Donaldson & Davis, 1991). Furthermore, one can define the Stewardship theory as situations in which managers are not motivated by individual goals, but rather are stewards whose motives are aligned with the objectives of their principals (Davis et al., 1997). The model of man which forms the building block of the Stewardship theory can be defined as a steward whose behavior is

[2] By man one means the non gender – specific reference to human beings in general (Davis et al., 1997).

ordered such that pro-organizational, collectivistic behaviors have higher utility than individualistic, self serving behaviors. Thus, one can conclude that a steward within an organization will not deputy or trade self-serving behaviors for cooperative behaviors (Davis et al., 1997). Hence, within organizations where the Stewardship theory is present, people are collective self-actualizers who achieve utility through organizational achievement. There are a number of corresponding dimensions with respect to the Stewardship theory. Within those dimensions one can distinguish both psychological and situational factors. First, the several dimensions which represent the Stewardship theory are shortly addressed. Secondly, the conformity between the Stewardship theory and Humanness as a management practice is determined.

2.8.1.1 Psychological factors

Within this part of the literature review, an overview is given with respect to the different psychological factors that are represented in the Stewardship theory. Argryis (1973) argues that the theory where one states that a man is rooted in economic rationality is simplistic, with respect to human behavior and a more complex and humanistic model of man is necessary in order to increase the explanatory power and relevance of organizational theory. The following psychological factors are analyzed: motivation and identification.

2.8.1.2 Motivation

With respect to motivation one can conclude that the focus lies on intrinsic motivation. Hence, rewards that are not easily quantified. For example, opportunities of growth, affiliation and achievement. Subordinates in a stewardship relationship are reinforced by these intrinsic, intangible rewards. Additionally, they are motivated to work harder on behalf of the organization and the collective goals (Davis et al., 1997). Increasing the internal motivation will ultimately result in higher levels of performance as well as satisfaction with work (Davis et al., 1997).

2.8.1.3 Identification

According to both Kelman (1958) and Mael & Ashforth (1992), identification occurs when managers define themselves in terms of their membership in a particular organization by accepting the organization's mission, vision and objectives. In addition, Davis et al., (1997) states that an identifying manager interprets comments about the organization as referring also to himself or herself. In others words, he or she interpret the comments personally. This will result in a manager which will work toward the organization's goals, solve its problems and overcome barriers that are preventing the successful completion of tasks and assignments (Bass, 1960). One can conclude that within the Stewardship theory, managers have a high level of identification which results in a high level of commitment towards the collective and/or organizational goals.

2.8.1.4 Management philosophy

Within this part of the literature review, the situational factors that represent the Stewardship theory are described. The following factors are addressed: management philosophy and culture.

The model of man drives the development of management philosophies and management systems, which then serve to produce behavior in the organization that is consistent with the assumptions (Davis et al., 1997). With respect to the Stewardship theory one can conclude that it is characterized by a high commitment management philosophy (Davis et al., 1997). Walton (1980, 1985) defines a high commitment management philosophy as being highly participative and consisting of an open communication, empowerment of workers and the establishment of trust. Additionally, Lawler (1986, 1992) elaborated on this view by a management philosophy referred to as involvement orientated. Within the involvement orientated philosophy, one deals with increased uncertainty and risk through more training, empowerment and ultimately trust in their employees. Trust is seen as an extremely important aspect within the involvement orientated or high commitment philosophy. Davis, Mayer and Schoorman (1995) defined trust as a willingness to be vulnerable in the context of a relationship. Furthermore, Davis et al., (1997) addresses that another important aspect of trust is that it occurs in the context of a relationship and

that it is most likely to occur when the relationship is based on personal power which can be defined as respect and expertise. Thus, one can conclude that within the Stewardship theory aspects such as commitment, involvement, trust and relationships are extremely important.

2.8.1.5 Culture

According to Davis et al., (1997), one can conclude that the Stewardship theory is emphasizing on collectivism defined by Hofstede (1980, 1991). Collectivists subordinate their personal goals to the goals of the collective (Triandis, 1995; Triandis, Dunette, & Hough, 1993). Furthermore, the self is defined as part of the group. One's group memberships (e.g., university, family and organization) are an important statement of identity and achievement (Davis et al., 1997). Additionally, one can argue that within a culture that is based on collectivism, success is defined in terms of the group and harmony is extremely important. Collectivists prefer long-term relationships and will frequently take a longer time and expend greater effort to get to know someone prior to a business agreement (Davis et al., 1997).

A second dimension defined by Hofstede (1980, 1991) is power distance. According to Davis et al., (1997), one can argue that the Stewardship theory is characterized by a low power distance culture. In low power distance cultures, inequalities are minimized, independence of the less powerful is valued and encouraged, and status and class symbols are frowned upon (Hodgetts & Luthaus, 1993). Within low power distance cultures, organizations are decentralized, there is more consultation in decision making, and the differences in salary and perquisites are minimized (Davis et al., 1997). One can conclude that organizations which value a low power distance culture are more team orientated.

2.8.2 Comparison Rhineland theory & Humanness

As defined by Davis et al., (1997), employees in organizations which are based on a stewardship theory are motivated to work harder on behalf of the organization and the collective goals. Employees are highly committed and make use of open communication. Furthermore, trust is extremely important. Davis, Mayer and Schoorman (1995) define

trust as a willingness to be vulnerable in the context of a relationship. Thus, people within a Stewardship context find relationships important. Additionally, there is consultation in decision making. The above mentioned aspects show similarities with the Humanness dimensions respect & dignity, compassion and solidarity. Originally, the Dutch business environment was based on the Stewardship theory or Rhineland model (Bezemer, 2010). Although previous results from Bezemer (2010) show that the presence of the Anglo-saxon management practices within the Netherlands increased significantly over the last decade, one might still expect that some of the roots of the Dutch people can be fined within the Dutch business environment. Additionally, the should be scores with respect to both humane orientation and in-group collectivism found by the GLOBE study are in line with the Stewardship theory. This indicates that most of the Dutch people still value the Rhineland theory and think that the Dutch society should move towards a more humane and collectivistic orientation. In table 3, an overview is given with respect to the different elements of the Rhineland theory and the similarities with the different Humanness dimensions.

Lastly, previous events such as the corporate governance scandals of Ahold and Enron, the current financial crisis, and the shareholder orientated approach by the Dutch banks, resulted in a new discussion whether or not the Anglo-Saxon management practices are the right ones. Based on the above lines of reasoning, and the results from the GLOBE study, one can argue that the Rhineland model is still valued within the Netherlands. Moreover, it will probably regain presence within the Dutch business environment. Hence, one might expect that the Humanness dimensions solidarity, compassion, respect & dignity and survival are represented within Dutch organizations since all those dimensions show a lot of similarities with the Stewardship theory.

Rhineland / Stewardship theory:		
Psychological factors:	**Description:**	**Resemblance with Humanness:**
Motivation	Intrinsic motivation and collective goals.	Solidarity, Compassion
Identification	High level of commitment towards collective and organizational goals.	Solidarity Compassion
Situational factors:	**Description:**	**Resemblance with Humanness:**
Management philosophy	High commitment management philosophy as being highly participative and consisting of an open communication, empowerment of workers and the establishment of trust. Furthermore, commitment, involvement, trust relationships, respect and expertise are extremely important aspects.	Survival, Compassion, Solidarity, Respect & Dignity
Culture	Collectivism and low power distance. Within low power distance cultures, organizations are decentralized, there is more consultation in decision making, and in the differences in salary and perquisites are minimized (Davis et al., 1997). One can conclude that organizations which value a low power distance culture are more team orientated. Additionally, one can argue that within a culture that is based on collectivism success is defined in terms of the group and harmony is extremely important. Collectivists prefer long-term relationships and will frequently take a longer time and expend greater effort to get to know someone prior to a business agreement	Solidarity, Compassion, Survival, Respect & Dignity
Others:	**Description:**	**Resemblance with Humanness:**
Focus on Central Motivation Model of man Employees	Continuity & Trust Dignity of a person Intrinsic Humanistic Embodiment of the organization	Respect & Dignity Respect & Dignity Compassion, Solidarity Solidarity, Compassion, Solidarity, Respect & Dignity

Table 3: Overview Rhineland / Stewardship theory in relation to Humanness

3. Conceptual models & Hypotheses

In this chapter the different hypotheses are formulated based on the supportive literature described in the previous section. According to Whetten (1989), not all theoretical treatises must contain figures with boxes and arrows, but a visual representation often clarifies the author's thinking and increases the reader's comprehension. Thus, in this study conceptual models are visualized in order to assess the balance between parsimony and completeness and an increase of the reader's comprehension. The conceptual model within this study exists out of several layers. Starting with the most general concepts and ultimately dividing those concepts into single elements/dimensions. Hence, first the general hypotheses with respect to Humanness as a management practice, Knowledge Sharing and Leader Behavior are addressed. Secondly, the different independent dimensions and their relations with each other are taken into account. According to Jonker & Pennink (2010), theory plays a critical role in any kind of research. Theory tells us what is already known, what is missing and what then the contribution of a research study can be. Furthermore, it is important to determine if the research question is an open or closed research question (Jonker & Pennink, 2010). Within this study, a closed research question is used. It is clearly stated which aspects are taken into account. Based on the previous described existing literature, the different layers of research in this study are visualized in several conceptual models accompanied by hypotheses. Thus, based on the convincing argumentation in the literature review, which is both grounded and reasonable, hypotheses are formed.

First, one can argue that based on the existing literature Humanness as a management practice is represented within the Dutch business environment. Furthermore, one might expect a causal relation between Humanness and Knowledge Sharing based on the findings from Scholtens (2011) in Tanzania. Furthermore, one might expect that within organizations where Humanness is represented a more humane orientated / consideration Leader Behavior style is present since humane orientated Leader Behavior shows both several similarities with Humanness as a management practice and is positively related to Knowledge Sharing. Lastly, one might expect a positive relation between the Leader Behavior style consideration and Knowledge Sharing since this relation was already

indicated by De Vries et al., (2009). Based on the above lines of reasoning the first layer of the conceptual model is visualized below:

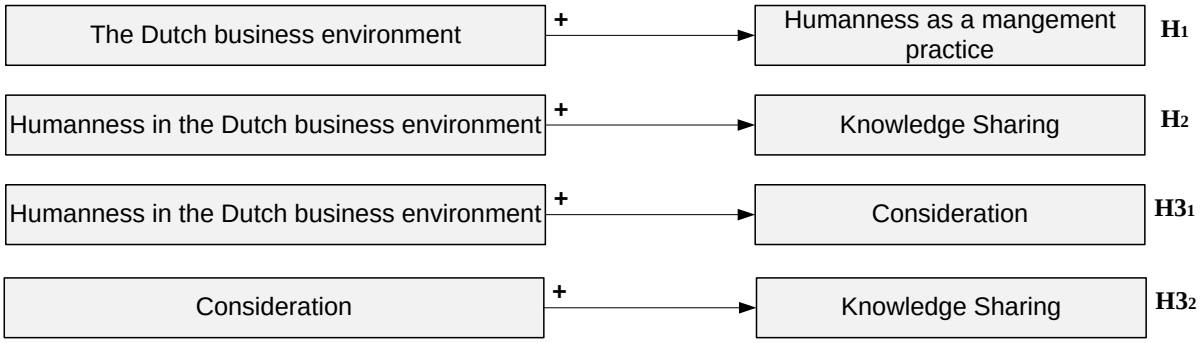

Figure 5: First layer of the conceptual model

Based on the first layer of the conceptual model the following hypotheses are derived, which represent the main areas of research within this study.

H1: In general, the employees within the Dutch business environment do value Humanness as a management practice.

H2: Employees scoring high in valuing Humanness as a management practice, show greater willingness to share knowledge than those employees who do not score high on valuing Humanness as a management practice.

H31: Employees scoring high in valuing Humanness as a management practice, are characterized by consideration as a Leader Behavior style.

H32: Employees scoring high on the Leader Behavior style consideration, show greater willingness to share knowledge than those employees who do not score high on the Leader Behavior style consideration.

Secondly, based on the existing literature, support is founded that several dimensions which represent Humanness as a management practice are most likely represented within the Dutch business environment. Results from previous cross-cultural studies from Trompenaars (1993), Inglehart (1990-1993) and the GLOBE study (1995) have indicated that the Humanness dimensions survival, solidarity, compassion and respect & dignity are most likely represented within the Dutch business environment. Those authors have

identified certain dimensions and scores within the Netherlands which have similarities with the Humanness dimensions. Additionally, the Rhineland or Stewardship theory shows similarity with the Humanness management philosophy. Although the given fact that the presence of the Rhineland management philosophy within the Netherlands decreased significantly over the last decade, one can argue that the roots are still present. Furthermore, previous scandals in the banking-sector resulted in a new discussion that a more Rhineland approach might be better. Thus, based on the above lines of reasoning and the supportive literature described in the previous sections, the first part of the second layer of the conceptual model is visualized below:

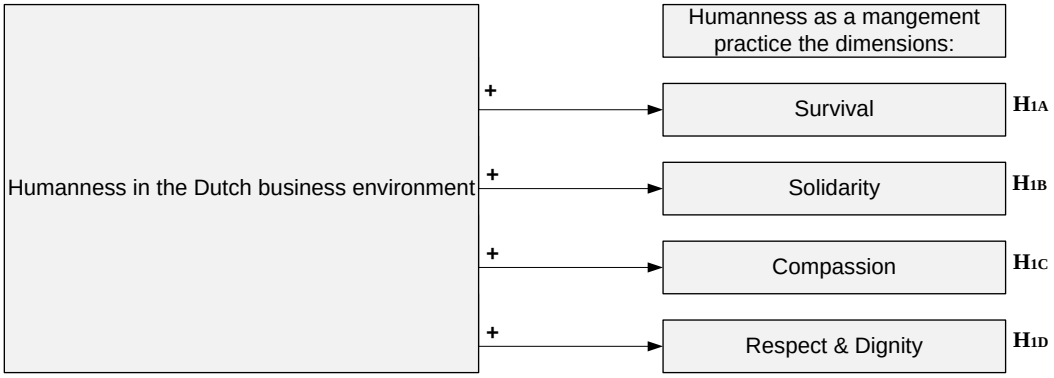

Figure 6: Second layer of the conceptual model

Based on the first part of the second layer of the conceptual model the following hypotheses are derived.

H1A: The Humanness dimension survival is represented within the Dutch business environment.

H1B: The Humanness dimension solidarity is represented within the Dutch business environment.

H1C: The Humanness dimension compassion is represented within the Dutch business environment.

H1D: The Humanness dimension respect & dignity is represented within the Dutch business environment.

The second part of the second layer of the conceptual model is related to Knowledge Sharing. In the first part of the conceptual model, one expect that there is a positive relation between the presence of Humanness and Knowledge Sharing. Thus, one might also expect that Humanness as a management practice is positively related to the dimensions which represent Knowledge Sharing. Hence, based on the above lines of reasoning and the supportive literature described in the previous section, the second part of the second layer of the conceptual model is visualized below:

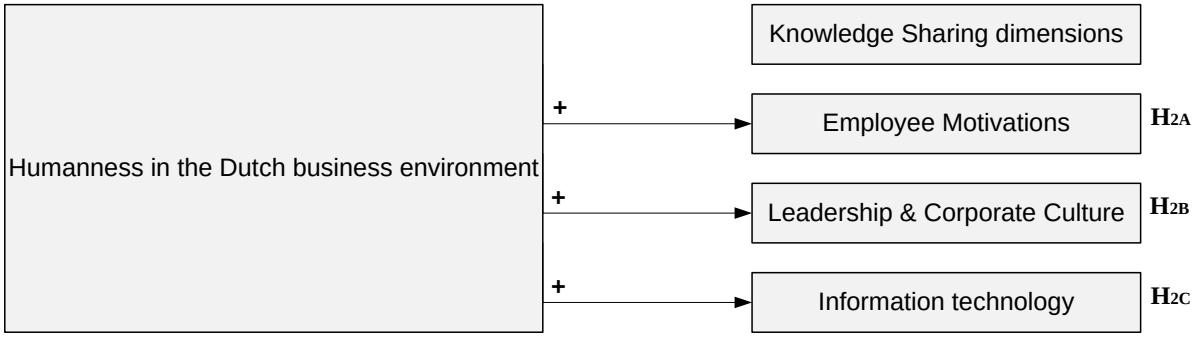

Figure 7: Second layer of the conceptual model

Based on the second part of the second layer of the conceptual model the following hypotheses are derived.

H2A: Employees scoring high on the Humanness dimensions, show more personal motivations to accommodate Knowledge Sharing than those employees who do not score high on valuing the Humanness dimensions.

H2B: Employees scoring high on the Humanness dimensions, attribute more value to leadership and a corporate culture supporting Knowledge Sharing than those employees who do not score high on valuing the Humanness dimensions.

H2C: Employees scoring high on the Humanness dimensions, make more use of IT systems to share knowledge than those employees who do not score high on valuing the Humanness dimensions.

The third part of the second layer of the conceptual model is based on the individual relations between the different Humanness dimensions and Knowledge Sharing. Thus, this leads to the following conceptual model:

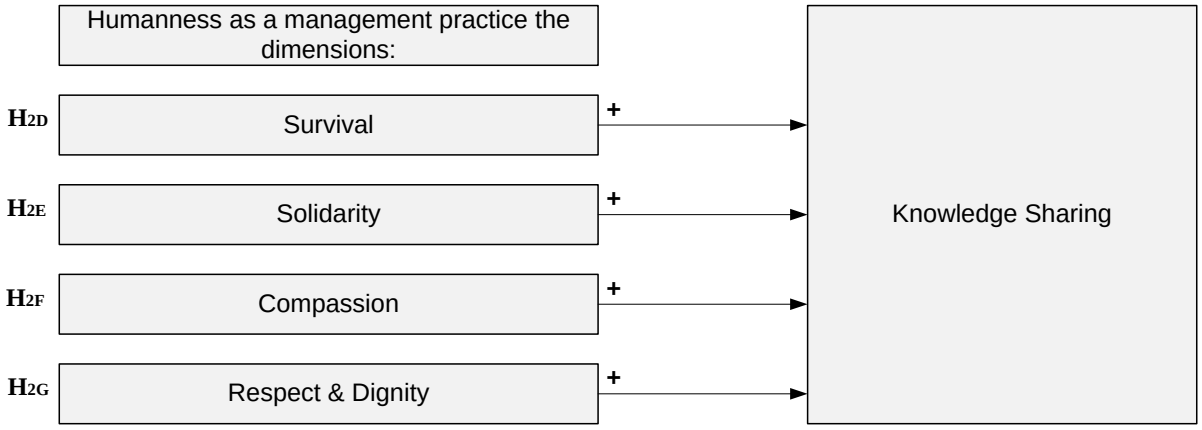

Figure 8: Second layer of the conceptual model

Based on the third part of the second layer of the conceptual model the following hypotheses are derived.

H2D: Employees scoring high on survival, show greater willingness to share knowledge than those employees who do not score high on survival.
H2E: Employees scoring high on solidarity, show greater willingness to share knowledge than those employees who do not score high on solidarity.
H2F: Employees scoring high on compassion, show greater willingness to share knowledge than those employees who do not score high on compassion.
H2G: Employees scoring high on respect & dignity, show greater willingness to share knowledge than those employees who do not score high on respect & dignity.

Furthermore, the fourth part of the second layer of the conceptual model is designed. One can argue that based on the existing literature, the Dutch business environment where the Humanness dimensions are present is characterized by consideration as a Leader Behavior style. Hence, the following conceptual model is designed:

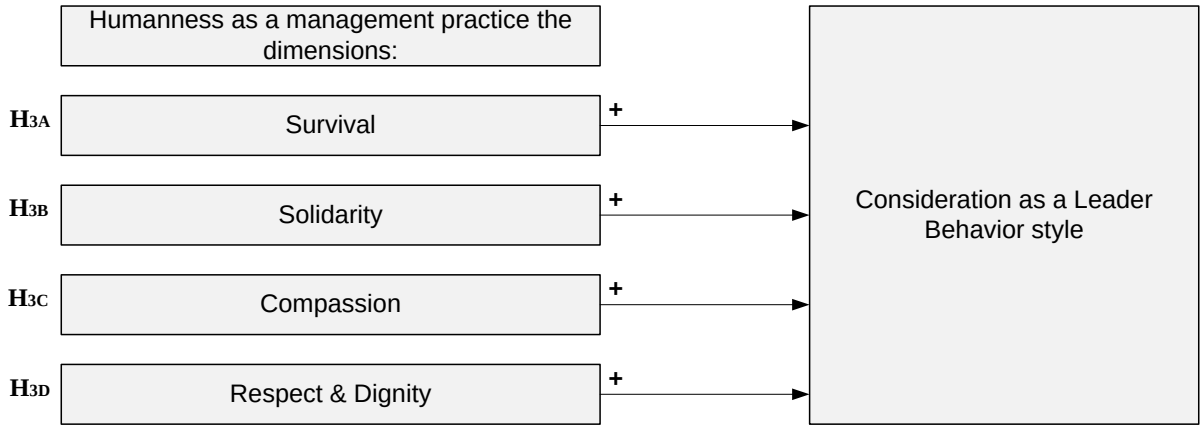

Figure 9: Second layer of the conceptual model

Based on the fourth part of the second layer of the conceptual model the following hypotheses are derived:

H3A: Employees scoring high on survival, are more characterized by consideration as a Leader Behavior style than those employees who do not score high on survival.
H3B: Employees scoring high on solidarity, are more characterized by consideration as a Leader Behavior style than those employees who do not score high on solidarity.
H3C: Employees scoring high on compassion, are more characterized by consideration as a Leader Behavior style than those employees who do not score high on compassion.
H3D: Employees scoring high on respect & dignity, are more characterized by consideration as a Leader Behavior style than those employees who do not score high on respect & dignity.

The last layer of the conceptual model exists out of the underlying relationships between the Humanness dimensions and the different Knowledge Sharing dimensions. Hence, the following conceptual model is designed:

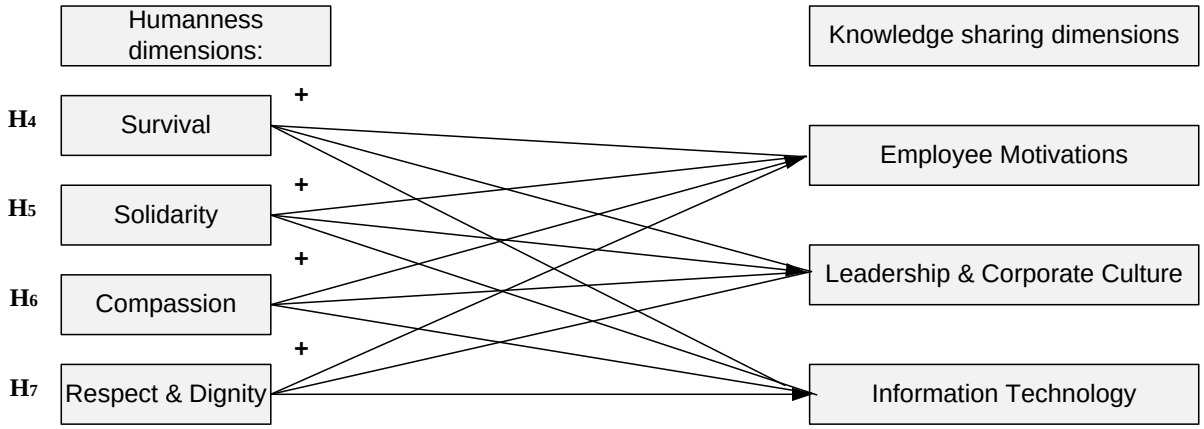

Figure 10: Third layer of the conceptual model

Based on the third layer of the conceptual model the following hypotheses are derived:

H4A: Employees scoring high on survival, show more personal motivations to accommodate Knowledge Sharing than those employees who do not score high on survival.

H4B: Employees scoring high on survival, attribute more value to leadership and a corporate culture supporting Knowledge Sharing than those employees who do not score high on survival.

H4C: Employees scoring high on survival, make more use of IT to share knowledge than those employees who do not score high on survival.

H5A: Employees scoring high on solidarity, show more personal motivations to accommodate Knowledge Sharing than those employees who do not score high on solidarity.

H5B: Employees scoring high on solidarity, attribute more value to leadership and a corporate culture supporting Knowledge Sharing than those employees who do not score high on solidarity.

H5C: Employees scoring high on solidarity, make more use of IT t share knowledge than those employees who do not score high on solidarity.

H6A: Employees scoring high on compassion, show more personal motivations to accommodate Knowledge Sharing than those employees who do not score high on compassion.

H6B: Employees scoring high on compassion, attribute more value to leadership and a corporate culture supporting Knowledge Sharing than those employees who do not score high on compassion.

H6C: Employees scoring high on compassion, make more use of IT t share knowledge than those employees who do not score high on compassion.

H7A: Employees scoring high on respect & dignity, show more personal motivations to accommodate Knowledge Sharing than those employees who do not score high on respect & dignity.

H7B: Employees scoring high on respect & dignity, attribute more value to leadership and a corporate culture supporting Knowledge Sharing than those employees who do not score high on respect & dignity.

H7C: Employees scoring high on respect & dignity, make more use of IT to share knowledge than those employees who do not score high on respect & dignity.

4. Research methodology

In this chapter the research design is described. First, the data collection is described together with the participants. Hence, both the selection criteria for the different participants and the amount of participants. Secondly, the different measurement tools and scales are addressed which are used to measure the presence of Humanness, Knowledge Sharing and Leader behavior. Thus, previous developed measurement tools, used in previous studies. Thirdly, the validity and reliability are analyzed. Lastly, the data analyses are addressed. Thus, the different analyses which are used in order to come to the different results.

4.1 Data collection & Participants

Studies drawing on data from random samples are the exception rather than the rule in management research (Freeman, 1986). As is the case in this study, since non-random samples are the only practical alternative. Although their adequacy as a basis for generalization is always in question, this does not diminish their importance for research purposes (Thomas, 2004). Within this study, one will use availability and or convenience sampling. As stated by Thomas (2004), non-probability sampling does not involve random selection and so may produce biased results. However, as stated, this is the only available alternative. Given the practical constraints, and the fact that there is only a limited amount of time to achieve the data, it is necessary and desirable to use this method. Additionally, Thomas (2004) argues that this method is particularly relevant for pilot studies, which is the case in this study. In other words, the sample will consist out of volunteers who are willingly recruited as research subjects and who are self-selected.

As stated by Thomas (2004), defining the population we wish to study is an important prelude to being able to draw samples from it, but this can be problematic. For instance, the term manager is notoriously vague. The population is the total set of elements in which we are interested. Hence, it is important to describe the core elements of the population. With respect to this study, the following elements need to be considered:

1. Type of organization: The organizations need to be located in the Netherlands. Furthermore, the place of the organization is not important. Additionally, the firms do not need to operate in a particular sector or industry. However, the amount of employees within the organization need to be above 15 due to the fact that the Humanness philosophy focuses on the interaction between groups of people. Additionally, in order to measure anything related to Knowledge Sharing, it is necessary to have a substantial amount of employees.
2. Type of employees: The employees which fill in the questionnaire need to have a management function within the organization. Thus, it need to be white-collar workers. In addition they need to supervise at least five people in order to measure the Leader Behavior styles. The type of management function is not important, but it need to be stated in their job title that they are part of the management team.

With respect to the sample size, as few as I must, as many as I can. The sample size is highly influenced by practical conditions. The population of managers in the Netherlands is unknown. Therefore an A-select sample is used to determine the number of participants needed to provide sufficient information about the population. Since the study is an analysis of survey data, samples of around 200 cases usually give a sufficient scope (Thomas, 2004). Within this study, the total response of the questionnaires was around 200. However, after deleting some respondents which had missing values, 190 respondents were left. The answers of those respondents are used to support or reject the different hypotheses. According to Thomas (2004), a sample size of 190 should be enough to make valid and reliable statements. The methods which are used for conducting the survey, are both by means of postal and internet. By combining two methods, one can offset the disadvantages of relying on one method alone (Thomas, 2004). Thus, the data is collected through personal networks, Linkedin and Twitter by making use of both a postal and a internet survey. Additionally, a lot of positive reactions came forward from different respondents which offered me to forward the questionnaire to their colleagues and personal network as well. In order to be certain that the right people were approached, a letter was attached which described the conditions for the participants very precise. The letter is presented in appendix 2.

4.2 Measurement tools & scales

In order to measure the degree of Humanness within Dutch organizations and its relation to Knowledge Sharing, items and measurement tools are used which are adopted from previous studies. Additionally, to measure the relation between Humanness and the Leader Behavior styles, a measurement tool developed and used by the Ohio State University is applied. Below, an explanation is given with respect to every single measurement tool regarding the different elements which are addressed in this study.

Measurement tool Humanness.

To measure the degree of Humanness within Dutch organizations the measurement tool developed by Sigger et al., (2010) is used. Sigger et al., (2010) developed a questionnaire which can be used as a tool to discuss the concept of Humanness in the Western context. By using this measurement tool, it is possible to determine the existence of the different Humanness dimensions in the Dutch business environment. Sigger et al., (2010) developed eleven statements for each Humanness dimension and one general question regarding Humanness in order to check whether the respondents feel if the asked questions are related to the concept of Humanness. The explicitness, reliability, and consistency of the questionnaire are tested by Sigger et al., (2010). Additionally, the questionnaire is reviewed by several experts in the field. Among others, Dr. Bartjan Pennink and Prof. Dr. Luchien Karsten. The management questionnaire which is used in this study can be found in appendix 1. Additionally, Scholtens (2011) used this measurement tool to measure the relation between Humanness and Knowledge Sharing. Scholtens (2011) made several arrangements in the items for the Humanness scales and advised to use the adjusted version of the measurement tool. Hence, the measurement tool exists out of the questionnaire developed by Sigger et al., (2010) adjusted by the rearrangements provided by Scholtens (2011). The presence of Humanness as a management practice within Dutch organizations was measured by using a survey of 33 questions. The measurement scale which is used is a five point Likert scale ranging from strongly agree to strongly disagree. The following determination of the degree of Humanness is used: Low: 2.4 or less; Moderate: 2.5-3.5; High: 3.5 and above. Since this

measurement tool is used before, a pilot is not necessary and both the validity and reliability were tested by both Sigger al al., (2010) and Scholtens (2011).

Measurement tool Knowledge Sharing

Lin et al., (2009) have identified several dimensions that facilitate Knowledge Sharing. Those dimensions are, employee motivations, leadership, corporate culture and information technology. These four dimensions and their 16 most important attributes are used by Scholtens (2011) to develop a measurement tool. Scholtens (2011) developed a questionnaire in order to measure the relationship between Humanness and Knowledge Sharing. This questionnaire is also used in this study. Furthermore, the explicitness, reliability, and consistency of the questionnaire were tested by Scholtens (2011). For the management questionnaire see appendix 1. The measurement scale which is used is the Likert scale. The Likert scale consist out of a five category scale, ranging from strongly agree to strongly disagree. Scores of 2.4 or less indicate a negative attitude towards Knowledge Sharing. Scores between 2.5 and 3.5 indicate a moderate attitude towards Knowledge Sharing. Lastly, scores of 3.5 and higher indicate a positive attitude towards Knowledge Sharing. Since this measurement tool is used before, a pilot is not necessary and both the validity and reliability were tested by Scholtens (2011).

Measurement tool Leader Behavior styles

Staff members of the Ohio State Leadership Studies which is part of the Ohio State University developed a measurement tool to measure Leader Behavior styles. Additionally, this questionnaire is revised by the Bureau of Business Research. The Ohio State Leadership Studies comprise one of the most comprehensive research programs in the fields of industrial psychology and organizational behavior, and the Leader Behavior scales derived from these studies have been utilized by literally hundreds of researchers during the last quarter century. Therefore, it is decided to use those two Leader Behavior scales within this study. This is a research instrument for adequate vitality for research on leadership behavior.

The items were subject to item analysis, the questionnaires were revised, administered again, reanalyzed an revised. The two subscales namely, consideration and initiating of structure are composed of both ten items. A subscale is necessarily defined by its component items and represents a rather complex pattern of behaviors. In addition, the reliability of the subscales was determined by a modified Kuder-Richardson formula. The modification consists in the fact that each item was correlated with the remainder of the items in its subscale rather than with the subscale score including the item. This procedure yields a conservative estimate of subscale reliability[3]. The measurement scale which is used consist out of a five point Likert scale, ranging from always to never. The questionnaire comes with a scoring key, most items are scored 5 4 3 2 1. However, some items on the scoring key are scored in the reverse direction, as follows 1 2 3 4 5. The sum of the scores for these ten items constitutes the score for the subscales consideration and initiating structure[4]. Since this measurement tool is used before, a pilot is not necessary and both the validity and reliability were tested before. Scores of 2.4 or less indicate a negative presence regarding a particular Leader Behavior style. Scores between 2.5 and 3.5 indicate a moderate presence regarding a particular Leader Behavior style. Lastly, scores of 3.5 and higher indicate a positive presence regarding a particular Leader Behavior style.

4.3 Validity & Reliability

In order to determine whether or not the used scales are both reliable and valid the Cronbach's Alphas are calculated. Hence, it is determined whether or not there is an internal consistency or average correlation of items in the questionnaire to measure its reliability. One can state that when the Cronbach's Alpha coefficient has a scale above 0.6, the questionnaire measures the same underlying construct. In this study, the Cronbach's Alphas are calculated for Humanness, Knowledge Sharing and the two Leader Behavior styles. Furthermore, the Cronbach's Alphas when an item is deleted are calculated. By doing so, one can obtain statistical information about the correlation between a given individual question and the total score of the remaining items. Thus, one

[3] Manual for the leader behavior description questionnaire form XIII
[4] Manual for the leader behavior description questionnaire form XIII

can determine the extent to which one item measures the same underlying construct as the remaining ones do. A Factor Analysis is not necessary, since Sigger et al., (2010) and Scholtens (2011) already used this method to verify the validity. Based on the results from Scholtens (2011), the items for leadership and corporate culture are clustered together based on the results from the Rotated Component Matrix. This can be explained due to the fact that both dimensions form a more organizational strategic group where the focus lies on management decisions within the Knowledge Sharing dimensions. In addition, the Parallel Analysis applied by Scholtens (2011) suggest to remain only three factors for Knowledge Sharing as a construct. Hence, in this study the adjustments made by Scholtens (2011) are applied and three dimensions (employee motivations, leadership & corporate culture and information technology) are used to measure Knowledge Sharing. With respect to the Leader Behavior styles, the validity and reliability of those measurement scales have been analyzed several times by the Ohio State University.

4.4 Data analyses

The data analyses exist out of several steps which are shortly described below.

Step one: A general overview of the sample is provided. Thus, gender, average number of employees etc. Furthermore, the Cronbach's Alphas and Cronbach's Alphas if an item is deleted for the three main constructs and its dimensions are calculated.

Step two: Based on the q-q plots, it is determined whether or not the sample is normally distributed. Secondly, the means and the standard deviations for the three main constructs and its dimensions are calculated.

Step three: The Pearson correlations between the three main concepts are calculated. Thus, between Humanness and Knowledge Sharing, between Humanness and the Leader Behavior styles and between the Leader Behavior styles and Knowledge Sharing.

Step four: After the determination of the different relationships, it is necessary to determine whether or not those relations are actually causal. Hence, several regression analyses are applied between the three main concepts. Moreover, two mediation analyses are performed between the Humanness dimensions and Knowledge Sharing.

5. Analyses & Results

Within this section the analyses and results are described. First, some general information regarding the sample is provided. Thus, the partition of both sex and gender and some information regarding the positions of the different respondents within the organizations. Secondly, it is determined whether or not all the scales regarding Humanness, Knowledge Sharing and the Leader Behavior styles are both reliable and valid based on the Cronbach's Alphas and Cronbach's Alphas if an item is deleted. Thirdly, it is determined whether or not the data is normally distributed based on the q-q plots. Additionally, the means and standard deviations for the three main concepts are computed. By doing so, the mean level of Humanness, the attitude towards Knowledge Sharing and the mean levels of the two Leader Behavior styles are determined. Fourthly, the correlations between Humanness and Knowledge sharing, Humanness and Leader Behavior and Leader Behavior and Knowledge Sharing are determined. When all the relationships have been acknowledged one need to determine whether or not those relations are actually causal. Thus, several multiple and forward regression analyses are presented with respect to the different constructs and dimensions. Furthermore, two mediation analyses are performed between the Humanness dimensions and Knowledge Sharing.

5.1 General results of the sample

The total amount of the sample size exists out of 190 respondents. Several respondents are deleted due to the fact that those had missing values. Hence, within those 190 respondents no missing values are present. In table 4, the partition is visualized with respect to gender and age.

Gender

	Frequency	Percent
Male	134	70.5
Female	56	29.5
Total	190	100.0

Age

	N	Minimum	Maximum	Mean
Age	190	24	64	43.03

Table 4: Distribution of gender & age

Seventy percent of the sample size exist out of men and thirty percent of the sample size exist out of women. Furthermore, the average age of the respondents is 43 years. In addition, it is interesting to have a look at the distribution of the age within sample. The distribution of the age is stated in appendix 3. One can conclude that the mode is 39. Thus, the most frequently occurring age within the sample is 39 years. Furthermore, around 90 percent of the respondents have an age of 30 years or older. This can be explained due to the fact that the respondents fulfill a management position within an organization. Most often a person has several years of experience before one can obtain a management position within an organization.

The positions of the respondents differ strongly from Senior Vice President to Team Manager. Additionally, the organizations that they work for are both private and public organizations. Furthermore, some of the organizations are listed on the stock-exchange and other organizations are family businesses. Regarding the number of employees that work within the organizations, one can state that those numbers differ strongly. However, around 80 percent of the respondents work within an organization which have more than 20 employees.

5.2 Cronbach's Alphas for the main concepts

Before one can test the several hypotheses, it is necessary to determine both the validity as well as the reliability. Thus, the used scales are checked in order to determine whether there is an internal consistency or average correlation of items within the questionnaire to measure the reliability of the questionnaire. Hence, an estimation of the internal consistency associated with the scores that can be derived from a scale or a composite score. Basically, Cronbach's Alphas determine whether or not it is justified to interpreted scores that are aggregated together. Cronbach's Alpha is arguably the most commonly used metric to evaluate the internal consistency reliability associated with scores derived from a scale. Nunnaly and Bernstein (1994) state that .70 may be an acceptable minimum for a scale that is newly developed, which is the case regarding both Humanness and Knowledge Sharing. By contrast, basic research should rely upon scales that yields scores with a minimum reliability of .80. However, Ferketich (1991) recommended that

corrected item-total correlations should range between .30 and .70 for a good scale. It is generally accepted that a Cronbach's Alpha of .60 or higher indicates an intrinsically correct and reliable scale for complex constructs which is the case regarding Humanness as a management practice, Knowledge Sharing and the two Leader Behavior styles. Hence, within this study, a Cronbach's Alpha with a minimum of .60 is approached as desirable. In table 5 the Cronbach's Alphas are stated.

Constructs & Dimensions	Cronbach's Alphas	Nr of items
Humanness	.871	33
Compassion	.636	8
Solidarity	.776	7
Survival	.736	8
Respect & Dignity	.747	10
Knowledge Sharing	.861	15
Employee Motivations	.842	4
Leadership & Corporate Culture	.850	8
Information Technology (IT)	.766	3
Leader Behavior	.800	20
Consideration	.666	10
Initiation of structure	.722	10

Table 5: Cronbach's Alphas for the different constructs & dimensions

Based on the Cronbach's Alphas, one can argue that the different questions in the questionnaire indeed measure the same underlying constructs and there is not much discrepancy among the different questions. However, homogeneity is a characteristic of the reliability of the scale and does not give any information regarding the validity. Hence, it is important to identify more specific information regarding the quality of the scales which are used in this study. The results from the Cronbach's Alphas when a question is deleted for Humanness, Knowledge Sharing and the two Leader Behavior styles are visualized in appendixes 4A, 4B, 4C1 and 4C2. Additionally, the results from the Cronbach's Alphas when an item is deleted for the different dimensions of both Humanness and Knowledge sharing are visualized in appendixes 4A1-4A4, 4B1-4B3 and C1-C2. With the scale if item deleted one can obtain statistical information about the correlation between a given individual question and the total score of the remaining

items. Thus, one can determine the extent to which one item measures the same underlying construct as the remaining ones do. Based on the results one can derive several conclusions which are described below. In summary, no items were deleted since in most cases the effect of elimination of the items has only a minimal effect on the reliability. Additionally, it is not sensible to eliminate the items due to practical concerns regarding other studies which use the same questionnaire.

Humanness: With respect to Humanness one can argue that based on the results from the scale if item deleted all questions measure the same underlying construct as the remaining ones do except question six. The correlation is .096 which indicates that there is hardly any overlap with the remaining items. However, the results also show that the effect of elimination of the item has only a minimal effect on the reliability. The Cronbach's Alpha if item deleted is .875 which is only a small increase compared to the original .871. Although it might be sensible to eliminate the item, it is decided not to eliminate the item due to practical concerns regarding other studies which use the same questionnaire. Based on the results from the total scores for Humanness one might expect that only compassion will have some items that do not correlate with the other remaining items. Below, every dimension with respect to Humanness is addressed.

Compassion: With respect to compassion one can argue that based on the results from the scale if item deleted all questions measure the same underlying construct as the remaining ones do except question six and eight. The correlation is .086 for question six which again indicates that there is hardly any overlap with the remaining items which measure compassion. Question eight has a correlation of .195 which is quite low compared to the other items. Although it might be sensible to eliminate the item it is decided not to eliminate the item due to practical concerns regarding other studies which use the same questionnaire. Additionally, the original Cronbach's Alpha for compassion is .636 which is sufficient. When item six and eight are eliminated, the Cronbach's Alpha for compassion increases to .705.

Solidarity: With respect to solidarity one can argue that based on the results from the scale if item deleted all questions measure the same underlying construct as the remaining ones. Hence, all correlations show that there is an overlap with the remaining items. Additionally, the effect of elimination of an item on the reliability is negative.

Survival: With respect to survival one can argue that based on the results from the scale if item deleted all questions measure the same underlying construct as the remaining ones. Hence, all correlations show that there is an overlap with the remaining items. Thus, it is sensible not to eliminate any items.

Respect & Dignity: Regarding respect & dignity one can argue that based on the results from the scale if item deleted all questions measure the same underlying construct as the remaining ones. Thus, it is sensible not to eliminate any items.

Knowledge Sharing: With respect to Knowledge Sharing one can argue that based on the results from the scale if item deleted all questions measure the same underlying construct as the remaining ones. Hence, all correlations show that there is an overlap with the remaining items. Furthermore, the effect of the elimination of an item on the reliability is negative. Thus, the Cronbach's Alpha for Knowledge Sharing will decrease. Hence, it is sensible not to eliminate any items. Based on those results, one might expect that the results for the single Knowledge Sharing dimensions all measure the same underlying construct as the remaining ones. Below, every dimensions with respect to Knowledge Sharing is addressed.

Employee motivations: With respect to employee motivations one can argue that based on the results from the scale if item deleted all questions measure the same underlying construct as the remaining ones.

Leadership & Corporate Culture: With respect to leadership & corporate culture one can argue that based on the results from the scale if item deleted all

questions measure the same underlying construct as the remaining ones. Additionally, the effect of elimination of an item on the reliability is almost every time negative.

Information Technology (IT): With respect to information technology one can argue that based on the results from the scale if item deleted all questions measure the same underlying construct. Furthermore, the correlations are high and an elimination of an item has a negative effect on the reliability.

Leader Behavior: With respect to Leader Behavior in general one can argue that based on the results from the scale if item deleted all questions measure the same underlying construct as the remaining ones do except question 57 and 60. The correlations are .079 and .073. which indicate that there is hardly any overlap between those questions and the remaining items which measure Leader Behavior. Although it might be sensible to eliminate the items it is decided not to eliminate them due to the fact that the questionnaire is analyzed several times regarding both validity and reliability and the elimination only has a marginal effect on the Cronbach's Alpha. Hence, no items are deleted. Below, the different Leader Behavior styles are addressed:

Consideration: With respect to consideration one can argue that based on the results from the scale if item deleted all questions measure the same underlying construct. Although question 60 has again a relatively low correlation compared to the other questions. However, all correlations show that there is an overlap with the remaining items. Furthermore, the elimination of question 60 has only a marginal effect on the Cronbach's Alpha. Thus, no items are deleted.

Initiation of structure: Regarding initiation of structure the results show that all correlations have an overlap with the remaining items. Thus, no items are deleted. Furthermore, the effect of elimination of an item on the reliability is negative. Hence, no items are deleted.

5.3 Means & Standard deviations for the main concepts

Now that the different scales are analyzed and it is determined that those are both valid and reliable it is necessary to have a look at the means and standard deviations of the three main concepts which are addressed in this study. However, before one can conduct several tests, it is important to determine whether or not the data is normally distributed. In appendix 5, the normal q-q plots are visualized for the different constructs and dimensions. Based on those plots one can argue that the data of the different constructs and dimensions is normally distributed. A One Sample T-Test is conducted in order to determine the degree of Humanness, Knowledge Sharing and the two Leader Behavior styles. Additionally, a One Sample T-Test is executed for the different dimensions of Humanness and Knowledge sharing. The results of the One Sample T-Tests are presented in appendixes 6A, 6B and 6C. The means and standard deviations are presented in table 6.

Constructs & Dimensions	Mean	Std. Deviation	Degree / Test value
Mean Humanness	3.74	.37142	≥3.5*
Mean Compassion	3.99	.38860	≥3.5*
Mean Solidarity	3.63	.56914	≥3.5*
Mean Survival	3.88	.48727	≥3.5*
Mean Respect & Dignity	3.49	.50308	≥3*
Mean Knowledge sharing	3.80	.50984	≥3.5*
Mean Employee Motivations	4.10	.62684	≥3.5*
Mean Leadership & Corporate Culture	3.62	.63243	≥3.5*
Mean Information Technology	3.88	.77141	≥3.5*
Leader Behavior			
Consideration	3.80	.48125	≥3.5*
Initiation of structure	3.72	.42020	≥3.5*

Table 6: Means & Std. Deviations of the different constructs and dimensions
*. Is significant at the 0.01 level (two-tailed)

All means are above 3.6. This leads to the assumption that the mean level of Humanness within the Netherlands is high and that there is a positive attitude towards Knowledge Sharing. Additionally, one can argue that both Leader Behavior styles namely consideration and initiation of structure are highly represented within the Netherlands. Furthermore, the standard deviations range from .37142 to .77141 which indicates that

the answers from the respondents for all the different dimensions are closely distributed among the mean. The following determination for the degree of Humanness, Knowledge Sharing and Leader Behavior is used: Low: 2.4 or less; Moderate: 2.5-3.5; High: 3.5 and above. Based on the One Sample T-Test one can state that Humanness is highly present within Netherlands. The results show that the score for Humanness is significantly higher than 3.5 ($t = 8.736$; $df = 189$; $p < 0.001$). Additionally, one can argue that there is a positive attitude towards Knowledge Sharing since the T-Test shows that the score for Knowledge Sharing within the Netherlands is also significantly higher than 3.5 ($t = 8.092$; $df = 189$; $p < 0.001$). Furthermore, both the Leader Behavior styles consideration and initiation of structure are significantly higher than 3.5 ($t = 8.583$; $df = 189$; $p < 0.001$; $t = 7.052$; $df = 189$; $p < 0.001$). Moreover, the results indicate that the dimensions compassion, solidarity, survival, employee motivations, leadership & corporate culture and information technology are all highly represented within the Netherlands. Since the results of the T-Test for all those dimensions indicate that the scores are higher than 3.5 ($df = 189$; $p < 0.001$). Lastly, the results show that the dimension respect & dignity is moderately present within the Netherlands. The T-Test shows that the score for respect & dignity within the Netherlands is significantly higher than 3 ($t = 13.555$; $df = 189$; $p < 0.001$). Thus, one can conclude that statistical support is founded for hypothesis H1 that Humanness is represented within the Netherlands. Furthermore, the dimensions solidarity, compassion, survival and respect & dignity are represented within the Netherlands. Thus, hypotheses H1A, H1B, H1C and H1D are supported. Hence, significant support is founded that all the Humanness dimension are represented within the Dutch business environment.

5.4 Pearson correlations between the main concepts

Now it is time to compare the different dimensions and constructs of this study. Thus, Pearson correlation tests are examined for the different constructs. Hence, it is determined whether or not the main concepts of this study and their dimensions correlate. These results only indicate if there is a relationship and whether this relationship is positive or negative. The Pearson's scores indicate the extent to which a linear relationship exists between two variables. First, the correlations between Humanness and

Knowledge Sharing are determined. Furthermore, the correlations between Humanness and the different Knowledge Sharing dimensions are calculated. In addition, the correlations between the different Humanness dimensions and Knowledge Sharing are stated. Secondly, the correlations between Humanness and the two Leader Behavior styles are examined. Moreover, the correlations between the independent Humanness dimensions and the Leader Behavior styles are addressed. Thirdly, the correlations between the two Leader Behavior styles and Knowledge Sharing are determined. Lastly, the correlations between the different Humanness dimensions and Knowledge Sharing dimensions are calculated.

5.4.1 Correlations Humanness & Knowledge Sharing

The first correlation that is most interesting is the correlation between Humanness as a management practice and Knowledge Sharing. Based on those findings one can determine whether or not there is a positive relation between the two concepts. In table 7 the scores are described.

	Knowledge Sharing Dimensions			
	Knowledge Sharing	Employee Motivations	Leadership & Corporate Culture	Information Technology
Humanness	.644**	.491**	.562**	.369**

Table 7: Pearson correlations Humanness and Knowledge Sharing and its dimensions
**. Correlation is significant at the 0.01 level (2-tailed)
N = 190

Based on the results one can argue that indeed a positive relation exist between Humanness as a management practice and Knowledge Sharing in general. It has been demonstrated that a relatively strong positive relationship ($r = 0.644$; $p < 0.001$; $n = 190$) between the two concepts is present. Furthermore, a moderate positive relationship ($r = 0.491$; $p < 0.001$; $n = 190$, $r = 0.562$; $p < 0.001$; $n = 190$) exists between Humanness as a management practice and the Knowledge Sharing dimensions employee motivations and leadership & corporate culture. Lastly, a relatively weak positive relationship ($r = 0.369$; $p < 0.001$; $n = 190$) exists between Humanness and the Knowledge Sharing dimension information technology.

All the relationships between Humanness as a management practice and Knowledge Sharing and its dimensions are found to be both positive and significant. For a total overview of the Pearson correlations see appendix 7A. Furthermore, it is necessary to determine whether or not a relationship exist between the dimensions which create Humanness as a construct and Knowledge Sharing in general. The simplified results are presented in table 8. For a total overview of the Pearson correlations see appendix 7B.

Humanness dimensions	**Knowledge Sharing**
Humanness	.644**
Compassion	.411**
Respect & Dignity	. 625**
Survival	.588**
Solidarity	.297**

Table 8: Pearson correlations Humanness dimensions and Knowledge Sharing
**. Correlation is significant at the 0.01 level (2-tailed)
N = 190

Based on the results one can argue that indeed a positive relation exist between the different dimensions which create Humanness as a management practice and Knowledge Sharing in general. It has been demonstrated that a relatively strong positive relationship ($r = 0.625$; $p < 0.001$; $n = 190$, $r = 0.588$; $p < 0.001$; $n = 190$) exists between Knowledge Sharing and the dimensions respect & dignity and survival. Furthermore, a moderate positive relationship ($r = 0.411$; $p < 0.001$; $n = 190$) exist between Knowledge Sharing and the dimension compassion. Lastly, a relatively weak positive relationship ($r = 0.297$; $p < 0.001$; $n = 190$) exists between Knowledge Sharing and the dimension solidarity. All the relationships between the different dimensions which create Humanness as a management practice and Knowledge Sharing in general are found to be both positive and significant. The previous discussed results leads to the assumption that one might expect that hypotheses H2, H2A, H2B, H2C, H2D, H2E, H2F and H2G are supported. However, before a conclusion can be drawn, several regression analyses are necessary.

5.4.2 Correlations Humanness & Leader Behavior

The second correlation which is determined, is the correlation between Humanness as a management practice and the two Leader Behavior styles. Based on those findings one

can determine whether or not there is a positive relation between the two concepts. The results are presented in table 9. For a total overview see appendix 7C.

Leader Behavior Styles		
	Consideration	Initiation of structure
Humanness	.210**	.286**

Table 9: Pearson correlations Humanness and Leader Behavior styles
**. Correlation is significant at the 0.01 level (2-tailed)
N = 190

Based on the findings one can argue that indeed a positive relation exist between Humanness as a management practice and the two Leader Behavior styles. It has been demonstrated that a relatively weak positive relationship (consideration: $r = 0.210$; $p < 0.001$; $n = 190$, initiation of structure: $r = 0.286$; $p < 0.001$; $n = 190$) exists between Humanness as a management practice and both Leader Behavior styles. Furthermore, it is important to note that the correlation between Humanness and initiation of structure is higher than the correlation between Humanness and consideration. This leads to the assumption that hypothesis $H3_1$ can be rejected. Since the expectation was that employees which valued Humanness as a management practice were characterized by the Leader Behavior style consideration. Although the results indicate that there is indeed a positive relation between Humanness and consideration, the relation between Humanness and initiation of structure is stronger. Automatically, the rejection of hypothesis $H3_1$ results in the rejection of the hypotheses H3A, H3B, H3C and H3D. Therefore, the Pearson correlation test is also applied to both Leader Behavior styles in relation to the different Humanness dimensions. In table 10 the results are presented. For the total overview, see appendix 7D.

	Leader Behavior Styles	
Humanness Dimensions	**Consideration**	**Initiation of structure**
Compassion	.206**	.235**
Solidarity	.140	.149*
Survival	.218**	.326**
Respect & Dignity	.104	.180*

Table 10: Pearson correlations different Humanness dimensions and Leader Behavior styles
**. Correlation is significant at the 0.01 level (2-tailed)
*. Correlation is significant at the 0.05 level (2-tailed)
N = 190

Based on the results one can conclude that all the Humanness dimensions have a positive relation with the Leader Behavior style initiation of structure. Additionally the results show that the dimensions compassion ($r = .206$; $p < 0.05$; $n = 190$) and survival ($r = .218$; $p < 0.05$; $n = 190$) have a relatively weak relationship with consideration. Furthermore, the dimensions solidarity and respect & dignity indicate that there is no significant evidence between the correlation of those two dimensions and the Leader Behavior style consideration. This automatically result in the assumption that the hypotheses H3B and H3D can be rejected. However, before a conclusion can be drawn, several regression analyses are necessary.

5.4.3 Correlations Leader Behavior & Knowledge Sharing

The third correlation which is determined is the relation between consideration and initiation of structure as a Leader Behavior style and Knowledge Sharing. Based on those findings one can determine whether or not there is a positive relation between the two concepts. The results are presented in table 11. For a total overview see appendix 7E

Leader Behavior Style	Knowledge Sharing
Consideration	.404**
Initiation of Structure	.178*

Table 11 Pearson correlations Leader Behavior styles and Knowledge Sharing
**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).
N = 190

Based on the results one can argue that indeed a positive relation exist between the two Leader Behavior styles and Knowledge Sharing as a construct. Regarding consideration, the results indicate that a relatively strong positive relationship exist between consideration and Knowledge Sharing (consideration: $r = .404$; $p < 0.001$; $n = 190$). Furthermore, the results show that a relative weak positive relation exists between initiation of structure and Knowledge Sharing (initiation of structure: $r = .178$; $p < 0.05$; $n = 190$). This leads to the assumption that hypothesis $H3_2$ is supported. However, a regression analyses is necessary in order to be certain. In addition, one can have a look at the relation between the different dimensions which represent Knowledge Sharing and

the two Leader Behavior styles. The results are presented in table 12, for the complete results see appendix 7E.

Leader Behavior Style	Knowledge Sharing Dimensions		
	Employee Motivations	**Leadership & Corporate Culture**	**Information Technology**
Consideration	.229**	.371**	.275**
Initiation of Structure	.05	.154*	.195**

Table 12 Pearson correlations Leader Behavior styles and Knowledge Sharing dimensions
**. Correlation is significant at the 0.01 level (2-tailed)
*. Correlation is significant at the 0.05 level (2-tailed)
N = 190

Based on those results one can conclude that a moderate positive relation exists between consideration as a Leader Behavior style and the different Knowledge Sharing dimensions. All the correlations between consideration and the Knowledge Sharing dimensions are found to be significant ($p < 0.001$; $n = 190$). Additionally, the results indicate that for initiation of structure the influence on employee motivations is minimal and insignificant. Furthermore, a weak positive relation exist between initiation of structure and both leadership & corporate culture ($r = .154$; $p < 0.05$; $n = 190$) and information technology ($r = .195$; $p < 0.001$; $n = 190$). This is in line with the expectations that consideration is more positively related to Knowledge Sharing. Thus, those results lead to the assumption that hypothesis $H3_2$ is supported. However, a regression analysis is necessary to determine whether the acknowledged relation is actual causal.

5.4.4 Correlations Humanness & Knowledge Sharing dimensions

Lastly, it is necessary to determine the individual correlations between the dimensions of both Humanness as a management practice and Knowledge Sharing. The simplified results are presented in table 13. The complete results of this Pearson correlation test can be found in appendix 7F.

Humanness Dimensions	Knowledge Sharing Dimensions		
	Employee Motivations	**Leadership & Corporate Culture**	**Information Technology**
Compassion	.540**	.397**	.281**
Solidarity	.506**	.305**	.276**
Survival	.517**	.564**	.414**
Respect & Dignity	.523**	.726**	.333**

Table 13: Pearson correlations Humanness dimensions and Knowledge Sharing dimensions
**. Correlation is significant at the 0.01 level (2-tailed)
N = 190

Based on the results one can argue that indeed a positive relation exist between the different dimensions which create Humanness as a management practice and the different dimensions which create Knowledge Sharing as a construct. Regarding employee motivations, the results indicate that a relatively strong positive relationship exist between employee motivations and all the Humanness dimensions (compassion: $r = .540$; $p < 0.001$; $n = 190$, solidarity: $r = .506$; $p < 0.001$; $n = 190$, survival: $r = .517$; $p < 0.001$; $n = 190$, respect & dignity: $r = .523$; $p < 0.001$; $n = 190$). With respect to leadership & corporate culture, one can state that a relatively strong positive relationship exist between leadership & corporate culture and the Humanness dimensions survival and respect & dignity (survival: $r = .564$; $p < 0.001$; $n = 190$, respect & dignity: $r = .726$; $p < 0.001$; $n = 190$). Furthermore a moderate positive relationship exists between leadership & corporate culture and the Humanness dimensions compassion and solidarity (compassion: $r = .397$; $p < 0.001$; $n = 190$, solidarity: $r = .305$; $p < 0.001$; $n = 190$).

Regarding information technology, one can state that a moderate positive relationship exist between information technology and the Humanness dimensions survival and respect & dignity (survival: $r = .414$; $p < 0.001$; $n = 190$, respect & dignity: $r = .333$; $p < 0.001$; $n = 190$). Lastly, a relatively weak positive relationship exist between information technology and the Humanness dimensions compassion and solidarity (compassion: $r = .281$; $p < 0.001$; $n = 190$, solidarity: $r = 0.276$; $p < 0.001$; $n = 190$).

All the relationships between the Humanness and Knowledge Sharing dimensions are found to be both positive and significant. This leads to the assumption that one might expect that hypotheses H4A, H4B, H4C, H5A, H5B, H5C, H6A, H6B, H6C, H7A, H7B

and H7C are supported. However, before a conclusion can be drawn, several regression analyses need to be conducted in order to determine whether the acknowledged relations are both causal as well as significant.

5.4.5 Conclusion of the Pearson correlations between the main concepts

Based on the results from the Pearson correlations between the different constructs and dimensions several conclusions can be drawn.

First of all, a positive correlation exists between the concepts Humanness as a management practice and Knowledge Sharing. Furthermore, a positive relation exist between the different dimensions which create Humanness as a management practice and Knowledge Sharing in general. Moreover, the results indicate that there is a positive relation between Humanness as a management practice and all the different Knowledge Sharing dimensions. Lastly, there are positive relations between all the Humanness and Knowledge sharing dimensions. Nevertheless, it is important to note that the dimensions survival and respect & dignity had by far the strongest correlations with the different Knowledge Sharing dimensions. The results from the Pearson correlations are all in line with the expectation that Humanness positively influences Knowledge Sharing. However, before a final conclusion can be drawn, several regression analyses are necessary.

Secondly, a positive relation exists between Humanness and both Leader Behavior styles. However, the relation between Humanness and initiation of structure is stronger compared to the relation between Humanness and consideration. Furthermore, one can conclude that all the Humanness dimensions have a positive relation with the Leader Behavior style initiation of structure. However, the results also show that only the Humanness dimensions compassion and survival have a positive relation with consideration as a Leader Behavior style. Those results are not in line with the expectation that Humanness is characterized by consideration as a Leader Behavior style.

Lastly, a positive relation exists between consideration as a Leader Behavior style and Knowledge Sharing and its dimensions. All the correlations between consideration as a

Leader Behavior style and the Knowledge Sharing dimensions were found to be significant. Additionally, the correlations between initiation of structure and Knowledge Sharing and its dimensions are much lower. Moreover, the relation between initiation of structure and employee motivations is insignificant. Those results are in line with the expectation that the Leader Behavior style consideration positively influences Knowledge Sharing.

5.5 Regression & Mediation analyses between the main concepts

In order to predict the value of a variable on the basis of another value it is necessary to perform a regression analysis. Hence, one-on-one, multiple and forward regression analyses are performed in this section in order to determine whether the acknowledged relationships are actually causal. Additionally, several mediation analyses are performed between the constructs Humanness and Knowledge Sharing.

First, a one-on-one regression analysis is performed between Humanness and Knowledge Sharing. Secondly, a multiple regression analysis is performed between the individual dimensions which represent Humanness as a management practice and Knowledge Sharing. Thirdly, one-on-one regression analyses are performed between each independent Humanness dimension in relation to Knowledge Sharing. Additionally, a forward regression analysis is performed between the different dimensions which represent Humanness as a management practice and Knowledge Sharing. Based on the results from the forward regression analysis, two mediation analyses are performed between the Humanness dimensions and Knowledge Sharing in general according to the Preacher & Hayes (2008) method. Furthermore, one-on-one and multiple regression analyses are performed between the dimensions which represent Humanness and the different Knowledge Sharing dimensions. By doing so, one can determine the degree of influence of the Humanness dimensions on the dimensions which represent Knowledge Sharing. Additionally, forward regression analyses are conducted between the different Humanness dimensions and each independent Knowledge Sharing dimension.

In the next section, both a one-on-one and multiple regression analysis are performed between the Humanness dimensions and the two Leader Behavior styles. Additionally, two forward regression analyses are conducted between the different Humanness dimensions and the two Leader Behavior styles. Lastly, a one-on-one regression analysis is performed between the two Leader Behavior styles and Knowledge Sharing. By doing so, one can determine the relation between the two Leader Behavior styles and Knowledge Sharing. After each section a short conclusion is provided regarding the regression analyses between the particular constructs. The paragraph ends with a conclusive summary where the results of the different regression analyses are shortly described.

5.5.1 Regression analyses Humanness & Knowledge Sharing

First, a one-on-one regression analysis is performed between the total scores of Humanness as a management practice and Knowledge Sharing. Furthermore, a multiple regression analysis is performed between Knowledge Sharing and the individual dimensions which represent Humanness as a management practice. In table 14 the results regarding the one-on-one regression analysis between Humanness and Knowledge Sharing are presented.

Model Summary linear regression analysis Humanness and Knowledge Sharing

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.644[a]	.415	.412	.39092

Table 14: Model summary linear regression analysis Humanness and Knowledge Sharing
a. Predictors: (Constant), Humanness

Table 14 demonstrates that the correlation coefficient ($r = .644$; $p < 0.001$; $n = 190$) which is determined in the previous section results in an R Square of .415 which is found to be significant with $F = 133.478$. For the complete results see appendix 8A. Thus, 41.5 percent of the variability of the willingness to share knowledge (dependent variable) within organizations can be explained according to the variance in the presence of Humanness (independent variable) as a management practice. However, these results are based on the grouped mean of each of the four dimensions. Hence, another test is

performed in order to check the results based on the individual independent variables. With a multiple regression analysis one is able to determine the extent to which a combination of variables (different Humanness dimension) can predict the dependent variable (Knowledge Sharing). In table 15, the results with respect to the multiple regression analysis between the different Humanness dimensions and Knowledge Sharing are visualized.

Model Summary multiple regression analysis Humanness dimensions and Knowledge Sharing

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.692[a]	.479	.468	.37201

Table 15: Model summary multiple regression analysis Humanness dimensions and Knowledge Sharing
a. Predictors: (Constant), Respect & Dignity, Solidarity, Survival, Compassion

The results from the multiple regression analysis show an R Square of .479 which is found to be significant with F = 42.501. For the complete results see appendix 8B. Thus, 47.9 percent of the variability of the willingness to share knowledge within Dutch organizations (dependent variable) can be explained according to the variance in the presence of the different Humanness dimensions (independent variables). Hence, the R Square increases with 15 percent compared to the one-on-one regression analysis. Based on those findings one can conclude that a moderate positive relation exists between the presence of Humanness and the willingness to share knowledge within Dutch organizations. Furthermore, the coefficient (Beta) of Humanness is 0.733 which means that Humanness has a positive effect on Knowledge Sharing. Based on the above lines of reasoning one can concluded that hypothesis H2 is supported. Now it is necessary to determine the degree of the contribution of the different Humanness dimensions on the willingness to share knowledge within Dutch organizations. Therefore, the different variable coefficients are used. The results are presented in the following regression equation:

Willingness to share knowledge = 0.733 + 0.022 x Compassion + 0.036 x Solidarity + 0.349 x Survival + 0.428 x Respect & Dignity

Based on this equation one can argue that the contribution of both the dimensions survival and respect & dignity is much more compared to the dimensions compassion and solidarity. Additionally, the results show that both compassion (t = .241) and solidarity (t = .662) are not significant. However, both survival (t = 4.870; p = < .01) and respect & dignity (t = 6.420; p = < .01) are found to be significant. Hence, hypotheses H2E and H2F can be rejected while hypotheses H2D and H2G are supported.

5.5.2 Mediation analyses Humanness & Knowledge Sharing

In this section, the relations between the Humanness dimensions and Knowledge Sharing are determined based on both a forward regression analysis and the Preacher & Hayes (2008) mediation analysis.

Based on the regression equation, which shows that both the dimensions solidarity and compassion are not significant, it is interesting to further analyze the influence of the different Humanness dimensions on Knowledge Sharing. By doing so, one can determine whether or not mediation is taken place. First, several one-on-one regression analyses are performed between each independent Humanness dimension and Knowledge Sharing. In table 16 the results are visualized. For the complete results of the different one-on-one regression analyses see appendixes 8C, 8D, 8E and 8F.

Model Summary one-on-one regression analyses independent Humanness dimensions and Knowledge Sharing

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1:	.411[a]	.169	.164	.46603
2	.297[a]	.088	.083	.48812
3	.588[a]	.346	.342	.41349
4	.625[a]	.391	.387	.39905

Table 16: Model Summary one-on-one regression analyses independent Humanness dimensions and Knowledge Sharing
Model 1: a. Predictors: (Constant), Compassion
Model 2: a. Predictors: (Constant), Solidarity
Model 3: a. Predictors: (Constant), Survival
Model 4: a. Predictors: (Constant), Respect & Dignity

The results show that each independent dimension has an influence on Knowledge Sharing. Additionally, the one-on-one regression analyses show that all the different regression analyses between the independent Humanness dimensions and the dependent

variable Knowledge Sharing are significant (p = 0.000). However, in the multiple regression analyses both compassion and solidarity were found to be insignificant and therefore hypotheses H2E and H2F are rejected. Though, based on the results in table 16, it is interesting to determine whether or not both solidarity and compassion significantly contribute to the previous discussed regression-model between Humanness as a management practice and Knowledge Sharing. With a forward regression analysis, one is able to determine what the effect is of including another dimension into the regression model based on the significant change in the F-values. The forward regression analysis automatically takes the first independent variable with the highest significant F-value. After which it is determined which variable has the second most highest significant F-value. Lastly, the forward regression analysis stops including independent variables into the model when the result of adding another independent variable does not result in a significant better regression-model. In table 17, the results of the forward regression analysis are presented. For the complete results see appendix 9A.

Model Summary Forward regression analysis Humanness dimensions and Knowledge Sharing

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.625[a]	.391	.387	.39905	.391	120.524	1	188	.000
2	.691[b]	.477	.471	.37070	.086	30.854	1	187	.000

Table 17: Model Summary forward regression analysis Humanness dimensions and Knowledge Sharing
a. Predictors: (Constant), Respect & Dignity
b. Predictors: (Constant), Respect & Dignity, Survival

Based on the results from the forward regression analysis, one can conclude that respect & dignity alone explains 39.1 percent of the variability in the willingness to share knowledge. Furthermore, when survival is added to the model, 47.7 percent of variability in the willingness to share knowledge can be explained by the presence of those two dimensions. Both models were found to be significant (p = 0.000). However, the variables compassion and solidarity were automatically excluded from the model. Thus, those two dimensions do not significantly contribute to the previous discussed regression-model between Humanness as a management practice and Knowledge Sharing since there is no significant change in the F-values when those dimensions are

included in the regression-model. Hence, one can conclude that mediation is taken place, since each independent variable alone had a significant ($p = 0.000$) influence on Knowledge Sharing. However, together in a regression model, the contribution of both compassion and solidarity in explaining the variability in the willingness to share knowledge is gone.

Based on the results from the Pearson correlation, one could already conclude that the Humanness dimensions survival and respect & dignity had by far the strongest correlations with both Knowledge Sharing and its dimensions. Moreover, based on the results from the forward regression analysis, it is reasonable to argue that both the dimensions respect & dignity and survival are mediators. Based on the fact that the forward regression analysis indicated that when those two dimensions were present, the influence of solidarity and compassion on the willingness to share knowledge was gone, while compassion and solidarity alone had a significant influence on Knowledge Sharing. Hence, two mediation analyses are performed according to the Preacher and Hayes method (2008) with compassion and solidarity as independent variables and respect & dignity and survival as mediators.

The method which is used for the mediation analysis is the so called Preacher and Hayes method (2008). Preacher and Hayes (2008) developed a macro which can be used in SPSS in order to determine the regression coefficients between the different mediators, independent and dependent variables. Additionally, one is able to determine whether or not the mediation is significant. First, a mediation analysis is performed with compassion as independent variable, Knowledge Sharing as dependent variable and respect & dignity and survival as mediators The results of this first mediation analysis are presented in table 18, for the complete results see appendix 9B.

A paths: Independent variables to Mediators	Coeff	se	t	p
M1:Survival	0.6580	0.0778	8.4531	0.0000
M2: Respect & Dignity	0.6137	0.0831	7.3812	0.0000
B paths: Direct effects of Mediators on Dependent Variable	**Coeff**	**se**	**t**	**p**
M1: Survival	0.3546	0.0710	4.9930	0.0000
M2: respect & Dignity	0.4300	0.0665	6.4664	0.0000
C path: Total effect of Independent Variable on Dependent Variable	**Coeff**	**se**	**t**	**p**
X: Compassion	0.5392	0.0872	6.1816	0.0000
C' path: Direct effect of Independent Variable on Dependent Variable	**Coeff**	**se**	**t**	**p**
X: Compassion	0.0420	0.0846	0.4962	0.6204

Table 18: Mediation analysis with compassion as independent variable

Additionally, the Preacher and Hayes method provides information regarding the Bootstrap results for indirect effects. Hence, in this case, the indirect effect of compassion on Knowledge Sharing through the mediators survival and respect & dignity. The so called AB-paths. The results are presented in table 19. For the complete results see appendix 9C.

BOOTSTRAP RESULTS FOR INDIRECT EFFECTS WITH COMPASSION AS INDEPENDENT VARIABLE				
	Data (C-C')	SE	Bias Corrected Confidence Intervals	
			Lower	Upper
M1 = Survival	0.2333	0.0532	0.1456	0.3594
M2 = Respect & Dignity	0.2639	0.044	0.1823	0.3522
Total of all Mediators	0.4972	0.0637	0.3711	0.6295

Table 19: Bootstrap results for indirect effects with compassion as independent variable

In table 19, the column data indicates the decrease in the regression coefficient of compassion between the normal regression analysis between compassion and Knowledge Sharing and the mediation model, in other words C-C'. Based on the Bootstrap analysis one can conclude that the mediation effect of both survival and respect & dignity together results in a significant change in the regression coefficient from compassion. Originally, compassion had a regression coefficient of 0.5392 which was found to be significant ($p = 0.00$), the so called C-path. However, when the mediators survival and respect & dignity are included in the path-model, the regression coefficient from compassion decreases with 0.4972 to 0.0420 (the so called C'-path) and

compassion becomes insignificant (p = 0.62). In addition, the mediation from survival and respect & dignity on compassion is found to be significant with a 95% confidence interval of 0.3711 till 0.6295. The Bootstrap method indicates that the mediation is significant when the indirect effect is different from zero with 95 % confidence if zero is outside of the confidence interval. Thus, the mediation effect of survival results in a decrease of 0.2333 regarding the regression coefficient of compassion which differs significantly from zero with a 95% confidence interval of 0.1456 till 0.3594. Furthermore, the mediation effect of respect & dignity results in a decrease with respect to the regression coefficient of compassion of 0.2639 which differs significantly from zero with a 95% confidence interval of 0.1823 till 0.3522. Lastly, when the mediators are included, compassion was found to be insignificant. Hence, one can conclude that the results indicate that total mediation is taken place with respect to compassion when survival and respect & dignity are included in the path-model. In addition, the mediation was found to be significant based on the confidence intervals. Based on the results, a path-model can be derived which is visualized in figure 11.

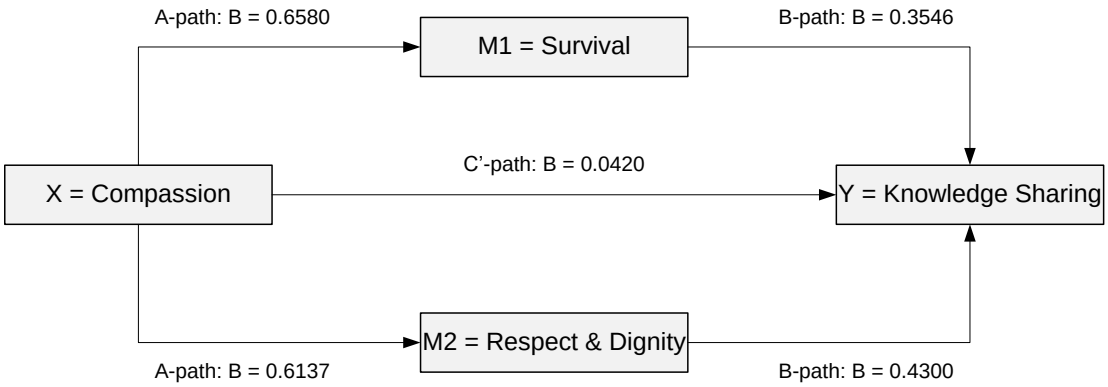

Figure 11: Path-model with compassion as independent variable

Based on this path-model, several regression equations with respect to the mediators and the independent variable can be derived. Those equations are stated below.

Y = 0.755 + 0.0420 x Compassion + 0.3546 x Survival + 0.43 x Respect & Dignity + Error

M1 = 1.250 + 0.6580 x Compassion + Error

M2 = 1.047 + 0.6137 x Compassion + Error

As discussed, based on the Pearson correlations and the forward regression analysis, it is reasonable to believe that both survival and respect & dignity are mediators which have a mediation effect on both compassion and solidarity. Now that the mediation effect of both survival and respect & dignity on compassion is indicated and found to be significant, it is necessary to determine the mediation effect of the two mediators on solidarity.

Again, the Preacher and Hayes (2008) method and the developed macro are used in SPSS in order to determine the regression coefficients between the different mediators, independent and dependent variables. In this case, solidarity is the independent variable, Knowledge Sharing is the dependent variable and respect & dignity and survival are the mediators. The results of this second mediation analysis are presented in table 20. For the complete results see appendix 9D.

A paths: Independent variables to Mediators	**Coeff**	**se**	**t**	**p**
M1:Survival	0.3095	0.0582	5.3157	0.0000
M2: Respect & Dignity	0.2684	0.0614	4.3690	0.0000
B paths: Direct effects of Mediators on Dependent Variable	**Coeff**	**se**	**t**	**p**
M1: Survival	0.3540	0.0683	5.1859	0.0000
M2: respect & Dignity	0.4317	0.0647	6.6719	0.0000
C path: Total effect of Independent Variable on Dependent Variable	**Coeff**	**se**	**t**	**p**
X: Solidarity	0.2661	0.0624	4.2662	0.0000
C' path: Direct effect of Independent Variable on Dependent Variable	**Coeff**	**se**	**t**	**p**
X: Solidarity	0.0407	0.0513	0.7932	0.4287

Table 20: Mediation analysis with solidarity as independent variable

Again, the Preacher and Hayes method provides information regarding the Bootstrap results for indirect effects. Hence, in this case, the indirect effect of solidarity on Knowledge Sharing through the mediators survival and respect & dignity. The so called AB-paths. The results are presented in table 21. For the complete results see appendix 9E.

BOOTSTRAP RESULTS FOR INDIRECT EFFECTS WITH SOLIDARITY AS INDEPENDENT VARIABLE				
	Data (C-C')	**SE**	**Bias Corrected Confidence Intervals**	
			Lower	**Upper**
M1 = Survival	0.1096	0.0494	0.0436	0.2324
M2 = Respect & Dignity	0.1159	0.0460	0.0525	0.2296
Total of all Mediators	0.2254	0.0846	0.1138	0.4221

Table 21: Bootstrap results for indirect effects with solidarity as independent variable

Based on the Bootstrap analysis one can conclude that the mediation effect of both survival and respect & dignity together results in a significant change in the regression coefficient from solidarity. Originally, solidarity had a regression coefficient of 0.2661 which was found to be significant, the so called C-path. However, when the mediators survival and respect & dignity are included in the path-model the regression coefficient from solidarity decreases with 0.2254 to 0.0407 (the so called C'-path) and becomes insignificant. In addition the decrease of 0.2254 differs significantly from zero with a 95% confidence interval of 0.1138 till 0.4211. Additionally, the mediation effect of survival results in a decrease of 0.1096 regarding the regression coefficient of solidarity which differs significantly from zero with a 95% confidence interval of 0.0436 till 0.2324. Furthermore, the mediation effect of respect & dignity results in a decrease with respect to the regression coefficient of solidarity of 0.1159 which differs significantly from zero with a 95% confidence interval of 0.0525 till 0.2296. Lastly, when the mediators are included, solidarity was found to be insignificant. Hence, one can conclude that the results indicate that total mediation is taken place with respect to solidarity when survival and respect & dignity are included in the path-model. In addition, the mediation was found to be significant based on the confidence intervals. Based on the results, a path-model can be derived which is visualized in figure 12.

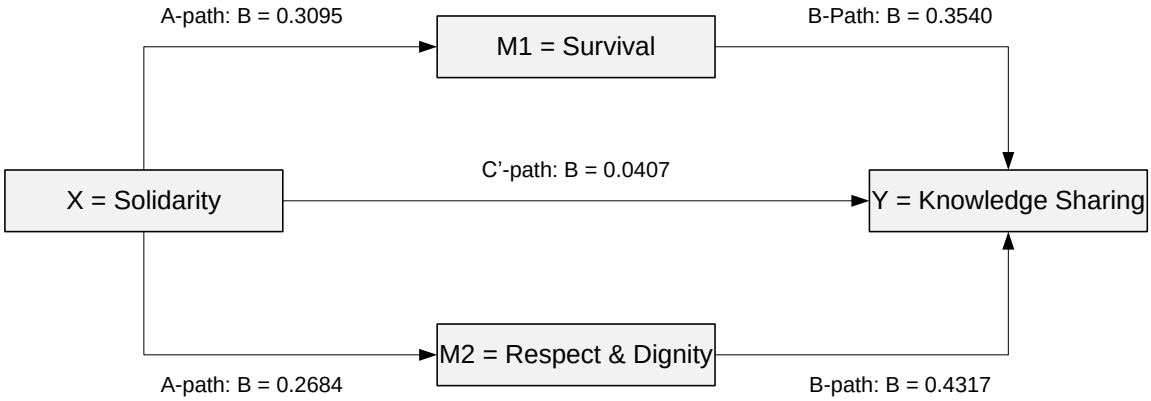

Figure 12: Path-model with solidarity as independent variable

Based on this path-model, several regression equations with respect to the mediators and the independent variable can be derived. Those equations are stated below.

Y = 0.771 + 0.0407 x Solidarity + 0.3540 x Survival + 0.4317 x Respect & Dignity + Error

M1 = 2.752 + 0.3095 x Solidarity + Error

M2 = 2.521+ 0.2684 x Solidarity +Error

Hence, regarding the two mediators survival and respect & dignity, one can conclude that respect & dignity has a larger mediation effect on both compassion and solidarity. However, the mediation effect of survival is also enormous in both cases. Additionally, the direct effect of both compassion and solidarity one Knowledge Sharing becomes minimal and insignificant when the mediators are included in the path-model. Technically, the variability on the willingness to share knowledge can be explained by the presence of Humanness as a management practice. However, when analyzed in more detail, one can state that only respect & dignity and survival account for the total variability explained in Knowledge Sharing when all of the four Humanness dimensions are present. Thus, total mediation is taken place with respect to the dimensions compassion and solidarity. Based on those results one might expect that the influence of the dimensions survival and respect & dignity on the different Knowledge Sharing dimensions is much stronger compared to the dimensions compassion and solidarity.

5.5.3 Regression analyses Humanness & Knowledge Sharing dimensions

Now that the relations between the Humanness dimensions and Knowledge Sharing in general are determined, it is necessary to analyze the influence of the different Humanness dimensions on the different independent Knowledge Sharing dimensions. By doing so, one can determine the degree of influence on those Knowledge Sharing dimensions when Humanness is present. Hence, one-on-one and multiple regression analyses are examined for employee motivations, leadership & corporate culture and information technology. In addition, forward regression analyses are performed for every single dimension which represents Knowledge Sharing in relation to the different Humanness dimensions. It is beyond the scope of this study to perform a total mediation analysis for every single Knowledge Sharing dimension. However, the results from the forward regression analyses provide some indication whether or not mediation is taken place which can be used for further research.

Employee Motivations

In order to determine the degree of variability in employee motivations which can be explained by the presence of Humanness it is necessary to perform both a one-on-one and multiple regression analysis. The one-on-one regression analysis shows an R Square of .241 which is significant ($p < 0.01$; $B = .828$). This indicates that 24.1 percent of the variability in the motivation of employees can be explained by the presence of Humanness. Thus, hypothesis 2A is supported. Furthermore, the multiple regression analysis is performed where the different Humanness dimensions are entered separately. This resulted in an R Square of .248 which was found to be significant ($p < 0.01$). Thus, the multiple regression indicates that 24.8 percent of the variability in the motivation of employees can be explained by the presence of the different Humanness dimensions. For the complete results, see appendixes 8G and 8H. Lastly, one can conclude that not all Humanness dimensions contribute the same amount to employee motivations or have significant scores. The regression equation regarding employee motivations is visualized below:

Employee motivations = .917 + 0.221 x Compassion + 0.146 x Solidarity + 0.319 x Survival + 0.152 x Respect & Dignity

Based on this equation one can conclude that all the Humanness dimensions have a positive relation with employee motivations. Compassion and solidarity are significant at $p < 0.1$ and survival is significant at $p < 0.01$. Although the dimension respect & dignity has a positive relation with employee motivations, this relation is not significant. Therefore, hypotheses H4A, H5A and H6A are supported while hypothesis H7A is rejected. Additionally, the forward regression analysis indicates that survival explains 18.8 percent of the variability in employee motivations which was found to be significant ($p = 0.000$). Furthermore, when compassion is added to the model, 22.4 percent of the variability in employee motivations can be explained by the dimensions survival and compassion, which was also found to be significant ($p = 0.000$). However, the dimensions solidarity and respect & dignity were automatically excluded from the model. Thus, those two dimensions do not significantly contribute to the previous discussed regression model between Humanness as a management practice and employee motivations. Hence, solidarity and respect & dignity do not result in a significant change in the F-values when those dimensions are included in the regression model. For this reason, one might assume that mediation is taken place since the multiple regression analysis showed that solidarity significantly ($p < 0.01$) influenced employee motivations. However, the forward regression analysis indicated that together in a regression model the contribution of solidarity in explaining the variability in the employee motivations is gone. It is beyond the scope of this study to perform a mediation analysis for every single Knowledge Sharing dimension. However, it is important to note that based on the forward regression analysis one might assume that mediation is taken place. Nevertheless, it is interesting to see that with respect to employee motivations, the forward regression analysis excluded different Humanness dimensions compared to the forward regression analysis between Humanness and Knowledge Sharing in general. In table 22, the results of the forward regression analysis are presented. For the complete results see appendix 9F. It is important to note that the results from the forward regression analysis indicate that solidarity does not significantly

contribute to the discussed regression model between Humanness as a management practice and employee motivations since there is no significant change in the F-values. However, this is based on a 95% confidence interval. The multiple regression analysis showed that solidarity was significant at $p < 0.1$. Therefore, hypothesis H5A is still accepted.

Model Summary Forward regression analysis Humanness dimensions and Employee Motivations

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.434[a]	.188	.184	.56618	.188	43.665	1	188	.000
2	.473[b]	.224	.215	.55525	.035	8.476	1	187	.004

Table 22: Model Summary forward regression analysis Humanness dimensions and Employee Motivations
a. Predictors: (Constant), Survival
b. Predictors: (Constant), Survival, Compassion

Leadership & Corporate Culture

The second Knowledge Sharing dimensions that is analyzed is leadership & corporate culture. The one-on-one regression analysis with Humanness results in an R Square of .316. which is significant ($p < 0.01$; $B = .957$). In addition, the multiple regression analysis even indicates that when the different Humanness dimensions are entered separately 43.1 percent of the variability in leadership & corporate culture can be explained by the presence of Humanness (see appendixes 8I and 8J for the complete results). This means that hypothesis H2B is supported. However, not all Humanness dimensions are both positively related and or significant. The regression equation regarding leadership & corporate culture is visualized below:

Leadership & Corporate Culture = .477 – 0.058 x Compassion – 0.034 x Solidarity + 0.304 x Survival + 0.664 x Respect & Dignity

Hence, the variables compassion and solidarity are found to have a negative influence on leadership & corporate culture. Although it is important to note that the results are not significant. Furthermore, the influence of the dimensions survival and respect & dignity are found to have a positive influence by explaining the variability in leadership &

corporate culture. Additionally, those results are found to be significant at $p < 0.01$. Based on those findings hypotheses H5B and H6B can be rejected. Furthermore, hypotheses H4B and H7B are supported.

Additionally, the forward regression analysis indicates that respect & dignity explains 39.8 percent of the variability in leadership & corporate culture which was found to be significant ($p = 0.000$). Furthermore, when survival is added to the model, 42.9 percent of the variability in leadership & corporate culture can be explained by the dimensions respect & dignity and survival, which was also found to be significant ($p = 0.000$). However, the dimensions solidarity and compassion were automatically excluded from the model. Thus, those two dimensions do not significantly contribute to the previous discussed regression model between Humanness as a management practice and leadership & corporate culture, since there is no significant change in the F-values when those dimensions are included in the regression model. Hence, one might assume that mediation is taken place. However, as stated, it is beyond the scope of this study to perform a mediation analysis for every single Knowledge Sharing dimension. Nevertheless, it is interesting to see that with respect to leadership & corporate culture the forward regression analysis excluded the same Humanness dimensions as in the forward regression analysis between Humanness and Knowledge Sharing in general. In table 23, the results of the forward regression analysis with respect to leadership & corporate culture are presented. For the complete results see appendix 9G.

Model Summary Forward regression analysis Humanness dimensions and Leadership & Corporate Culture

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.631[a]	.398	.395	.49210	.398	124.155	1	188	.000
2	.655[b]	.429	.423	.48032	.032	10.339	1	187	.002

Table 23: Model Summary forward regression analysis Humanness dimensions and Leadership & Corporate Culture
a. Predictors: (Constant), Respect & Dignity
b. Predictors: (Constant), Respect & Dignity, Survival

Information Technology

The last Knowledge Sharing dimension that needs to be analyzed is information technology. The one-on-one regression analysis with Humanness results in an R Square of .136 which is found to be significant at ($p < 0.01$; $B = .765$) Additionally, when all the Humanness dimensions are entered separately, the multiple regression analysis results in an R Square of .166. Thus 16.6 percent of the variability in information technology can be explained by the presence of Humanness as a management practice. For the complete results, see appendixes 8K and 8L. Although the given fact that this score is quite low, it still indicates that hypothesis H2C is supported. Lastly, one can conclude that not all Humanness dimensions contribute the same amount to information technology and show significant scores. Furthermore, some dimensions even have a negative influence. The regression equation regarding information technology is visualized below:

Information Technology = 1.172 – 0.032 x Compassion + 0.077 x Solidarity + 0.509 x Survival + 0.166 x Respect & Dignity

Based on this equation one can conclude that compassion has a negative influence on information technology. Furthermore, solidarity, survival and respect & dignity have a positive influence on information technology but only survival is found to be significant at $p < 0.01$. The other two dimensions are not even close to significant scores. Based on the above lines of reasoning one can conclude that hypotheses H5C, H6C and H7C are rejected. Only hypothesis H4C is supported. It is important to note that some authors argue that the role of information and communication technology (ICT) mainly contributes to requesting knowledge and not necessarily result in the donation of individual knowledge (Lin, 2007; Pretorius and Steyn, 2005). Those authors argue that Knowledge Sharing is a social interaction which cannot be practiced through technology. This could be an explanation for the mostly negative results regarding the relation between the different Humanness dimensions and information technology.

Additionally, the forward regression analysis indicates that survival explains 15.4 percent of the variability in information technology which was found to be significant (p

= 0.000). Furthermore, the other Humanness dimensions were automatically excluded from the model. Thus, those dimensions do not significantly contribute to the previous discussed regression model between Humanness as a management practice and information technology since there is no significant change in the F-values when those dimensions are included in the regression model. Those results are in line with the multiple regression analysis. However, as stated, it is beyond the scope of this study to perform a mediation analysis. Nevertheless, it is interesting to see that with respect to information technology the forward regression analysis shows that the Humanness dimension survival only influences information technology. In table 24, the results of the forward regression analysis with respect to information technology are represented. For the complete results see appendix 9H.

Model Summary Forward regression analysis Humanness dimensions and Information Technology

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.393[a]	.154	.150	.71124	.154	34.332	1	188	.000

Table 24: Model Summary forward regression analysis Humanness dimensions and Information Technology
a. Predictors: (Constant), Survival

5.5.4 Regression analyses Humanness & Leader Behavior

Although the results of the Pearson correlations indicated that there is no positive relation between some of the Humanness dimensions and the Leader Behavior style consideration, it is still necessary to perform both a one-on-one and multiple regression analysis in order to reject the hypothesis. In addition, regression analyses are performed between Humanness and its dimensions in relation to the Leader Behavior style initiation of structure. Although no hypotheses were formulated for this Leader Behavior style, it is still interesting to determine its relation to Humanness as a management practice since the Pearson correlation indicated that this might be the case. Based on those results one can determine which Leader Behavior style is mostly influenced by the presence of Humanness as a management practice. Lastly, forward regression analyses are conducted in order to determine the degree of influence of the different Humanness dimensions on the explained variability of the two Leader Behavior styles.

5.5.4.1 Humanness & Leader Behavior style consideration

The one-on-one regression analysis with Humanness as a management practice results in an R Square of 0.04 which is found to be significant at ($p < 0.01$; B = .272) Additionally, when all the Humanness dimensions are entered separately, the multiple regression analysis results in an R Square of 0.062 Thus, 6.2 percent of the variability in consideration as a Leader Behavior style can be explained by the presence of Humanness as a management practice. For the complete results, see appendixes 8M and 8N. The score is extremely low, although significant ($p < 0.05$). However, based on such a score one can conclude that hypothesis $H3_1$ can be rejected. Lastly, one can conclude that the contribution of the different Humanness dimensions is extremely low. Additionally, only survival is found to be significant at $p < 0.10$. The regression equation regarding the Leader Behavior style consideration is visualized below:

Leader Behavior Style Consideration = 2.605 + 0.159 x Compassion + 0.03 x Solidarity + 0.169 x Survival – 0.059 x Respect Dignity

The Humanness dimensions compassion, solidarity and respect & dignity are far from significant. Furthermore, respect & dignity has a negative influence on consideration as a Leader Behavior style. Hence, as stated above, hypothesis $H3_1$ can be rejected. Furthermore, hypotheses H3B, H3C and H3D can be rejected since compassion and solidarity are not significant and respect & dignity has a negative influence. Lastly, although still low, hypothesis H3A can be accepted. Since survival has a beta of .169 which was found to be significant. ($p < 0.1$). Since the R-square is extremely low, it is not necessary to perform a total mediation analysis. However, it is still interesting to have a look at the results from the forward regression analysis which are visualized in table 25. For the complete results see appendix 9I.

Model Summary forward regression Humanness dimensions and Consideration

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.218[a]	.047	.042	.47094	.047	9.370	1	188	.003

Table 25: Model Summary forward regression Humanness dimensions and Consideration
a. Predictors: (Constant), Survival

The results of the forward regression analysis are in line with the equation based on the multiple regression analysis. Thus, only the Humanness dimension survival significantly ($p < 0.01$) contributes in explaining the variability in consideration as a Leader Behavior style. Thus, 4.7 percent of the variability in consideration as a Leader Behavior style can be explained by the presence of survival. Although extremely low, hypothesis H3A can be accepted.

Furthermore it is decided to reject hypothesis $H3_1$ since the R square of all the Humanness dimensions together is almost the same as the R square of survival. Additionally, the percentage of the variability in consideration as a Leader Behavior style which can be explained by the presence of Humanness is extremely low. Thus, one cannot state that employees which are scoring high in valuing Humanness as a management practice are characterized by consideration as a Leader Behavior style.

5.5.4.2 Humanness & Leader Behavior style initiation of structure

Since one expected that Humanness would have a positive relation with the Leader Behavior style consideration no hypotheses were formulated for the Leader Behavior style initiation of structure. But given the previous results from the Pearson correlations, one might expect a relationship between Humanness as a management practice and initiation of structure as a Leader Behavior style. Hence, both a one-on-one and multiple regression analysis are performed in order to check whether this is true. These results can be used for further research. The one-on-one regression analysis with Humanness as a management practice results in an R Square of 0.082 which is found to be significant at ($p < 0.01$; $B = .323$) Additionally, when all the Humanness dimensions are entered separately, the multiple regression analysis results in an R Square of 0.112. Thus, 11.2

percent of the variability in the Leader Behavior style initiation of structure can be explained by the presence of Humanness as a management practice. For the complete results, see appendixes 8O and 8P. The regression equation regarding the Leader Behavior style initiation of structure is visualized below:

Leader Behavior Style Initiation Of Structure = 2,408 + 0.098 x Compassion + 0.007 x Solidarity + 0.248 x Survival – 0.02 x Respect & Dignity

Based on this equation one can conclude that again respect & dignity has a negative influence on the Leader Behavior style initiation of structure. Additionally, compassion, solidarity and survival have a positive influence. However, only Survival is found to be significant at $p < 0.01$. It is important to note that the variability which can be explained by the presence of Humanness as a management practice is significantly higher for the Leader Behavior style initiation of structure compared to consideration. This result is not in line with the expectations. In table 26, the results regarding the forward regression analysis between the different Humanness dimensions and the Leader Behavior style initiation of structure are visualized. For the complete results see appendix 9J.

Model Summary forward regression Humanness dimensions and Initiation of Structure

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.326[a]	.106	.102	.39829	.106	22.255	1	187	.000

Table 26: Model Summary forward regression Humanness dimensions and Initiation of Structure
a. Predictors: (Constant), Survival

The results of the forward regression are in line with the results of multiple regression analysis. Thus, only the Humanness dimension survival significantly ($p < 0.01$) contributes in explaining the variability in initiation of structure as a Leader Behavior style. Thus, 10.6 percent of the variability in initiation of structure as a Leader Behavior style can be explained by the presence of Survival. It is important to note that the variability which can be explained by the presence of the Humanness dimensions is higher for the Leader Behavior style initiation of structure compared to the Leader Behavior style consideration. This is another argument to reject hypothesis $H3_1$. Lastly,

one can conclude that Humanness as a management practice only explains a very limited amount of the variability in both Leader Behavior styles. In paragraph 5.5.6 two possible explanations are provided for those weak results.

5.5.5 Regression analyses Leader Behavior & Knowledge Sharing

The results of the Pearson correlations indicated that there is a relatively strong positive relation between the Leader Behavior style consideration and Knowledge Sharing. Additionally, the Leader Behavior style consideration correlated positively with all the different Knowledge Sharing dimensions. Thus, a one-on-one regression analysis is performed between consideration and Knowledge Sharing. In addition a one-on-one regression analysis is performed between the Leader Behavior style initiation of structure and Knowledge Sharing. Although no hypotheses were formulated for this Leader Behavior style, it is still interesting to determine its relation with Knowledge Sharing in order to support hypothesis $H3_2$. Based on the results one can determine which Leader Behavior style has the most positive influence in explaining the variability in Knowledge Sharing. In table 27, the results regarding the one-on-one regression analyses between both Leader Behavior styles and Knowledge Sharing are visualized. For complete results see appendix 8Q and 8R.

Model Summary one-on-one regression analyses Leader Behavior styles and Knowledge Sharing

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.404[a]	.163	.159	.46762
2	.178[a]	.032	.026	.46425

Table 27: Model Summary one-on-one regression analyses Leader Behavior styles and Knowledge Sharing
Model 1: a. Predictors: (Constant), Consideration
Model 2: a. Predictors: (Constant), Initiation of Structure

The one-on–one regression analysis with consideration results in an R Square of .163 which is found to be significant at ($p < 0.01$; $B = .428$) Additionally, the one-on-one regression analysis with initiation of structure results in a R-square of .032 which is also found to be significant at ($p < 0.05$; $B = .199$). Based on those results one can conclude that 16.3 percent of the variability in Knowledge Sharing can be explained by the presence of consideration as a Leader Behavior style. Thus, although the linear positive relation is relatively weak, hypothesis $H3_2$ is supported

5.5.6 Explanations weak results regression analyses Leader Behavior

Humanness as a management practice only explains a very limited amount of the variability in both of the Leader Behavior styles. Additionally, the variability which can be explained with respect to Knowledge Sharing when consideration as a Leader Behavior style is present is also very limited. There are two possible explanations for those given facts, which are explained below.

1. Only two leader behavior styles were used in this study.

It is subsequently found in empirical research that a large number of hypothesized dimensions of Leader Behavior could be reduced to two strongly defined factors. These factors were identified by Halpin and Winer (1957) and Fleishman (1956) as consideration and initiation of structure which are widely used in empirical research. However, Shartle (1957) indicated that it does not seemed reasonable to believe that two factors are sufficient to account for all the observable variance in Leader Behavior. Additionally, Stogdill (1959) suggested that a number of variables operate in the differentiation of roles in social groups which was supported by a large body of research data. Possible factors that were suggested were representation of group interests, role assumption, production emphasis, orientation toward superiors, tolerance of uncertainty, persuasiveness, tolerance of member freedom or action and predictive accuracy. Therefore, the original two Leader Behavior styles were expanded which resulted in 12 different Leader Behavior styles. However, it was definitely beyond the scope of this study to include all 12 Leader Behavior styles since this study was a first attempt to match Humanness as a management practice to a particular Leader Behavior style. Additionally, it was not yet proved that Humanness was even present in the Netherlands. Furthermore, it would have resulted in a way too long questionnaire due to an additional 80 questions. Therefore, it was decided to only use the two strongly defined factors. For further research between Humanness as a management practice and Leader Behavior styles one need to include all the different styles in order to find a strong causal relation between the constructs.

2. The method of the questionnaire

Usually the questionnaire is employed by followers to describe the behaviors of their leaders or supervisors. However, the questionnaire can also be used by a leader to describe his own behavior (Stogdill, 1963). Though, the questionnaire is more often used by employees giving their opinion of their peers or supervisors. In addition, Halpin (1957) suggest that a minimum of four respondents per leader is desirable to determine its Leader Behavior style. Hence, in future research, it might be desirable to conduct a survey among the employees of the manager in order to determine the Leader Behavior style of the manager itself. Perhaps this will result in more adequate information regarding the relation between Humanness as a management practice and a particular Leader Behavior style. This method was however beyond the scope of this study. Moreover, it was indicated by Stogdill (1963) that the questionnaire was sufficient to be used by a leader to describe his own behavior.

5.6 Conclusion and summary of the regression & mediation analyses

Although the Pearson correlations indicated that almost all correlations between the constructs were positive and significant, the regression analyses showed that not all the acknowledged relationships are actually causal. For all the different constructs one can conclude that the explained variability of the dependent variables is higher when the four different dimensions which represent Humanness as a management practice are entered separately. This is logical due to the fact that the means of the four different dimensions provide more information and variance than the mean of one total dimension. Hence, the scores of the multiple regression analyses are used for the explanation of the variability of the dependent variables. In some cases, the forward regression and mediation analyses also provided some necessary insights. For the complete results of the different mediation and regression analyses see appendix 8 and 9. Below, the results of the different regression and mediation analyses are shortly discussed.

With respect to the relation between Humanness and Knowledge Sharing as a construct one can conclude that almost 50 percent of the variability in Knowledge Sharing can be explained by the presence of Humanness. The multiple regression analysis indicated that

47.9 percent of the variability of the willingness to share knowledge can be explained by the presence of Humanness as a management practice. However, the results from the mediation analyses indicated that survival and respect & dignity are mediators. Additionally, the mediation was found to be significant based on the Bootstrap results. According to the mediation analyses, 47.7 percent of the variability in the willingness to share knowledge can be explained by the presence of the dimensions survival and respect & dignity. Additionally, the direct effect of both compassion and solidarity on Knowledge Sharing becomes minimal and insignificant when the mediators are included in the path-model. Thus, technically the variability on the willingness to share knowledge can be explained by the presence of Humanness as a management practice, but when analyzed in more detail, one can state that only the Humanness dimensions respect & dignity and survival account for the total variability explained in Knowledge Sharing when all four Humanness dimensions are present. Thus, total mediation is taken place with respect to the dimensions compassion and solidarity.

With respect to the influence of Humanness as a management practice on the different Knowledge Sharing dimensions several conclusions can be drawn. Humanness as a construct contributes in the explanation of the variability of all the different dependent Knowledge Sharing dimensions. Although the results regarding information technology were weak. A possible explanation could be that that Knowledge Sharing is a social interaction which cannot be practiced through technology (Lin, 2007; Pretorius and Steyn, 2005). As stated by Pretorius and Steyn (2005), the role of information and communication technology (ICT) mainly contributes to requesting knowledge and not necessarily result in the donation of individual knowledge.

Regarding the influence of the different Humanness dimensions on the different Knowledge Sharing dimensions the following conclusions can be drawn. Only the dimension employee motivations is influenced by all the different dimensions which represent Humanness. However, respect & dignity was not significant. Additionally, the Humanness dimension survival influences all the dimensions which represent Knowledge Sharing. Furthermore, the results of both the multiple and forward regression analyses

indicated that survival and respect & dignity have by far the most influence on the different Knowledge Sharing dimensions. This is in line with the mediation analyses, which indicated those dimensions as mediators. Moreover, the forward regression analyses indicated that mediation might take place regarding the explained variability of the dependent Knowledge Sharing dimensions in relation to the presence of the Humanness dimensions.

Furthermore, it can be concluded that no sufficient relationship can be found between Humanness as a management practice and both Leader Behavior styles. Possible explanations for this occurrence are the research method and the questionnaire which is used. Additionally, it is important to note that the forward regression analyses indicated that only survival significantly accounts for the explained variability in both Leader Behavior styles.

Lastly, a positive relation was found between the Leader Behavior style consideration and Knowledge Sharing. In table 28, a conclusive summary is provided based on the results from the different tests, regression and mediation analyses. Hence, a summary of the different hypotheses, and whether or not they are accepted.

First Layer Conceptual Model: Humanness → Main constructs		Result
H1	Humanness → Present in the Netherlands	Accepted
H2	Humanness → Positive related to Knowledge Sharing	Accepted
H3$_1$	Humanness → Positive related to consideration as a Leader Behavior style	Rejected
H3$_2$	Consideration as a Leader Behavior style → Positive related to Knowledge Sharing	Accepted
Second Layer Conceptual Model: Humanness dimensions		**Result**
H1A	Survival → Present in the Netherlands	Accepted
H1B	Solidarity → Present in the Netherlands	Accepted
H1C	Compassion → Present in the Netherlands	Accepted
H1D	Respect & Dignity → Present in the Netherlands	Accepted
Second Layer Conceptual Model: Humanness → Knowledge sharing dimensions		**Result**
H2A	Humanness → Positive related to employee motivations	Accepted
H2B	Humanness → Positive related to leadership & corporate culture	Accepted
H2C	Humanness → Positive related to information technology	Accepted
Second Layer Conceptual Model: Humanness dimensions → Knowledge sharing		**Result**
H2D	Survival → Positive related to Knowledge Sharing	Accepted
H2E	Solidarity → Positive related to Knowledge Sharing	Rejected
H2F	Compassion → Positive related to Knowledge Sharing	Rejected
H2G	Respect & Dignity → Positive related to Knowledge Sharing	Accepted
Second Layer Conceptual Model: Humanness dimensions → Consideration		**Result**
H3A	Survival → Positive related to consideration as a Leader Behavior style	Accepted
H3B	Solidarity → Positive related to consideration as a Leader Behavior style	Rejected
H3C	Compassion → Positive related to consideration as a Leader Behavior style	Rejected
H3D	Respect & Dignity → Positive related to consideration as a Leader Behavior style	Rejected
Third Layer Conceptual Model: Humanness dimensions → Knowledge sharing dimensions		**Result**
H4A	Survival → Positive related employee motivations	Accepted
H4B	Survival → Positive related to leadership & corporate culture	Accepted
H4C	Survival → Positive related to information technology	Accepted
H5A	Solidarity → Positive related employee motivations	Accepted
H5B	Solidarity → Positive related to leadership & corporate culture	Rejected
H5C	Solidarity → Positive related to information technology	Rejected
H6A	Compassion → Positive related employee motivations	Accepted
H6B	Compassion → Positive related to leadership & corporate culture	Rejected
H6C	Compassion → Positive related to information technology	Rejected
H7A	Respect & Dignity → Positive related employee motivations	Rejected
H7B	Respect & Dignity → Positive related to leadership & corporate culture	Accepted
H7C	Respect & Dignity → Positive related to information technology	Rejected

Table 28: A conclusive summary of the results

6. Discussion

In this section the findings of this study are discussed. The different results regarding the different layers of the conceptual model are shortly described and discussed. Furthermore, the implications of this study are determined. Lastly, the limitations of this study are addressed and indications are provided for further research on the topic.

6.1 Discussion of findings

Within this study three main concepts are addressed. Namely, Humanness as a management practice, Knowledge Sharing and Leader Behavior. The main objective was to determine whether or not Humanness as a management practice was present in the Dutch business environment and if there was a relation with both Knowledge Sharing and consideration as a Leader Behavior style. Furthermore, the purpose was to strengthen the causal relation indicated by de Vries et al., (2009) between consideration as a Leader Behavior style and Knowledge Sharing. Figure 13, represents a simplified model regarding the main constructs and relations which were analyzed in this study. It is important to note that this model is extremely simplified. The results regarding the relations between the dimensions of the different constructs are not included. Those results are thoroughly described in the results section and summarized in the next sub-paragraphs.

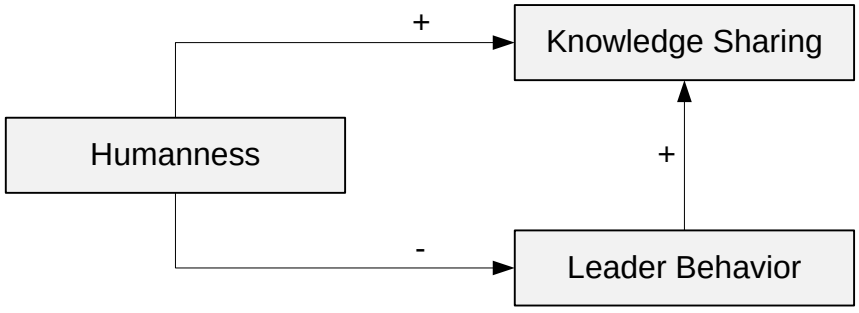

Figure 13: Simplified model regarding the main constructs and relations under study

First, the results regarding the presence of Humanness and its dimensions in the Dutch business environment are described. Secondly, the results concerning the presence of Knowledge Sharing and its dimensions within Dutch organizations are addressed. Additionally, the relationship between Humanness as a management practice and

Knowledge Sharing is considered. Furthermore, the results with respect to the presence of both Leader Behavior styles are presented. Moreover, the relationship between Humanness as a management practice and consideration as a Leader behavior style is addressed. Lastly, the results regarding consideration as a Leader Behavior style and Knowledge Sharing are discussed.

6.1.1 Presence of Humanness in the Dutch business environment

Based on the results, one can conclude that indeed Humanness as a management practice is present within the Dutch business environment. The results from the one-sample T-test show that a high level of Humanness as a management practice is present within Dutch organizations. Furthermore, the results show that the independent dimensions survival, compassion and solidarity are also highly represented in the Dutch business environment. Additionally, the dimension 'respect & dignity' is moderately present within Dutch organizations. Overall one can conclude that Humanness is not truly African and that this business philosophy is applicable in other countries around the world. Moreover, the results indicate that people in Western society also value those beliefs and that the Humanness philosophy is simply incorporated in human beings around the globe. Thus, the findings from the previous cross-cultural studies from Trompenaars (1993), Inglehart (1998) and the GLOBE study (2000), indeed showed similarities with the Humanness dimensions. Furthermore, one can conclude that the findings from Hofstede (1972) are outdated, since those findings indicated that Humanness was not represented within the Netherlands or the Dutch business environment. Moreover, the 'should be' scores from the GLOBE study indicated that there is a desire within the Netherlands for a cultural change towards a more humane orientated and collectivistic society. Based on the findings from this study, one can conclude that this change already occurred. Due to the fact that the different Humanness dimensions, which stand for both humane and collectivistic, are highly represented within the Dutch business environment.

Furthermore, one can state that although the results from Bezemer (2010) showed that the presence of the Anglo-saxon management practices within the Netherlands increased significantly over the last decade, the Rhineland model is still highly represented within

the Netherlands. Since the Rhineland model has a lot of resemblance with Humanness as a management practice and the results show that Humanness is highly represented within the Dutch business environment. Thus, events such as the corporate governance scandals of Ahold and Enron and the current financial crisis, might indeed have resulted in a more collectivistic, stakeholder and humane orientated approach by Dutch organizations.

6.1.2 Humanness and its relation with Knowledge Sharing

With respect to Knowledge Sharing, the one-sample T-test shows that both Knowledge Sharing and its dimensions are highly represented within the Netherlands. Furthermore, the Pearson correlations indicated that a relatively strong positive relation exists between Humanness and Knowledge Sharing in general. In addition, positive relations exist between the different Humanness dimensions and Knowledge Sharing in general. Besides, the correlations showed that a moderate positive relationship exists between Humanness as a management practice and the Knowledge Sharing dimensions employee motivations and leadership & corporate culture. However, a relatively weak positive relationship exists between Humanness and the dimension information technology. A possible explanation could be that that Knowledge Sharing is a social interaction which cannot be practiced through technology (Lin, 2007; Pretorius and Steyn, 2005). Regarding employee motivations, one can conclude that a relatively strong positive relationship exists with all the Humanness dimensions. With respect to leadership & corporate culture, a strong positive relationship exists with the Humanness dimensions survival and respect & dignity, and a moderate positive relationship with the dimensions compassion and solidarity.

Based on the regression analyses, one can determine whether or not the acknowledged relationships are actually causal. The results show that 47.9 percent of the variability of the willingness to share knowledge within the Dutch business environment can be explained according to the variance in the presence of the different Humanness dimensions. Though, the contribution of the dimensions survival and respect & dignity is much more compared to the dimensions compassion and solidarity. A possible explanation could be that solidarity within groups also creates a defensive system in order

to protect the community. Hence, employees are willing to share knowledge within their teams but are hesitant when it comes to sharing it with other people within the organization. Moreover, the Preacher & Hayes (2008) mediation analyses indicates that the variability of the willingness to share knowledge can be explained by the presence of Humanness as a management practice, but when analyzed in more detail, one can state that only respect & dignity and survival account for the total variability explained in Knowledge Sharing when all four Humanness dimensions are present. A possible explanation for the strong influence of the Humanness dimension survival on Knowledge Sharing could be the fact that all people have a shared will to survive and to live and exist in spite of difficulties. A normal human being is willing to make sacrifices and share their expertise and knowledge for the benefit of the entire group in order to survive, whether this is in the real world or within an organization. Additionally, Pooven et al., (2006) state that the Humanness dimension respect & dignity is considered as the core value representing Humanness. Therefore, it makes common sense that this dimension has a mediation effect on both solidarity and compassion.

With respect to the different dimensions which represent Knowledge Sharing the following conclusions can be drawn. Regarding employee motivations, 24.1 percent of the variability in the motivation of employees can be explained by the presence of Humanness. Additionally, all the Humanness dimensions have a positive influence on employee motivations. Although the results show that the dimension respect & dignity is not found to be significant. Regarding leadership & corporate culture, 43.1 percent of the variability can be explained by the presence of Humanness. However, compassion and solidarity have a negative influence while survival and respect & dignity have a positive influence. Lastly, 16.6 percent of the variability in information technology can be explained by the presence of Humanness as a management practice. Furthermore, compassion has a negative influence while solidarity, survival and respect & dignity have a positive influence but only survival is found to be significant. Again, there are two possible explanations for the relatively weak causal relation between information technology and Humanness and its dimensions. First, one can argue that information systems are impersonal. Secondly, the assumption that information technology is not yet

embedded in organizational cultures. However, this is speculation, which needs to be investigated in the future.

The variability of the Knowledge Sharing dimensions can be explained by the presence of Humanness. However, the forward regression analyses between the independent Humanness dimensions and the different dependent Knowledge Sharing dimensions indicated that both the Humanness dimensions survival and respect & dignity have the biggest influence on the explained variability for every single Knowledge Sharing dimension. Thus, this is in line with the mediation analyses between the Humanness dimensions and Knowledge Sharing in general. In the future, it is necessary to further investigate the influence of the different independent Humanness dimensions in order to explain the different positive and negative effects on the variability of the different Knowledge Sharing dimensions. It is necessary to determine if mediation is taken place, and whether or not this mediation is significant.

6.1.3 Humanness and its relation with Leader Behavior

In this section, the results with respect to the presence of both Leader Behavior styles and their relation with Humanness are discussed. Based on the one-sample T-test, one can conclude that both Leader Behavior styles consideration and initiation of structure are represented within the Dutch business environment. The Pearson correlations show that a relatively weak positive relationship exist between Humanness and the Leader Behavior style consideration. Furthermore, the dimensions solidarity and respect & dignity indicate that there is no significant evidence between the correlation of those two dimensions and the Leader Behavior style consideration. The results from the regression analyses show that 6.2 percent of the variability in consideration as a Leader Behavior style can be explained by the presence of Humanness as a management practice. Furthermore, the independent Humanness dimensions respect & dignity, solidarity and compassion are far from being significant. With respect to the dimension survival, one can state 4.7 percent of the variability in the Leader Behavior style consideration can be explained by the presence of the Humanness dimension survival.

Concerning the Leader Behavior style initiation of structure, the Pearson correlations show that a relatively weak positive relationship exist with Humanness. Moreover, all the Humanness dimensions have a positive relation with initiation of structure. The regression analyses indicates that 11.2 percent of the variability can be explained by the presence of Humanness, again only survival has a significant influence.

Although the given fact that the two Leader Behavior styles are represented within the Dutch business environment, only an extremely low causal relation can be found with Humanness. Additionally, the forward regression analyses indicated that only survival accounts for the explained variability by the presence of the Humanness dimensions for both Leader Behavior styles. Besides, it is notable that the explained variability is higher for the Leader Behavior style initiation of structure compared to consideration. This is against the expectations. In the next sub-paragraph, some explanations are provided regarding those weak results.

6.1.4 Leader Behavior and its relation with Knowledge Sharing

Lastly, the results between the Leader Behavior style consideration and Knowledge Sharing are touched upon. The Pearson correlations show that indeed a positive relation exists between the two Leader Behavior styles and Knowledge Sharing as a construct. Regarding consideration the results indicate a relatively strong positive relationship with Knowledge Sharing. With respect to initiation of structure, a relatively weak positive relation exists with Knowledge Sharing. Additionally, the Leader Behavior style consideration correlated positively with all the different Knowledge Sharing dimensions. Furthermore, the regression analysis indicated that 16.3 percent of the variability in Knowledge Sharing can be explained by the presence of consideration as a Leader Behavior style. Although this is a relatively weak causal relation, the findings from de Vries et al., (2009) are strengthened.

The results with respect to the Leader Behavior styles are often negative or relatively weak. Therefore some possible explanations are provided. As stated by Shartle (1957), it does not seems reasonable to believe that two factors are sufficient to account for all the

observable variance in Leader Behavior. Therefore, the original two Leader Behavior styles were expanded which resulted in 12 different Leader Behavior styles. However, it was definitely beyond the scope of this study to include all 12 Leader Behavior styles, since this study was a first attempt to match Humanness as a management practice to Leader Behavior.

Furthermore, the questionnaire can be used by a leader to describe his own behavior (Stogdill, 1963). However, usually the questionnaire is employed by followers to describe the behaviors of their supervisors. Hence, in future research, it might be desirable to include all twelve Leader Behavior styles. Moreover, one should conduct the survey among the employees of the manager in order to determine the Leader Behavior style of the manager itself. This will provide better insights in the relation between Humanness as a management practice and Leader Behavior.

6.2 Implications

As pointed out by Scholtens (2011), a strong positive relationship exist between the presence of Humanness and Knowledge Sharing. In this study, the results indicated that this fact is also applicable in Western society. Additionally, it is proven that those values and beliefs which represent Humanness are already embedded in the Dutch employees. Hence, by implicating the Humanness norms and values within organizations and by creating a culture in which the goal of the community is superior to the individual results, one will increase the willingness of employees to share knowledge. As stated by Mangaliso (2001), it is possible for organizations to have an advantage over others if an organization is capable of matching corporate strategies with the norms and values of local communities. Moreover, as pointed out by Liao (2006), an increase in Knowledge Sharing will ultimately result in innovative opportunities for organizations. Thus, organizations within the Netherlands should reflect on the effect of Humanness as a management practice when considering systems of hierarchy, rewards and corporate strategies and goals. Moreover, the mediation analyses provide extremely detailed information regarding the Humanness dimensions that highly influence Knowledge Sharing. Those results can be used within organizations in order to increase the efficiency

of Knowledge Sharing processes. By implementing elements from both the dimensions survival as well as respect & dignity into corporate settings such as vision and strategy, knowledge sharing processes will increase.

The findings of this study may also be valuable for managers working in organizations in other Western European countries. Although the fact that African researchers argue that Humanness is a way of living in Africa, the results show that those dimensions are present in the Netherlands. Hence, one might assume that based on other cross-cultural studies which indicated similarities between the Netherlands and other Germanic Europe countries (GLOBE study), Humanness is represented in those countries as well. Thus, Humanness as a management concept for shaping organizational culture provides some interesting possibilities for those countries and or managers. Correspondingly, literature has shown that a lot of managers around the globe found it difficult to increase the Knowledge Sharing process among their employees.

In summary, by considering Humanness as a management practice when setting organizational goals and strategies, and especially the Humanness dimensions survival and respect & dignity, one will increase Knowledge Sharing among their employees. The increase of Knowledge Sharing among employees will ultimately result in innovative opportunities. Lastly, as indicated by Mangaliso (2001), this will create a competitive advantage over other organizations.

6.3 Limitations & Further Research

In this section, the limitations of this study and ideas for further research are described. First the limitations are addressed. Secondly, suggestions for further research are provided.

6.3.1 Limitations

This study has several limitations that need to be considered. First of all, this study is conducted in the Netherlands, by applying non-probability sampling. The sample consist out of volunteers which are willingly recruited as research subjects and who are self-

selected. Although this was the only practical alternative, one must acknowledge that their adequacy as a basis for generalization is always in question (Thomas, 2004). Additionally, non-probability sampling does not involve random selection and so may produce biased results (Thomas, 2004). Furthermore, the number of managers in the Netherlands is unknown and an A-select sample is used to determine the number of participants needed to provide sufficient information about the population. Although Thomas (2004) indicates that with an analysis of survey data, samples of around 200 cases usually gives a sufficient scope, it is still questionable.

Due to practical concerns, since this study will be used for comparison with other studies, the measurement tool designed by Sigger et al., (2010) and adjusted by Scholtens (2011) was used. Additionally, a questionnaire developed by the Ohio State University was used in order to analyze Leader Behavior. Although the Cronbach's Alphas showed sufficient results, the results from the Cronbach's Alphas when a question was deleted indicated that in some cases it was sensible to eliminate an item. Though, it was decided not to eliminate the items due to practical concerns regarding the comparison with other studies, which used the same questionnaire. Furthermore, homogeneity is a characteristic of the reliability of the scale and does not give any information regarding the validity. However, it was decided not to perform a factor analysis due to the fact that the questionnaires were analyzed several times regarding both validity and reliability. Moreover, practical concerns were taken into account with respect to the comparison with other studies. However, it is important to note that the above-mentioned decisions, might have caused bias in the results. Since the constructs and dimenensions were not changed although sometimes sensible.

Furthermore, as stated by Shartle (1957), it does not seem reasonable to believe that two factors are sufficient to account for all the observable variance in Leader Behavior. Therefore, another limitation of this study is that only two Leader Behavior styles were included. In addition, another limitation is that the questionnaire regarding Leader Behavior can be used by a leader to describe his own behavior (Stogdill, 1963) but it is more sensible that the questionnaire is employed by followers to describe the behaviors

of their supervisors. This might have had some effect on the results. Lastly, the amount of literature regarding the dimensions which represent Knowledge Sharing is overwhelming. Therefore, it might be sensible to include other variables and dimensions as well.

6.3.2 Further Research

With respect to further research, several topics can be investigated. First of all, it might be interesting to determine whether or not there is a difference in the degree of Humanness within organizations which are listed on the stock exchange or not. Organizations which are listed on the stock exchange are often driven by one goal, which is an increase of shareholder wealth. In addition, it needs to be determined whether or not Humanness is present in countries with an Anglo-saxon history, for instance the United States or England, where the utility of a person and extrinsic motivation are central concepts. Furthermore, one can make a distinction between the presence of Humanness within organizations with a high degree of Knowledge Sharing processes compared to organizations with a low degree of Knowledge Sharing processes.

Besides, further research is necessary to improve the measurement tool to identify Humanness, Knowledge Sharing and Leader Behavior since the results from the Cronbach's Alphas if item deleted indicated that some questions were needless. Moreover, a relation between Humanness as a management practice and Knowledge Sharing needs to be determined based on a different composition of Knowledge Sharing dimensions. The reason for this, is that the Knowledge Sharing dimension information technology negatively correlated with Humanness as a management practice.

Additionally, it is proven that mediation is taken place with respect to the explained variability of Knowledge Sharing in general by the presence of the different Humanness dimensions. Furthermore, the forward regression analyses between the independent Humanness dimensions and the dependent Knowledge Sharing dimensions indicated that perhaps mediation was taken place there as well. Therefore, it is interesting to further investigate the causes with respect to the different effects of the Humanness dimensions on the dependent Knowledge Sharing dimensions.

Regarding Leader Behavior, it is necessary to include all the different Leader Behavior styles into one questionnaire. By doing so, one can determine whether or not a positive causal relation exists between Humanness as a management practice and a particular Leader Behavior style. In this light, it might be interesting to investigate the inferiors of the managers regarding both Humanness and Leader Behavior of their supervisors. A lot of respondents indicated that they were curious whether or not their employees whom they supervise would criticize them in the same way regarding the different Humanness and Leader Behavior constructs.

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APPENDIXES

Appendix 7: Results Pearson Correlations

7A: Pearson Correlation Humanness and Knowledge Sharing and its dimensions

7B: Pearson Correlation Humanness dimensions and Knowledge Sharing

7C: Pearson Correlation Humanness and Leader Behavior Styles

7D: Pearson Correlation Leadership Behavior Styles and Humanness dimensions

7E: Pearson Correlation Leadership Behavior Styles and Knowledge Sharing and its dimensions

7F: Pearson Correlation Humanness dimensions and Knowledge Sharing dimensions

Appendix 8: Results One-on-One and Multiple Regressions Analyses

8A: One-on-One regression Humanness and Knowledge Sharing

8B: Multiple regression Humanness dimensions and Knowledge Sharing

8C: One-on-One regression analysis Compassion and Knowledge Sharing

8D: One-on-One regression analysis Solidarity and Knowledge Sharing

8E: One-on-One regression analysis Survival and Knowledge Sharing

8F: One-on-One regression analysis Respect & Dignity and Knowledge Sharing

8G: One-on-One regression Humanness and Employee Motivations

8H: Multiple regression Humanness dimensions and Employee Motivations

8I: One-on-One regression Humanness and Leadership & Corporate Culture

8J: Multiple regression Humanness dimensions and Leadership & Corporate Culture

8K: One-on-One regression Humanness and Information Technology

8L: Multiple regression Humanness dimensions and Information Technology

8M: One-on-One regression Humanness and Consideration

8N: Multiple regression Humanness dimensions and Consideration

8O: One-on-One regression Humanness and Initiation of Structure

8P: Multiple regression Humanness dimensions and Initiation of Structure

8Q: One-on-One regression Consideration and Knowledge Sharing

8R: One-on-One regression Initiation of Structure and Knowledge Sharing

Appendix 9: Results Forward Regression Analysis & Mediation Analysis

9A: Forward regression analysis Humanness dimensions and Knowledge Sharing

9B: Preacher & Hayes Multiple Mediation analysis with compassion as independent variable

9C: Bootstrap results for indirect effects with compassion as independent variable

9D: Preacher & Hayes Multiple Mediation analysis with solidarity as independent variable

9E: Bootstrap results for indirect effects with solidarity as independent variable

9F: Forward regression Humanness dimensions and Employee Motivations

9G: Forward regression Humanness dimensions and Leadership & Corporate Culture

9H: Forward regression Humanness dimensions and Information Technology

9I: Forward regression Humanness dimensions and Consideration.

9J: Forward regression Humanness dimensions and Initiation of Structure

APPENDIX 1: Management Questionnaire

Management Questionnaire: Humanness as a management practice in relation to both knowledge transfer and leader behavior.

Originated by students of the University of Groningen

On the following pages is a list of items that may be used to describe to what extent one values Humanness as a management practice and how one behaves with respect to both knowledge transfer and leader behavior. Humanness as a management practice is originated from Africa and can be defined as an African management philosophy which emphasizes more on communalism, co-operative teamwork, mythology and traditionalism while the Western management philosophy can be seen as individualistic, modern and Eurocentric (Nkomo, 2006).

This is not a test of ability. It simply asks you to describe as accurately as you can, how you value Humanness as a management practice and how you behave regarding both knowledge transfer and as a leader of a group that you supervise. Furthermore, the questionnaires are confidential and only used for empirical research.

Sex:	Male/Female
Age:	……years
Nationality:	……
Function:	……
Number of employees within the organization:	……

Which of the following terms are covered in the official values and beliefs of the company? *More than one option is possible*

Compassion Respect Solidarity Teamwork Sharing

Other:……..

DIRECTIONS:

1. **Read** each item carefully.
2. **Think** about how frequently you engage in the behavior described by the item.
3. **Decide** whether you strongly disagree or strongly agree with the statement. Additionally, decide in some other items whether you always, often, occasionally, seldom or never act as described by the item.
4. **Mark** your answers as shown in the examples below.

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	**X**

Always 1	**X**	Often 2		Occasionally 3		Seldom 4		Never 5	

The total questionnaire exists out of 84 items. It will take approximately 20 minutes.

Compassion

1. My co-workers are friendly and helpful

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

2. I care about the well-being of my co-workers

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

3. I respect the customs and beliefs of my co-workers

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

4. I respect the religion of my co-workers

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

5. All opinions have a fair hearing and consideration

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

6. Long discussions take place in team meetings

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

7. When a co-worker gets a promotion and I am not, I'm happy for him/her

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

8. I have the freedom to take my own approach

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

Solidarity

1. I am willing to give up personal needs for the good of the team

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

2. I always put the interest of the whole team before my own interest

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

3. I see myself as an active listener towards my co-workers

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

4. I take the time to greet my co-workers

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

5. My co-worker is someone who I inform about my personal life

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

6. My co-workers and I get together outside of work time

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

7. I have the right to say no to the team

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

Survival

1. The organization encourages teamwork

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

2. I have to work closely with others to do my job well

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

3. I have confidence and trust in the team

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

4. A crisis in the team will always be solved in a harmonious way

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

5. I value sharing what I have with my family

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

6. Dialogue is an important means in organizational life

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

7. I feel I am really part of the team

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

8. I enjoy, above all else, to work as part of a team

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

Respect & Dignity

1. In the organization all the employees are equal

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

2. The organization encourages diversity in opinions

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

3. Different ethnic groups work in harmony

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

4. There is open communication in the organization

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

5. The organization provides all employees open access to all information

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

6. The organization provides equal opportunities for all

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

7. In the organization ceremonies and personnel parties are organized

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

8. The organization has well-being of its employees as a major objective

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

9. The organization and its employees are like a family and its members

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

10. My family is always welcome to visit the organization

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

Employee motivations

1. When I share knowledge with co-workers, I believe that my future requests for knowledge will be answered by them

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

2. I enjoy helping others by sharing my knowledge

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

3. I am confident in my ability to provide knowledge other people in the organization find valuable

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

4. When I share my knowledge with co-workers the people I work with respect me

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

Leadership & Corporate culture

1. In the organization employees have reciprocal faith in the behaviors and intentions of co-workers

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

2. In the organization high participation is expected in sharing knowledge and ideas

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

3. The organization views employee training as an investment rather than an expense

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

4. I will receive increased promotion opportunities in return for my knowledge sharing

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

5. Top management provides a clear organizational vision and goals to employees

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

6. Top management clearly supports the role of knowledge sharing

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

7. Encouraging knowledge sharing with co-workers is important component of organizational policy

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

8. In the organization employees are encouraged to suggest ideas for new opportunities

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

Information Technology

1. My organization uses technology infrastructure that allows employees to share knowledge with other people inside/outside the organization

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

2. In my organization employees make extensive use of electronic storage (such as databases and data warehouses) to access corporate knowledge

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

3. In my organization employees use knowledge networks (email, intranet, etc.) to communicate with coworkers

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

The Organization

1. The organization has different levels of authority

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

2. In the organization all decisions are made by the leader

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

3. The organization prevents job loss, even in difficult times

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

4. The organization has well-being of its employees as a major objective

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

5. The organization provides equal opportunities for all

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

6. In the organization all the employees are equal

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

7. Different ethnic groups work together in harmony

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

8. In the organization ceremonies and personnel parties are organized

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

9. The organization and its employees are like a family and its members

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

10. My family is always welcome to visit the organization

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

11. Many of my family members work in the organization

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

12. Dialogue is an important means in organizational life

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

13. There is open communication in the organization

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

14. The organization provides all employees open access to information

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

15. The organization encourages diversity of opinions

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

16. All questions of the questionnaire are closely related to the concept of ‘’humanness’’

Strongly disagree 1		Disagree 2		Neither agree or disagree 3		Agree 4		Strongly agree 5	

Leader behavior

1. I let group members know what is expected of them

Always 1		Often 2		Occasionally 3		Seldom 4		Never 5	

2. I am friendly and approachable

Always 1		Often 2		Occasionally 3		Seldom 4		Never 5	

3. I encourage the use of uniform procedures

Always 1		Often 2		Occasionally 3		Seldom 4		Never 5	

4. I do little things to make it pleasant to be a member of the group

Always 1		Often 2		Occasionally 3		Seldom 4		Never 5	

5. I try out my ideas in the group

Always 1		Often 2		Occasionally 3		Seldom 4		Never 5	

6. I put suggestions made by the group into operation

Always 1		Often 2		Occasionally 3		Seldom 4		Never 5	

7. I make my attitudes clear to the group

Always 1		Often 2		Occasionally 3		Seldom 4		Never 5	

8. I treat all group members as my equals

Always 1		Often 2		Occasionally 3		Seldom 4		Never 5	

9. I decide what shall be done and how it shall be done

Always 1		Often 2		Occasionally 3		Seldom 4		Never 5	

10. I give advance notice of changes

Always 1		Often 2		Occasionally 3		Seldom 4		Never 5	

11. I assign group members to particular tasks

Always 1		Often 2		Occasionally 3		Seldom 4		Never 5	

12. I keep to myself

Always 1		Often 2		Occasionally 3		Seldom 4		Never 5	

13. I make sure that my part in the group is understood by the group members

Always 1		Often 2		Occasionally 3		Seldom 4		Never 5	

14. I look out for the personal welfare of group members

Always 1		Often 2		Occasionally 3		Seldom 4		Never 5	

15. I schedule the work to be done

Always 1		Often 2		Occasionally 3		Seldom 4		Never 5	

16. I am willing to make changes

Always 1		Often 2		Occasionally 3		Seldom 4		Never 5	

17. I maintain definite standards of performance

Always 1		Often 2		Occasionally 3		Seldom 4		Never 5	

18. I refuse to explain my actions

Always 1		Often 2		Occasionally 3		Seldom 4		Never 5	

19. I ask that group members to follow standard rules and regulations

Always 1		Often 2		Occasionally 3		Seldom 4		Never 5	

20. I act without consulting the group

Always 1		Often 2		Occasionally 3		Seldom 4		Never 5	

You are welcome to make any comments or recommendations about these questions and if you have any comments or recommendations regarding the content of the complete questionnaire, please write them down below.

……

……

……

……

……

……

Thank you very much for completing the questionnaire

APPENDIX 2: Attached letter with conditions

Geachte meneer / mevrouw,

Voor mijn master International Business & Management aan de Rijksuniversiteit Groningen doe ik een onderzoek naar verschillende management stijlen wereldwijd. Uit onderzoek is gebleken dat er duidelijke verschillen zijn tussen bedrijven die beursgenoteerd zijn of niet, Angelsaksische geschiedenis hebben of niet, enzovoort. Onlangs is er uit een onderzoek naar voren gekomen dat bedrijven in Afrika opereren volgens een managementstijl waar de focus meer ligt op humaniteit, solidariteit, compassie en collectiviteit. Deze managementstijl wordt Humanness genoemd. Ik onderzoek of deze stijl of de aspecten daarvan ook terug komen in Westerse landen en welke effecten dit heeft.

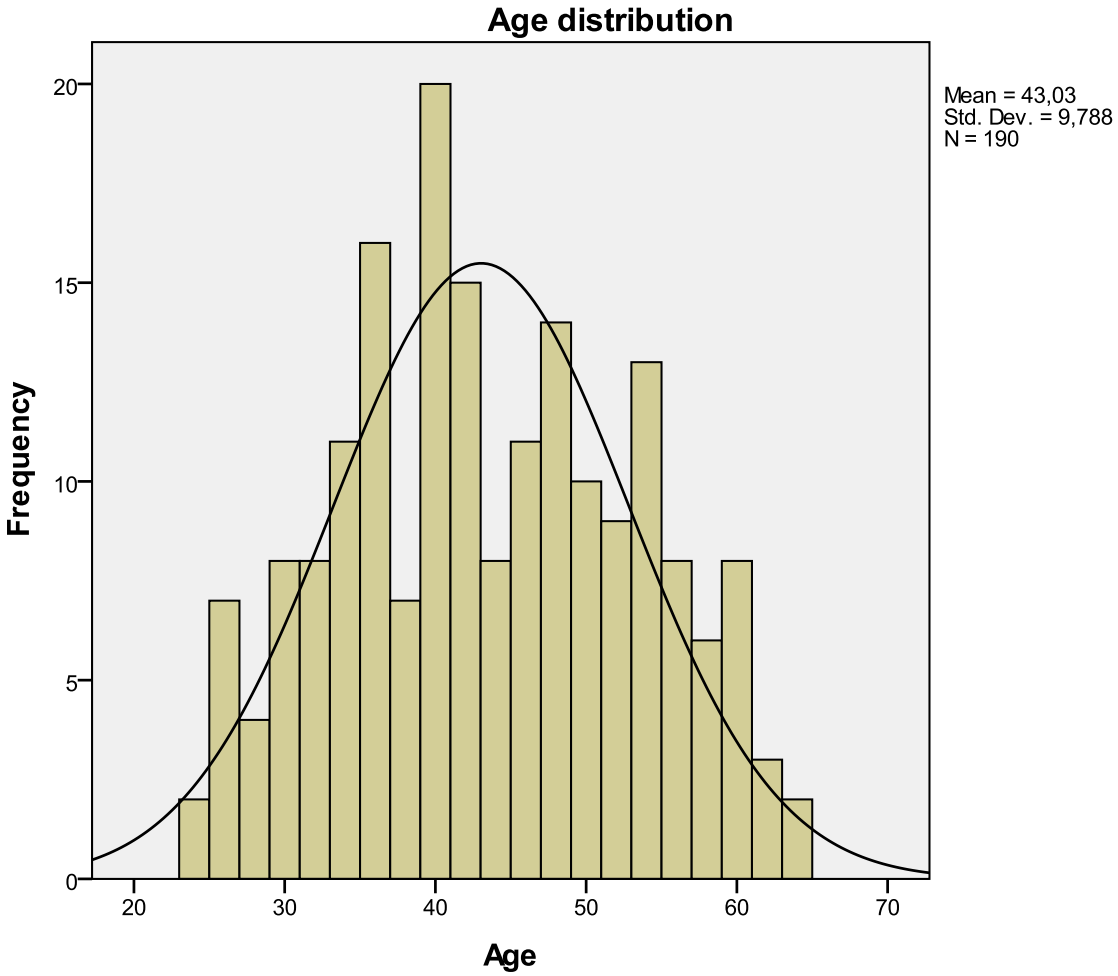
Voor mijn onderzoek moet ik mensen enquêteren met de Nederlandse nationaliteit, die een management functie bekleden binnen een organisatie. Het type organisatie is niet van belang, het is echter wel noodzakelijk dat in uw functieomschrijving is aangegeven dat u een management functie bekleedt. Daarnaast moeten er minimaal 20 mensen werkzaam zijn binnen uw organisatie en moet u persoonlijk minimaal leiding geven aan vijf mensen.

Wanneer u aan bovengenoemde randvoorwaarden voldoet, dan zou u mij enorm helpen door de enquête in te vullen. Het invullen van de enquête duurt maximaal 15 minuten. Het is volledig anoniem, uw naam en ook het bedrijf waarvoor u werkt worden nergens genoemd.

Bij deze alvast bedankt voor uw tijd en moeite.

Vriendelijke groet,
Oscar Fredriks
a.d.fredriks@gmail.com
06-41584864

APPENDIX 3: Age Distribution of the sample



APPENDIX 4: Cronbach's Alphas if item deleted from both constructs & dimensions.

4A: Cronbach's Alpha Humanness if Item Deleted Humanness

QUESTIONS	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q1 Compassion	119,09	141,542	,520	,866
Q2 Compassion	118,94	142,605	,534	,866
Q3 Compassion	119,12	143,891	,451	,867
Q4 Compassion	119,03	142,851	,392	,868
Q5 Compassion	119,33	141,755	,443	,867
Q6 Compassion	120,12	147,087	,096	,875
Q7 Compassion	119,48	142,960	,356	,869
Q8 Compassion	119,14	144,775	,266	,870
Q9 Solidarity	119,56	141,327	,476	,866
Q10 Solidarity	119,82	140,543	,404	,867
Q11 Solidarity	119,33	141,969	,381	,868
Q12 Solidarity	119,23	141,689	,375	,868
Q13 Solidarity	119,84	141,033	,376	,868
Q14 Solidarity	120,49	141,299	,350	,869
Q15 Solidarity	119,21	142,143	,382	,868
Q16 Survival	119,26	140,470	,485	,866
Q17 Survival	119,14	140,101	,471	,866
Q18 Survival	119,19	140,909	,565	,865
Q19 Survival	119,98	143,730	,276	,870
Q20 Survival	119,69	141,218	,362	,869
Q21Survival	118,97	144,443	,320	,869
Q22 Survival	119,28	138,721	,554	,864
Q23 Survival	119,62	141,834	,353	,869
Q24 Respect & Dignity	120,26	140,288	,362	,869
Q25 Respect & Dignity	119,61	141,456	,420	,867
Q26 Respect & Dignity	119,34	145,623	,257	,870
Q27 Respect & Dignity	119,54	140,472	,480	,866
Q28 Respect & Dignity	120,10	139,911	,387	,868
Q29 Respect & Dignity	119,75	141,100	,371	,868
Q30 Respect & Dignity	119,35	142,833	,344	,869
Q31 Respect & Dignity	119,52	140,388	,466	,866
Q32 Respect & Dignity	120,34	137,039	,507	,865
Q33 Respect & Dignity	119,93	142,382	,261	,872

4A1: Cronbach's Alpha Compassion if Item Deleted Compassion

QUESTIONS	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q1 Compassion	27,74	7,952	,338	,604
Q2 Compassion	27,59	7,757	,497	,572
Q3 Compassion	27,76	7,790	,504	,572
Q4 Compassion	27,67	7,501	,407	,584
Q5 Compassion	27,97	7,475	,397	,586
Q6 Compassion	28,76	8,277	,086	,692
Q7 Compassion	28,13	7,286	,419	,579
Q8 Compassion	27,78	8,234	,195	,642

4A2: Cronbach's Alpha Solidarity if Item Deleted Solidarity

QUESTIONS	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q9 Solidarity	21,69	12,457	,551	,741
Q10 Solidarity	21,95	12,003	,472	,754
Q11 Solidarity	21,47	12,293	,494	,749
Q12 Solidarity	21,36	11,788	,555	,737
Q13 Solidarity	21,98	11,661	,524	,743
Q14 Solidarity	22,63	12,287	,394	,772
Q15 Solidarity	21,34	12,184	,532	,742

4A3: Cronbach's Alpha Survival if Item Deleted Survival

QUESTIOSN	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q16 Survival	26,99	12,111	,445	,707
Q17 Survival	26,87	11,550	,510	,693
Q18 Survival	26,93	12,058	,587	,686
Q19 Survival	27,72	12,797	,264	,743
Q20 Survival	27,43	11,812	,384	,721
Q21 Survival	26,70	12,962	,354	,723
Q22 Survival	27,01	11,153	,606	,673
Q23 Survival	27,35	12,134	,359	,725

4A4: Cronbach's Alpha Respect & Dignity if Item Deleted Respect & Dignity

QUESTIONS	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q24 Respect & Dignity	31,94	20,282	,425	,725
Q25 Respect & Dignity	31,29	21,307	,446	,722
Q26 Respect & Dignity	31,02	23,798	,162	,755
Q27 Respect & Dignity	31,22	20,657	,551	,709
Q28 Respect & Dignity	31,78	20,395	,424	,725
Q29 Respect & Dignity	31,43	20,235	,499	,713
Q30 Respect & Dignity	31,03	22,211	,315	,739
Q31 Respect & Dignity	31,20	20,669	,525	,711
Q32 Respect & Dignity	32,02	19,952	,471	,717
Q33 Respect & Dignity	31,61	21,255	,292	,748

4B: Cronbach's Alpha Knowledge Sharing if Item Deleted Knowledge Sharing

QUESTIONS	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q1 Employee Motivations	53,08	53,115	,416	,856
Q2 Employee Motivations	52,66	54,161	,369	,858
Q3 Employee Motivations	52,90	53,445	,360	,859
Q4 Employee Motivations	52,94	52,986	,474	,854
Q5 Leadership & Corporate Culture	53,43	51,887	,539	,851
Q6 Leadership & Corporate Culture	53,12	51,102	,605	,847
Q7 Leadership & Corporate Culture	53,14	52,320	,440	,855
Q8 Leadership & Corporate Culture	53,97	52,814	,370	,859
Q9 Leadership & Corporate Culture	53,49	47,966	,606	,846
Q10 Leadership & Corporate Culture	53,39	48,091	,685	,841
Q11 Leadership & Corporate Culture	53,29	49,394	,605	,846
Q12 Leadership & Corporate Culture	53,09	50,495	,622	,846
Q13 Information Technology	53,28	50,522	,492	,853
Q14 Information Technology	53,32	51,625	,396	,859
Q15 Information Technology	52,74	51,909	,546	,850

4B1: Cronbach's Alpha Employee Motivations if Item Deleted Employee Motivations

QUESTIONS	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q1Employee Motivations	12,46	3,827	,601	,833
Q2 Employee Motivations	12,04	3,713	,766	,764
Q3 Employee Motivations	12,28	3,504	,677	,801
Q4 Employee Motivations	12,32	3,849	,676	,800

4B2: Cronbach's Alpha Leadership & Corporate Culture if Item Deleted Leadership & Corporate Culture

QUESTIONS	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q5 Leadership & Corporate Culture	25,43	21,072	,554	,836
Q6 Leadership & Corporate Culture	25,12	20,615	,615	,830
Q7 Leadership & Corporate Culture	25,14	21,198	,467	,845
Q8 Leadership & Corporate Culture	25,97	21,248	,425	,851
Q9 Leadership & Corporate Culture	25,49	18,336	,637	,827
Q10 Leadership & Corporate Culture	25,39	18,207	,758	,809
Q11 Leadership & Corporate Culture	25,29	19,384	,626	,827
Q12 Leadership & Corporate Culture	25,09	20,092	,651	,825

4B3: : Cronbach's Alpha Information Technology if Item Deleted Information Technology

QUESTIONS	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q13 Information Technology	7,93	2,365	,652	,623
Q14 Information Technology	7,96	2,400	,602	,689
Q15 Information Technology	7,38	3,210	,572	,730

4C: Cronbach's Alpha Leader Behavior if Item Deleted Leader Behavior

QUESTIONS	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q49 Initiation of Structure	71,1630	44,673	,531	,783
Q50 Consideration	71,1304	46,092	,414	,790
Q51 Initiation of Structure	71,6196	45,002	,375	,791
Q52 Consideration	71,9674	44,054	,394	,790
Q53 Initiation of Structure	71,5380	44,851	,510	,784
Q54 Consideration	71,4783	45,715	,495	,786
Q55 Initiation of Structure	71,3207	45,268	,509	,785
Q56 Consideration	71,4293	45,285	,404	,789
Q57 Initiation of Structure	72,1196	48,620	,079	,808
Q58 Consideration	71,4185	45,250	,481	,786
Q59 Initiation of Structure	71,4511	45,517	,418	,789
Q60 Consideration	72,1685	47,846	,073	,816
Q61 Initiation of Structure	71,3587	44,275	,562	,781
Q62 Consideration	71,3043	44,803	,508	,784
Q63 Initiation of Structure	71,9185	44,075	,360	,793
Q64 Consideration	71,1413	44,723	,515	,784
Q65 Initiation of Structure	71,6359	45,807	,348	,792
Q66 Consideration	70,9891	48,470	,122	,804
Q67 Initiation of Structure	71,9565	46,337	,272	,797
Q68 Consideration	71,8804	46,510	,267	,797

4C1: Cronbach's Alpha Consideration if Item Deleted Consideration

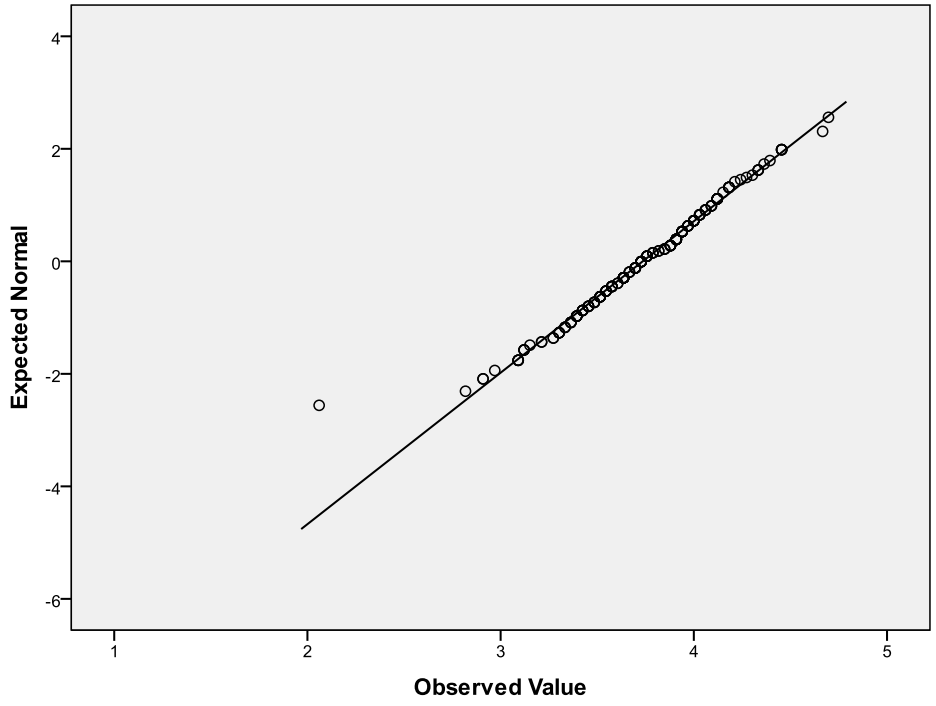
QUESTIONS	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q50 Consideration	34,0699	12,692	,442	,625
Q52 Consideration	34,9247	12,427	,247	,665
Q54 Consideration	34,4301	12,938	,407	,632
Q56 Consideration	34,3710	12,343	,396	,629
Q58 Consideration	34,3548	12,652	,413	,628
Q60 Consideration	35,0968	12,726	,158	,693
Q62 Consideration	34,2527	12,417	,428	,624
Q64 Consideration	34,0806	12,183	,493	,613
Q66 Consideration	33,9247	13,529	,225	,660
Q68 Consideration	34,8172	12,853	,275	,653

4C2: Cronbach's Alpha Initiation of Structure if Item Deleted Initiation of Structure

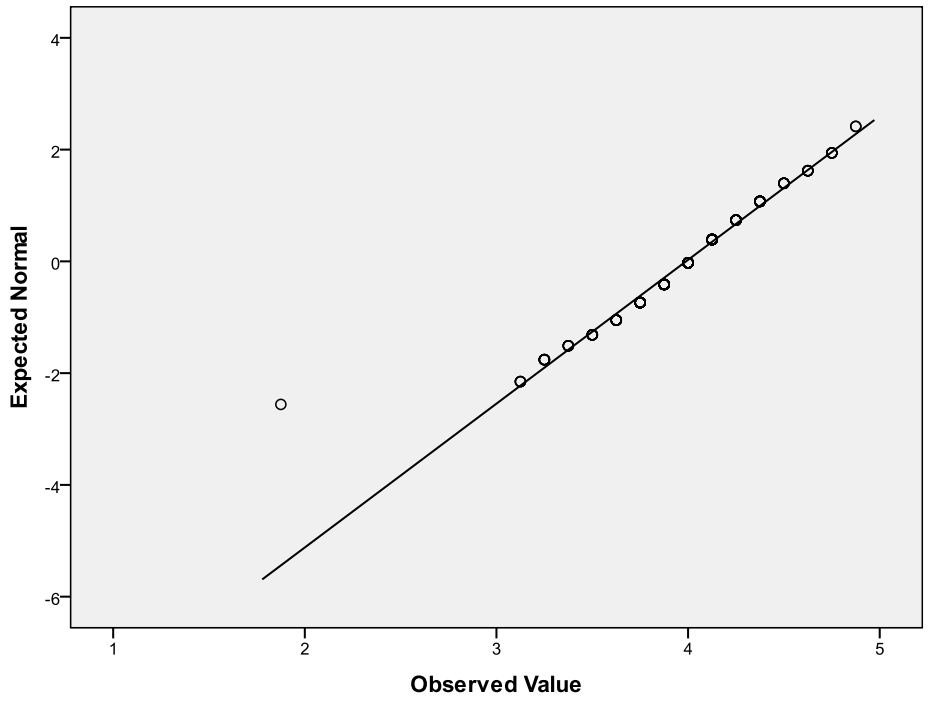
QUESTIONS	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q49 Initiation of Structure	32,9462	14,624	,422	,695
Q51 Initiation of Structure	33,3925	13,883	,421	,694
Q53 Initiation of Structure	33,3226	14,836	,376	,702
Q55 Initiation of Structure	33,1075	15,091	,365	,704
Q57 Initiation of Structure	33,8925	15,459	,209	,728
Q59 Initiation of Structure	33,2312	14,773	,373	,702
Q61 Initiation of Structure	33,1344	14,290	,472	,688
Q63 Initiation of Structure	33,6882	12,886	,455	,689
Q65 Initiation of Structure	33,4247	14,397	,390	,699
Q67 Initiation of Structure	33,7312	14,381	,363	,704

APPENDIX 5: Normal Q-Plots Constructs & Dimensions

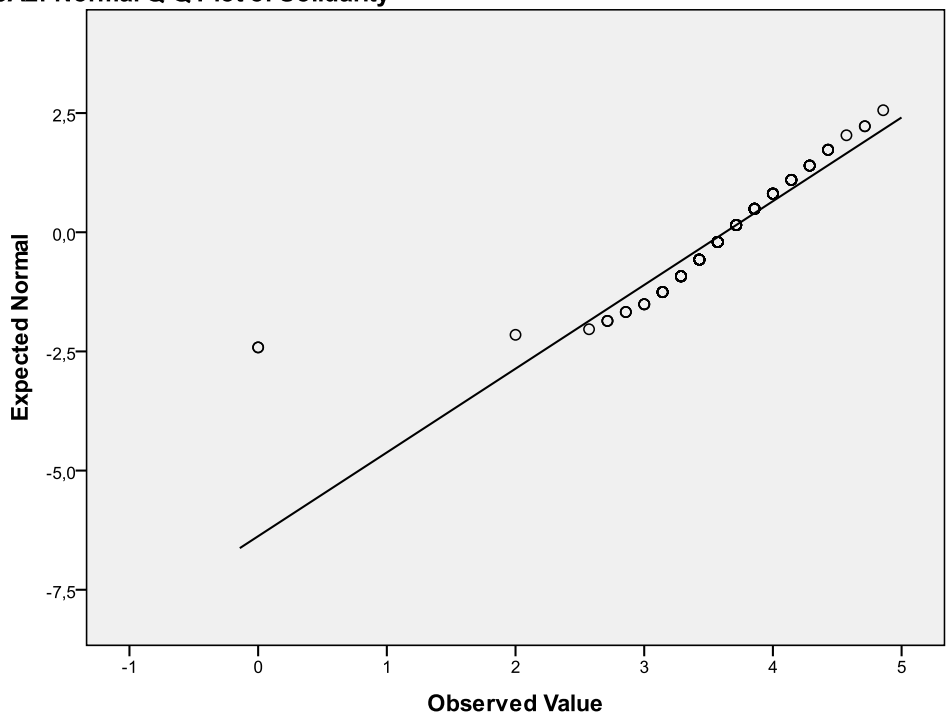
5A: Normal Q-Q Plot of Humanness



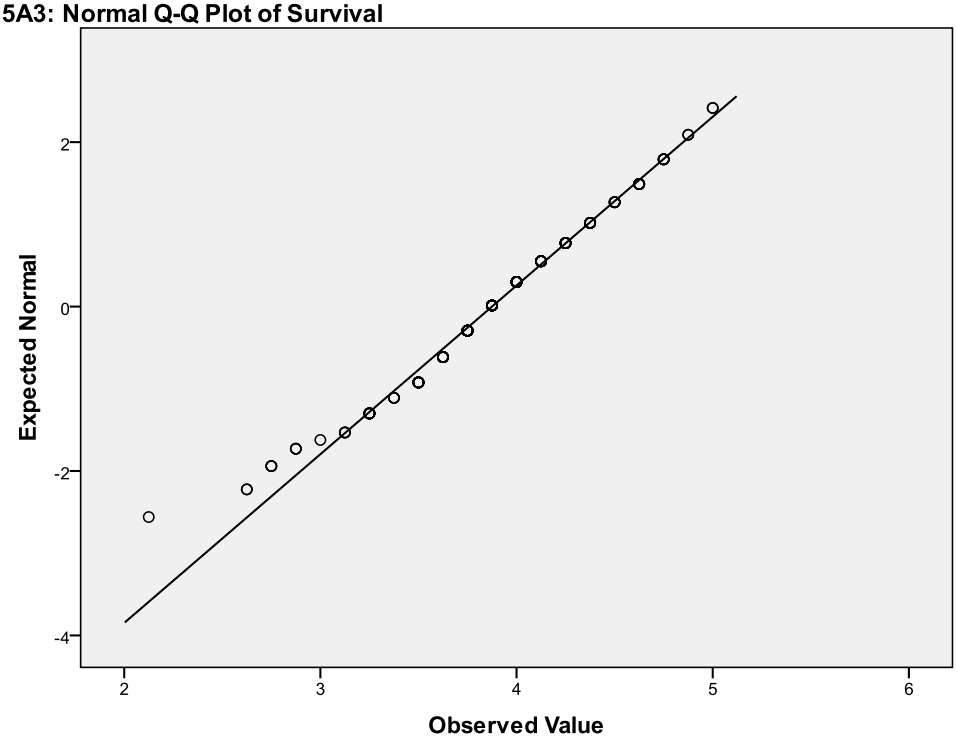
5A1: Normal Q-Q Plot of Compassion



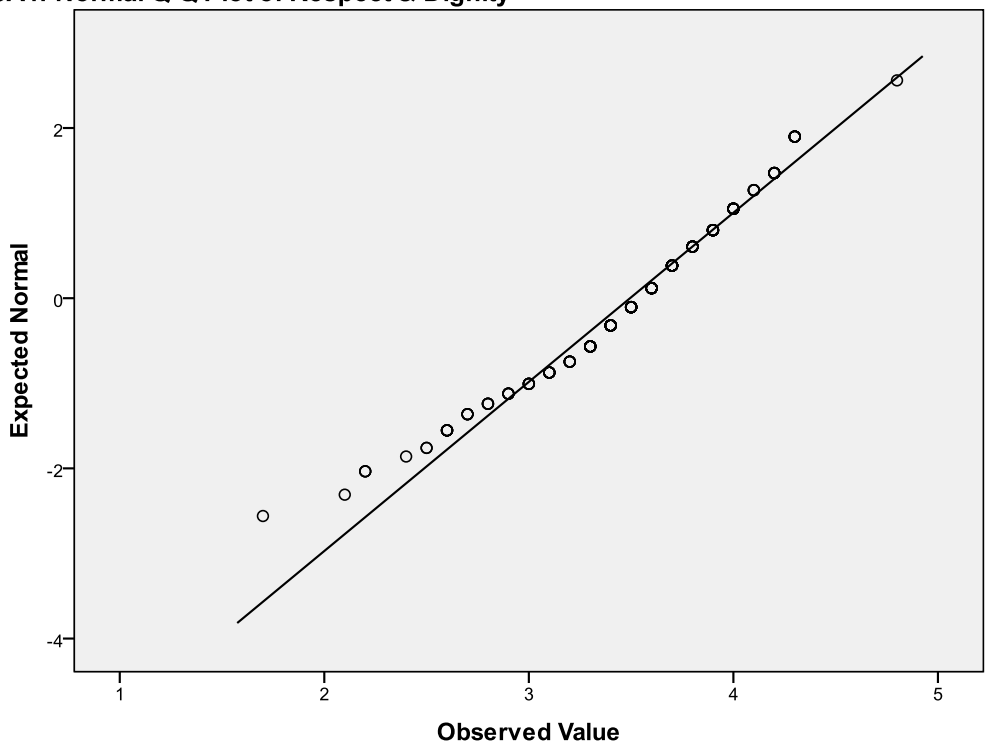
5A2: Normal Q-Q Plot of Solidarity



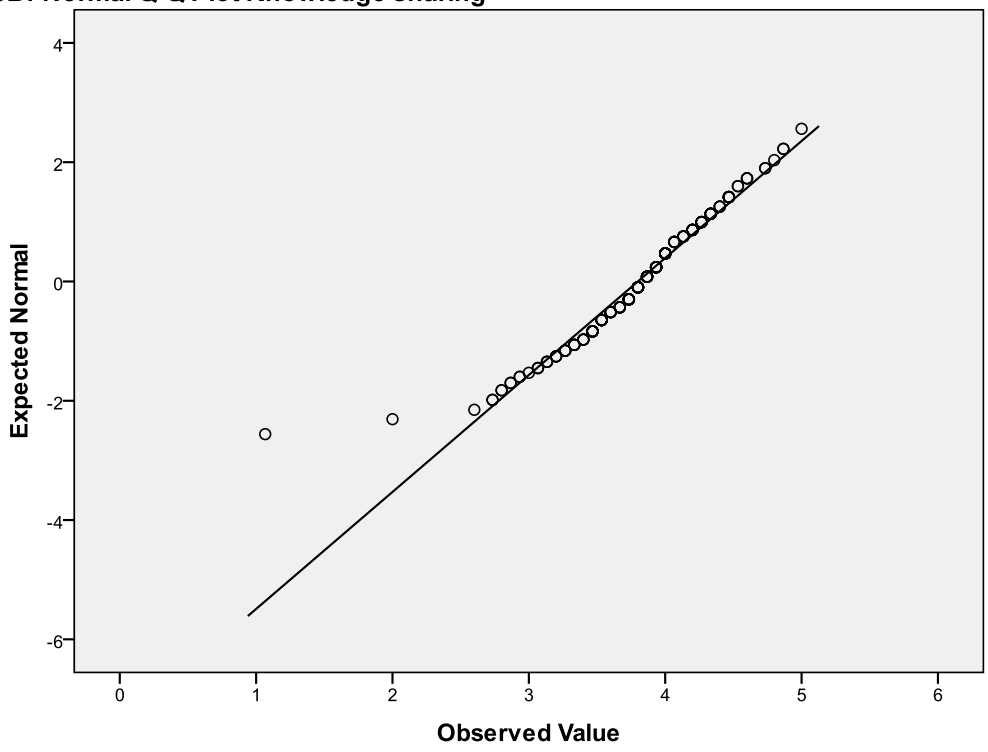
5A3: Normal Q-Q Plot of Survival



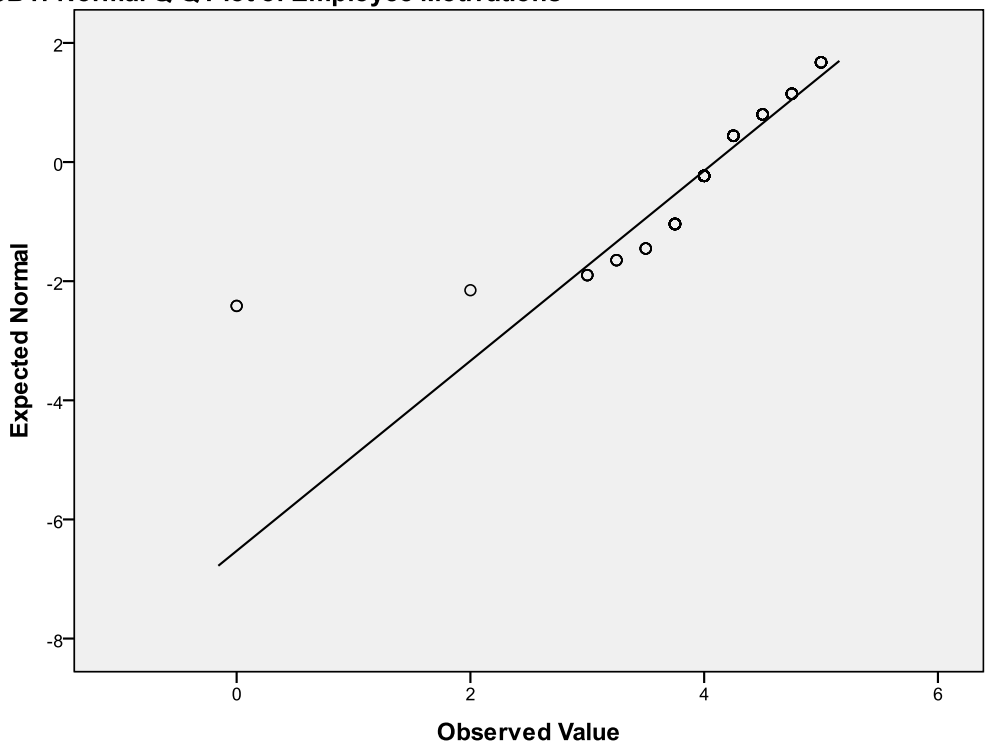
5A4: Normal Q-Q Plot of Respect & Dignity



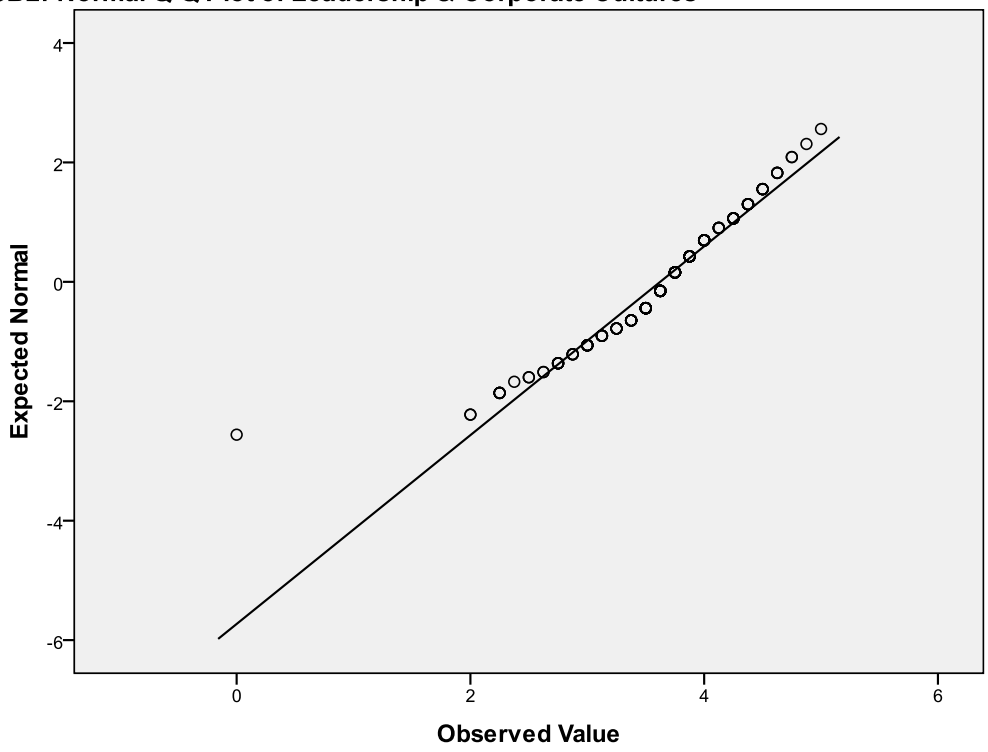
5B: Normal Q-Q Plot Knowledge sharing



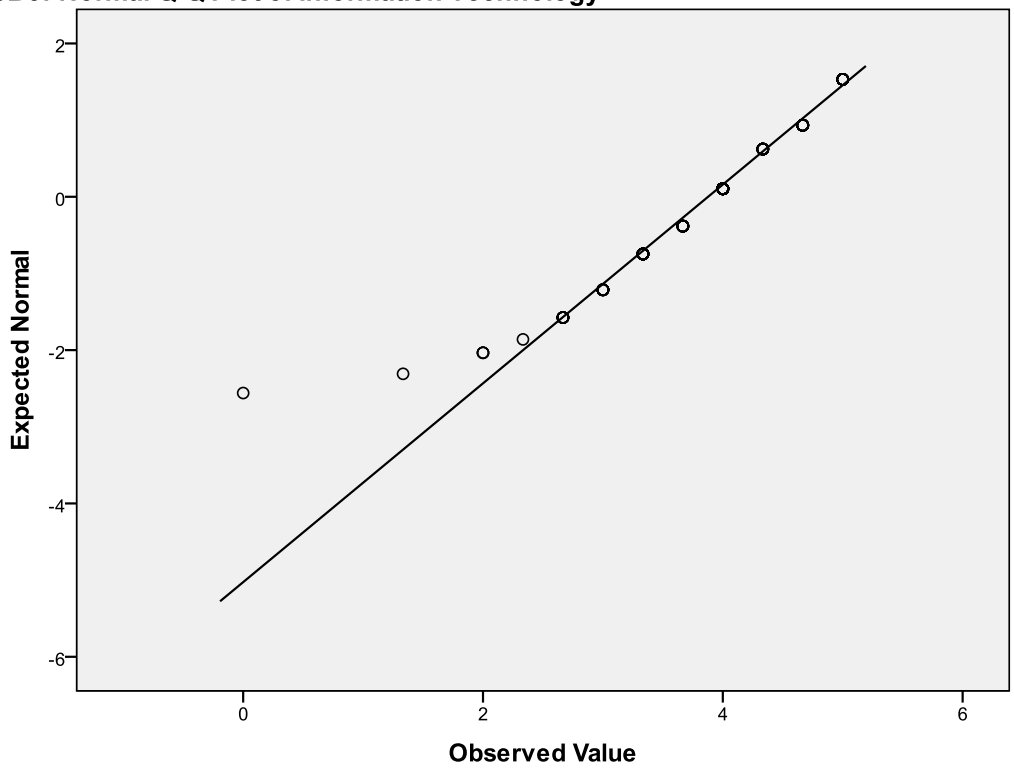
5B1: Normal Q-Q Plot of Employee Motivations



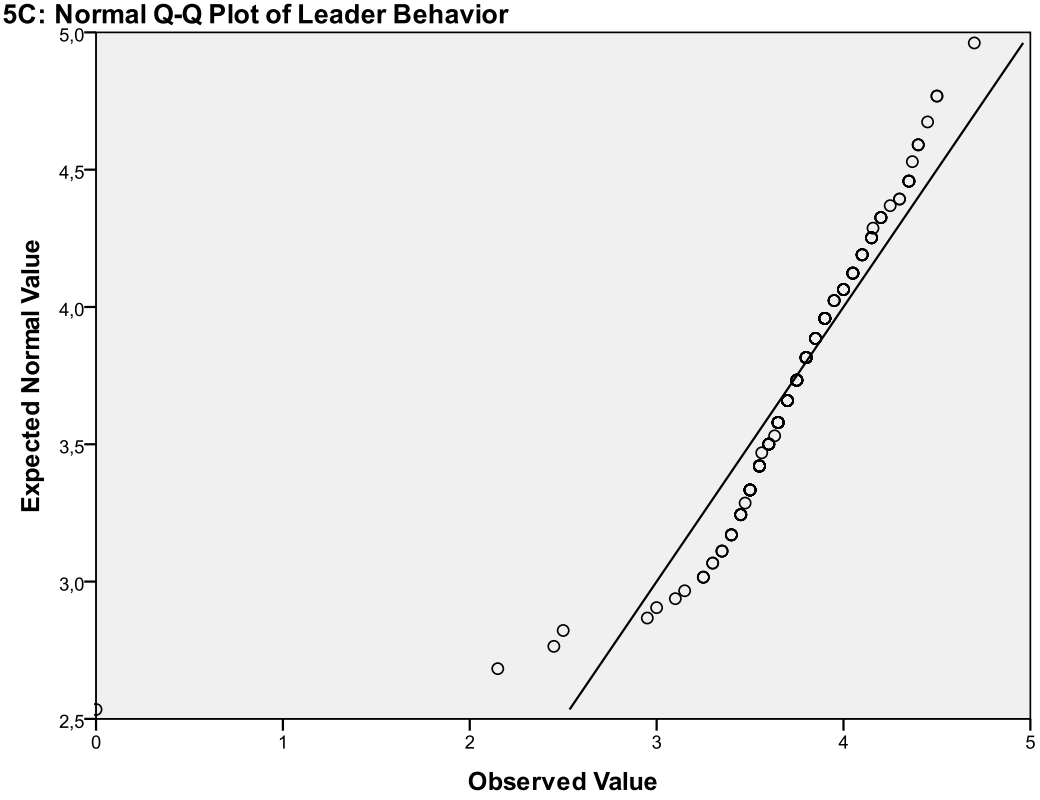
5B2: Normal Q-Q Plot of Leadership & Corporate Cultures



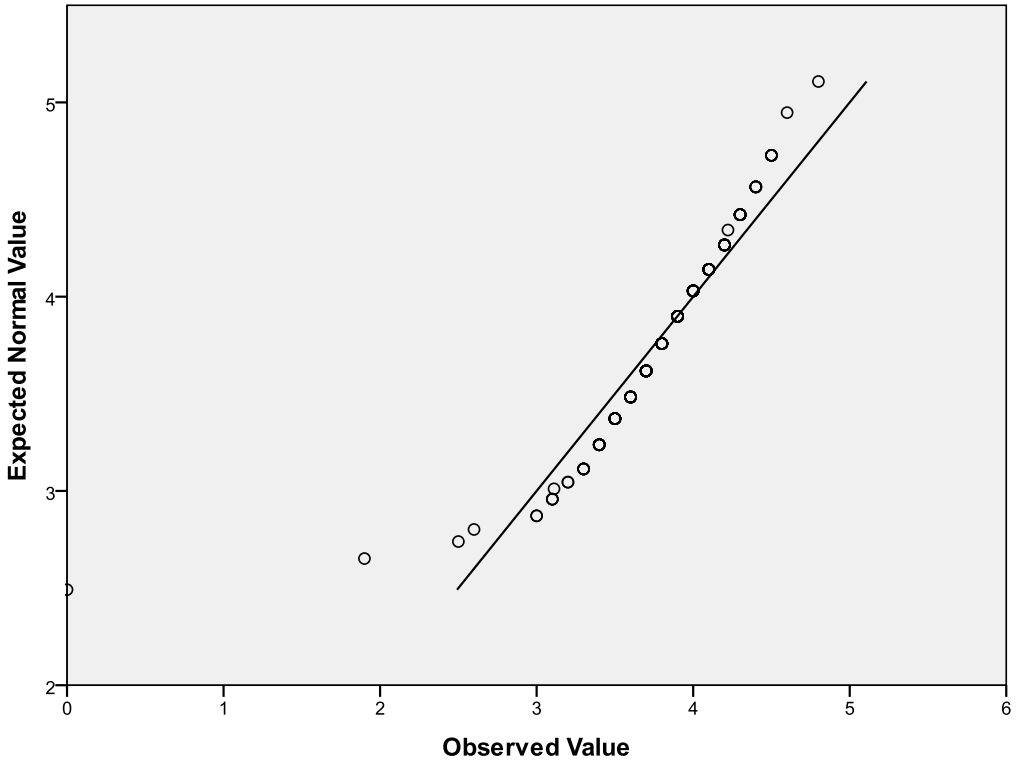
5B3: Normal Q-Q Plot of Information Technology



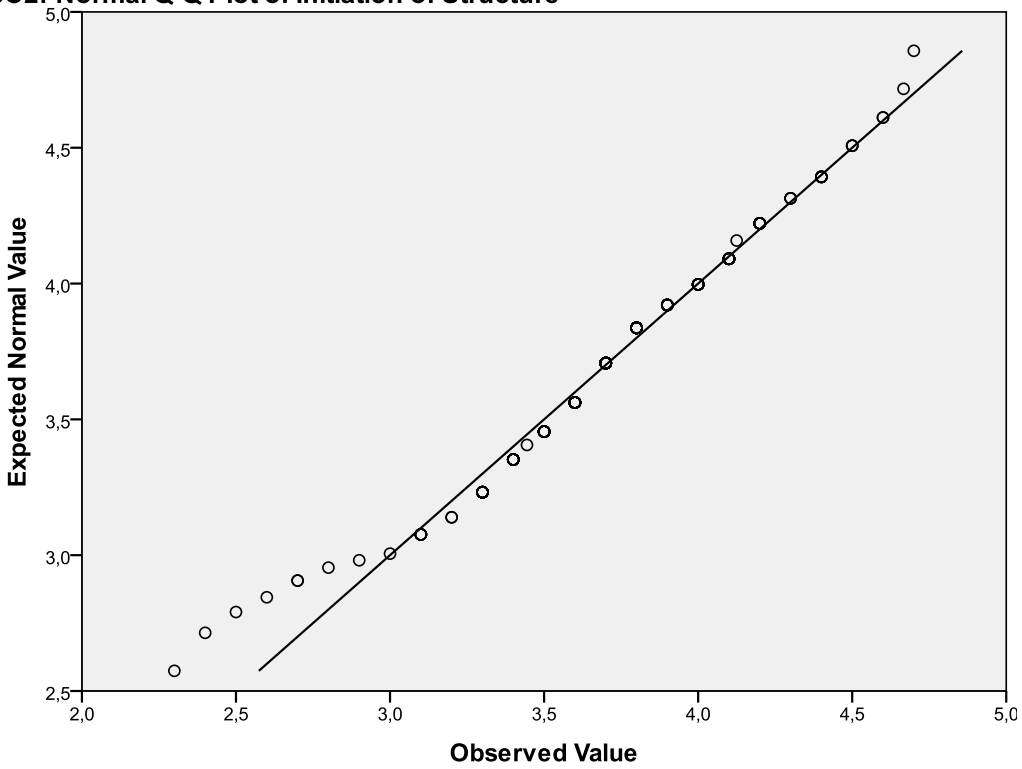
5C: Normal Q-Q Plot of Leader Behavior



5C1: Normal Q-Q Plot of Consideration



5C2: Normal Q-Q Plot of Initiation of Structure



APPENDIX 6: Results One-Sample T-test

6A: One-Sample Statistics Humanness & Dimensions

	N	Mean	Std. Deviation	Std. Error Mean
Humanness	190	3,7354	,37142	,02695
Compassion	190	3,9895	,38860	,02819
Solidarity	190	3,6293	,56914	,04129
Survival	190	3,8750	,48727	,03535
Respect & Dignity	190	3,4947	,50308	,03650

6A: One-Sample Test Humanness & Dimensions

	Test Value = 3.5					
					99% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Humanness	8,736	189	,000	,23541	,1653	,3055
Compassion	17,362	189	,000	,48947	,4161	,5628
Solidarity	3,132	189	,002	,12932	,0219	,2368
Survival	10,608	189	,000	,37500	,2830	,4670
Respect & Dignity	-,144	189	,885	-,00526	-,1002	,0897

6A: One-Sample Statistics Respect & Dignity

	N	Mean	Std. Deviation	Std. Error Mean
Respect & Dignity	190	3,4947	,50308	,03650

6A: One-Sample Test Respect & Dignity

	Test Value = 3					
					99% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Respect & Dignity	13,555	189	,000	,49474	,3998	,5897

6B: One-Sample Statistics Knowledge Sharing & Dimensions

	N	Mean	Std. Deviation	Std. Error Mean
Knowledge sharing	190	3,7993	,50984	,03699
Employee Motivations	190	4,0921	,62684	,04548
Leadership & Corporate Culture	190	3,6237	,63243	,04588
Information Technology	190	3,8772	,77141	,05596

6B: One-Sample Test Knowledge Sharing & Dimensions

	Test Value = 3.5					
					99% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Knowledge sharing	8,092	189	,000	,29930	,2031	,3955
Employee Motivations	13,020	189	,000	,59211	,4738	,7104
Leadership & Corporate Culture	2,696	189	,008	,12368	,0043	,2431
Information Technology	6,740	189	,000	,37719	,2316	,5228

6C: One-Sample Statistics Leader Behavior Styles

	N	Mean	Std. Deviation	Std. Error Mean
Consideration	190	3,7996	,48125	,03491
Initiation of Structure	190	3,7155	,42020	,03057

6C: One-Sample Test Leader Behavior Styles

	Test Value = 3.5					
					99% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Consideration	8,583	189	,000	,29965	,2088	,3905
Initiation of Structure	7,052	189	,000	,21553	,1360	,2951

APPENDIX 7: Results Pearson Correlations

7A: Pearson Correlation Humanness and Knowledge Sharing and its dimensions.

		Humanness	Knowledge sharing	Employee Motivations	Leadership & Corporate Culture	Information Technology
Humanness	Pearson Correlation	1	,644**	,491**	,562**	,369**
	Sig. (2-tailed)		,000	,000	,000	,000
	N	190	190	190	190	190
Knowledge Sharing	Pearson Correlation	,644**	1	,588**	,910**	,679**
	Sig. (2-tailed)	,000		,000	,000	,000
	N	190	190	190	190	190
Employee Motivations	Pearson Correlation	,491**	,588**	1	,313**	,177*
	Sig. (2-tailed)	,000	,000		,000	,015
	N	190	190	190	190	190
Leadership & Corporate Culture	Pearson Correlation	,562**	,910**	,313**	1	,481**
	Sig. (2-tailed)	,000	,000	,000		,000
	N	190	190	190	190	190
Information Technology	Pearson Correlation	,369**	,679**	,177*	,481**	1
	Sig. (2-tailed)	,000	,000	,015	,000	
	N	190	190	190	190	190

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

7B: Pearson Correlation Humanness dimensions and Knowledge Sharing

		Humanness	Compassion	Solidarity	Survival	Respect & Dignity	Knowledge Sharing
Humanness	Pearson Correlation	1	,770**	,685**	,793**	,803**	,644**
	Sig. (2-tailed)		,000	,000	,000	,000	,000
	N	190	190	190	190	190	190
Compassion	Pearson Correlation	,770**	1	,475**	,525**	,474**	,411**
	Sig. (2-tailed)	,000		,000	,000	,000	,000
	N	190	190	190	190	190	190
Solidarity	Pearson Correlation	,685**	,475**	1	,361**	,304**	,297**
	Sig. (2-tailed)	,000	,000		,000	,000	,000
	N	190	190	190	190	190	190
Survival	Pearson Correlation	,793**	,525**	,361**	1	,547**	,588**
	Sig. (2-tailed)	,000	,000	,000		,000	,000
	N	190	190	190	190	190	190
Respect & Dignity	Pearson Correlation	,803**	,474**	,304**	,547**	1	,625**
	Sig. (2-tailed)	,000	,000	,000	,000		,000
	N	190	190	190	190	190	190
Knowledge Sharing	Pearson Correlation	,644**	,411**	,297**	,588**	,625**	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	
	N	190	190	190	190	190	190

**. Correlation is significant at the 0.01 level (2-tailed).

7C: Pearson Correlation Humanness and Leader Behavior Styles

		Humanness	Consideration	Initiation of Structure
Humanness	Pearson Correlation	1	,210**	,286**
	Sig. (2-tailed)		,004	,000
	N	190	190	189
Consideration	Pearson Correlation	,210**	1	,513**
	Sig. (2-tailed)	,004		,000
	N	190	190	189
Initiation of Structure	Pearson Correlation	,286**	,513**	1
	Sig. (2-tailed)	,000	,000	
	N	190	190	190

**. Correlation is significant at the 0.01 level (2-tailed).

7D: Pearson Correlation Leadership Behavior Styles and Humanness dimensions

		Consideration	Initiation of Structure	Compassion	Solidarity	Survival	Respect & Dignity
Consideration	Pearson Correlation	1	,513**	,206**	,140	,218**	,104
	Sig. (2-tailed)		,000	,004	,054	,003	,155
	N	190	190	190	190	190	190
Initiation of Structure	Pearson Correlation	,513**	1	,235**	,149*	,326**	,180*
	Sig. (2-tailed)	,000		,001	,040	,000	,013
	N	189	190	190	190	190	190
Compassion	Pearson Correlation	,206**	,235**	1	,475**	,525**	,474**
	Sig. (2-tailed)	,004	,001		,000	,000	,000
	N	190	190	190	190	190	190
Solidarity	Pearson Correlation	,140	,149*	,475**	1	,361**	,304**
	Sig. (2-tailed)	,054	,040	,000		,000	,000
	N	190	190	190	190	190	190
Survival	Pearson Correlation	,218**	,326**	,525**	,361**	1	,547**
	Sig. (2-tailed)	,003	,000	,000	,000		,000
	N	190	190	190	190	190	190
Respect & Dignity	Pearson Correlation	,104	,180*	,474**	,304**	,547**	1
	Sig. (2-tailed)	,155	,013	,000	,000	,000	
	N	190	190	190	190	190	190

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

7E: Pearson Correlation Leader Behavior Styles and Knowledge Sharing and its dimensions.

		Consideration	Initiation of Structure	Knowledge Sharing	Employee Motivations	Leadership & Corporate Culture	Information Technology
Consideration	Pearson Correlation	1	,513**	,404**	,229**	,371**	,275**
	Sig. (2-tailed)		,000	,000	,001	,000	,000
	N	190	190	190	190	190	190
Initiation of Structure	Pearson Correlation	,513**	1	,178*	,050	,154*	,195**
	Sig. (2-tailed)	,000		,014	,491	,035	,007
	N	189	190	190	190	190	190
Knowledge sharing	Pearson Correlation	,404**	,178*	1	,588**	,910**	,679**
	Sig. (2-tailed)	,000	,014		,000	,000	,000
	N	190	190	190	190	190	190
Employee Motivations	Pearson Correlation	,229**	,050	,588**	1	,313**	,177*
	Sig. (2-tailed)	,001	,491	,000		,000	,015
	N	190	190	190	190	190	190
Leadership & Corporate Culture	Pearson Correlation	,371**	,154*	,910**	,313**	1	,481**
	Sig. (2-tailed)	,000	,035	,000	,000		,000
	N	190	190	190	190	190	190
Information Technology	Pearson Correlation	,275**	,195**	,679**	,177*	,481**	1
	Sig. (2-tailed)	,000	,007	,000	,015	,000	
	N	190	190	190	190	190	190

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

7F: Pearson Correlation Humanness dimensions and Knowledge Sharing dimensions.

		Compassion	Solidarity	Survival	Respect & Dignity	Employee Motivations	Leadership & Corporate Culture	Information Technology
Compassion	Pearson Correlation	1	,475**	,525**	,474**	,388**	,324**	,231**
	Sig. (2-tailed)		,000	,000	,000	,000	,000	,001
	N	190	190	190	190	190	190	190
Solidarity	Pearson Correlation	,475**	1	,361**	,304**	,324**	,198**	,198**
	Sig. (2-tailed)	,000		,000	,000	,000	,006	,006
	N	190	190	190	190	190	190	190
Survival	Pearson Correlation	,525**	,361**	1	,547**	,434**	,494**	,393**
	Sig. (2-tailed)	,000	,000		,000	,000	,000	,000
	N	190	190	190	190	190	190	190
Respect & Dignity	Pearson Correlation	,474**	,304**	,547**	1	,363**	,631**	,294**
	Sig. (2-tailed)	,000	,000	,000		,000	,000	,000
	N	190	190	190	190	190	190	190
Employee Motivations	Pearson Correlation	,388**	,324**	,434**	,363**	1	,313**	,177*
	Sig. (2-tailed)	,000	,000	,000	,000		,000	,015
	N	190	190	190	190	190	190	190
Leadership & Corporate Culture	Pearson Correlation	,324**	,198**	,494**	,631**	,313**	1	,481**
	Sig. (2-tailed)	,000	,006	,000	,000	,000		,000
	N	190	190	190	190	190	190	190
Information Technology	Pearson Correlation	,231**	,198**	,393**	,294**	,177*	,481**	1
	Sig. (2-tailed)	,001	,006	,000	,000	,015	,000	
	N	190	190	190	190	190	190	190

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

APPENDIX 8: Results One-on-One and Multiple Regressions Analyses

8A: One-on-One regression Humanness and Knowledge Sharing Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,644[a]	,415	,412	,39092

a. Predictors: (Constant), Humanness

8A: One-on-One regression Humanness and Knowledge Sharing ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20,398	1	20,398	133,478	,000[a]
	Residual	28,730	188	,153		
	Total	49,129	189			

a. Predictors: (Constant), Humanness
b. Dependent Variable: Knowledge Sharing

8A: One-on-One regression Humanness and Knowledge Sharing Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	,495	,287		1,723	,086
	Humanness	,885	,077	,644	11,553	,000

a. Dependent Variable: Knowledge Sharing

8B: Multiple regression Humanness dimensions and Knowledge Sharing Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,692[a]	,479	,468	,37201

a. Predictors: (Constant), Respect & Dignity, Solidarity, Survival, Compassion

8B: Multiple regression Humanness dimensions and Knowledge Sharing ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23,527	4	5,882	42,501	,000[a]
	Residual	25,602	185	,138		
	Total	49,129	189			

a. Predictors: (Constant), Respect & Dignity, Solidarity, Survival, Compassion
b. Dependent Variable: Knowledge Sharing

8B: Multiple regression Humanness dimensions and Knowledge Sharing Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,733	,295		2,489	,014
	Compassion	,022	,090	,017	,241	,809
	Solidarity	,036	,055	,040	,662	,509
	Survival	,349	,072	,333	4,870	,000
	Respect & Dignity	,428	,067	,422	6,420	,000

a. Dependent Variable: Knowledge Sharing

8C: One-on-One regression analysis Compassion and Knowledge Sharing Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,411[a]	,169	,164	,46603

a. Predictors: (Constant), Compassion

8C: One-on-One regression analysis Compassion and Knowledge Sharing ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8,299	1	8,299	38,212	,000[a]
	Residual	40,830	188	,217		
	Total	49,129	189			

a. Predictors: (Constant), Compassion
b. Dependent Variable: Knowledge Sharing

8C: One-on-One regression analysis Compassion and Knowledge Sharing Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1,648	,350		4,714	,000
	Compassion	,539	,087	,411	6,182	,000

a. Dependent Variable: Knowledge Sharing

8D: One-on-One regression analysis Solidarity and Knowledge Sharing Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,297[a]	,088	,083	,48812

a. Predictors: (Constant), Solidarity

8D: One-on-One regression analysis Solidarity and Knowledge Sharing ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4,336	1	4,336	18,201	,000[a]
	Residual	44,792	188	,238		
	Total	49,129	189			

a. Predictors: (Constant), Solidarity
b. Dependent Variable: Knowledge Sharing

8D: One-on-One regression analysis Solidarity and Knowledge Sharing Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2,833	,229		12,364	,000
	Solidarity	,266	,062	,297	4,266	,000

a. Dependent Variable: Mean Knowledge sharing

8E: One-on-One regression analysis Survival and Knowledge Sharing Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,588[a]	,346	,342	,41349

a. Predictors: (Constant), Survival

8E: One-on-One regression analysis Survival and Knowledge Sharing ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16,985	1	16,985	99,344	,000[a]
	Residual	32,143	188	,171		
	Total	49,129	189			

a. Predictors: (Constant), Survival
b. Dependent Variable: Knowledge Sharing

8E: One-on-One regression analysis Survival and Knowledge Sharing Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1,415	,241		5,871	,000
	Survival	,615	,062	,588	9,967	,000

a. Dependent Variable: Knowledge Sharing

8F: One-on-One regression analysis Respect & Dignity and Knowledge Sharing Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,625[a]	,391	,387	,39905

a. Predictors: (Constant), Respect & Dignity

8F: One-on-One regression analysis Respect & Dignity and Knowledge Sharing ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19,192	1	19,192	120,524	,000[a]
	Residual	29,937	188	,159		
	Total	49,129	189			

a. Predictors: (Constant), Respect & Dignity
b. Dependent Variable: Knowledge Sharing

8F: One-on-One regression analysis Respect & Dignity and Knowledge Sharing Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1,586	,204		7,784	,000
	Respect & Dignity	,633	,058	,625	10,978	,000

a. Dependent Variable: Knowledge Sharing

8G: One-on-One regression Humanness and Employee Motivations Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,491[a]	,241	,237	,54769

a. Predictors: (Constant), Humanness

8G: One-on-One regression Humanness and Employee Motivations ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17,870	1	17,870	59,572	,000[a]
	Residual	56,394	188	,300		
	Total	74,263	189			

a. Predictors: (Constant), Humanness
b. Dependent Variable: Employee Motivations

8G: One-on-One regression Humanness and Employee Motivations Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,000	,403		2,483	,014
	Humanness	,828	,107	,491	7,718	,000

a. Dependent Variable: Employee Motivations

8H: Multiple regression Humanness and Employee Motivations Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,498[a]	,248	,231	,54954

a. Predictors: (Constant), Respect & Dignity, Solidarity, Survival, Compassion

8H: Multiple regression Humanness and Employee Motivations Model Summary ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18,394	4	4,599	15,227	,000[a]
	Residual	55,869	185	,302		
	Total	74,263	189			

a. Predictors: (Constant), Respect & Dignity, Solidarity, Survival, Compassion
b. Dependent Variable: Employee Motivations

8H: Multiple regression Humanness and Employee Motivations Model Summary Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,917	,435		2,106	,037
	Compassion	,221	,133	,137	1,657	,099
	Solidarity	,146	,081	,132	1,804	,073
	Survival	,319	,106	,248	3,011	,003
	Respect & Dignity	,152	,098	,122	1,545	,124

a. Dependent Variable: Employee Motivations

8I: One-on-One regression Humanness and Leadership & Corporate Culture Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,562[a]	,316	,313	,52436

a. Predictors: (Constant), Humanness

8I: One-on-One regression Humanness and Leadership & Corporate Culture ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23,903	1	23,903	86,934	,000[a]
	Residual	51,691	188	,275		
	Total	75,593	189			

a. Predictors: (Constant), Humanness
b. Dependent Variable: Leadership & Corporate Culture

8I: One-on-One regression Humanness and Leadership & Corporate Culture ANOVA[b] Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	,047	,385		,122	,903
	Humanness	,957	,103	,562	9,324	,000

a. Dependent Variable: Leadership & Corporate Culture

8J: Multiple regression Humanness dimensions and Leadership & Corporate Culture Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,657[a]	,431	,419	,48198

a. Predictors: (Constant), Respect & Dignity, Solidarity, Survival, Compassion

8J: Multiple regression Humanness dimensions and Leadership & Corporate Culture ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32,617	4	8,154	35,101	,000[a]
	Residual	42,977	185	,232		
	Total	75,593	189			

a. Predictors: (Constant), Respect & Dignity, Solidarity, Survival, Compassion
b. Dependent Variable: Leadership & Corporate Culture

8J: Multiple regression Humanness dimensions and Leadership & Corporate Culture Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,477	,382		1,249	,213
	Compassion	-,058	,117	-,035	-,493	,622
	Solidarity	-,034	,071	-,030	-,476	,634
	Survival	,304	,093	,234	3,274	,001
	Respect & Dignity	,664	,086	,528	7,691	,000

a. Dependent Variable: Leadership & Corporate Culture

8K: One-on-One regression Humanness and Information Technology Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,369[a]	,136	,131	,71901

a. Predictors: (Constant), Humanness

8K: One-on-One regression Humanness and Information Technology ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15,276	1	15,276	29,550	,000[a]
	Residual	97,191	188	,517		
	Total	112,468	189			

a. Predictors: (Constant), Humanness
b. Dependent Variable: Information Technology

8K: One-on-One regression Humanness and Information Technology Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,018	,529		1,926	,056
	Humanness	,765	,141	,369	5,436	,000

a. Dependent Variable: Information Technology

8L: Multiple regression Humanness dimensions and Information Technology Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,407[a]	,166	,148	,71218

a. Predictors: (Constant), Respect & Dignity, Solidarity, Survival, Compassion

8L: Multiple regression Humanness dimensions and Information Technology ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18,635	4	4,659	9,185	,000[a]
	Residual	93,833	185	,507		
	Total	112,468	189			

a. Predictors: (Constant), Respect & Dignity, Solidarity, Survival, Compassion
b. Dependent Variable: Information Technology

8L: Multiple regression Humanness dimensions and Information Technology Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,172	,564		2,079	,039
	Compassion	-,032	,173	-,016	-,184	,854
	Solidarity	,077	,105	,057	,734	,464
	Survival	,509	,137	,322	3,714	,000
	Respect & Dignity	,166	,128	,108	1,297	,196

a. Dependent Variable: Information Technology

8M: One-on-One regression Humanness and Consideration Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,210[a]	,044	,039	,47180

a. Predictors: (Constant), Humanness

8M: One-on-One regression Humanness and Consideration ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1,926	1	1,926	8,651	,004[a]
	Residual	41,847	188	,223		
	Total	43,773	189			

a. Predictors: (Constant), Humanness
b. Dependent Variable: Consideration

8M: One-on-One regression Humanness and Consideration Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2,784	,347		8,028	,000
	Humanness	,272	,092	,210	2,941	,004

a. Dependent Variable: Consideration

8N: Multiple regression Humanness dimensions and Consideration Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,250[a]	,062	,042	,47098

a. Predictors: (Constant), Respect & Dignity, Solidarity, Survival, Compassion

8N: Multiple regression Humanness dimensions and Consideration ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2,735	4	,684	3,083	,017[a]
	Residual	41,037	185	,222		
	Total	43,773	189			

a. Predictors: (Constant), Respect & Dignity, Solidarity, Survival, Compassion
b. Dependent Variable: Consideration

8N: Multiple regression Humanness dimensions and Consideration Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,605	,373		6,985	,000
	Compassion	,159	,114	,129	1,397	,164
	Solidarity	,030	,069	,036	,440	,661
	Survival	,169	,091	,171	1,865	,064
	Respect & Dignity	-,059	,084	-,062	-,704	,483

a. Dependent Variable: Consideration

8O: One-on-One regression Humanness and Initiation of Structure Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,286[a]	,082	,077	,40373

a. Predictors: (Constant), Humanness

8O: One-on-One regression Humanness and Initiation of Structure ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2,715	1	2,715	16,654	,000[a]
	Residual	30,480	187	,163		
	Total	33,195	188			

a. Predictors: (Constant), Humanness
b. Dependent Variable: Initiation Of Structure

8O: One-on-One regression Humanness and Initiation of Structure Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2,508	,297		8,433	,000
	Humanness	,323	,079	,286	4,081	,000

a. Dependent Variable: Initiation Of Structure

8P: Multiple regression Humanness dimensions and Initiation of Structure Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,335[a]	,112	,093	,40015

a. Predictors: (Constant), Respect & Dignity, Solidarity, Survival, Compassion

8P: Multiple regression Humanness dimensions and Initiation of Structure ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3,732	4	,933	5,827	,000[a]
	Residual	29,463	184	,160		
	Total	33,195	188			

a. Predictors: (Constant), Respect & Dignity, Solidarity, Survival, Compassion
b. Dependent Variable: Initiation Of Structure

8P: Multiple regression Humanness dimensions and Initiation of Structure Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,408	,318		7,583	,000
	Compassion	,098	,097	,091	1,009	,314
	Solidarity	,007	,059	,010	,123	,903
	Survival	,248	,077	,288	3,212	,002
	Respect & Dignity	-,020	,072	-,024	-,275	,783

a. Dependent Variable: Initiation Of Structure

8Q: One-on-One regression Consideration and Knowledge Sharing Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,404[a]	,163	,159	,46762

a. Predictors: (Constant), Consideration

8Q: One-on-One regression Consideration and Knowledge Sharing ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8,020	1	8,020	36,676	,000[a]
	Residual	41,109	188	,219		
	Total	49,129	189			

a. Predictors: (Constant), Consideration
b. Dependent Variable: Knowledge Sharing

8Q: One-on-One regression Consideration and Knowledge Sharing Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2,173	,271		8,027	,000
	Consideration	,428	,071	,404	6,056	,000

a. Dependent Variable: Knowledge sharing

8R: One-on-One regression Initiation of Structure and Knowledge Sharing Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,178[a]	,032	,026	,46425

a. Predictors: (Constant), Initiation of Structure

8R: One-on-One regression Initiation of Structure and Knowledge Sharing ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1,318	1	1,318	6,114	,014[a]
	Residual	40,304	187	,216		
	Total	41,622	188			

a. Predictors: (Constant), Initiation of Structure
b. Dependent Variable: Knowledge Sharing

8R: One-on-One regression Initiation of Structure and Knowledge Sharing Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,073	,301		10,201	,000
	Initiation of Structure	,199	,081	,178	2,473	,014

a. Dependent Variable: Knowledge Sharing

APPENDIX 9: Results Forward Regression Analysis & Mediation Analysis

9A: Forward regression Humanness dimensions and Knowledge Sharing Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Respect & Dignity	.	Forward (Criterion: Probability-of-F-to-enter <= ,050)
2	Survival	.	Forward (Criterion: Probability-of-F-to-enter <= ,050)

a. Dependent Variable: Knowledge Sharing

9A: Forward regression Humanness dimensions and Knowledge Sharing Variables Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,625[a]	,391	,387	,39905	,391	120,524	1	188	,000
2	,691[b]	,477	,471	,37070	,086	30,854	1	187	,000

a. Predictors: (Constant), Respect & Dignity
b. Predictors: (Constant), Respect & Dignity, Survival

9A: Forward regression Humanness dimensions and Knowledge Sharing Variables ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19,192	1	19,192	120,524	,000[a]
	Residual	29,937	188	,159		
	Total	49,129	189			
2	Regression	23,432	2	11,716	85,259	,000[b]
	Residual	25,697	187	,137		
	Total	49,129	189			

a. Predictors: (Constant), Respect & Dignity
b. Predictors: (Constant), Respect & Dignity, Survival
c. Dependent Variable: Knowledge Sharing

9A: Forward regression Humanness dimensions and Knowledge Sharing Variables Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,586	,204		7,784	,000
	Respect & Dignity	,633	,058	,625	10,978	,000
2	(Constant)	,843	,232		3,638	,000
	Respect & Dignity	,439	,064	,433	6,849	,000
	Survival	,367	,066	,351	5,555	,000

a. Dependent Variable: Knowledge Sharing

9A: Forward regression Humanness dimensions and Knowledge Sharing Variables Excluded Variables[c]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Compassion	,148[a]	2,315	,022	,167	,775
	Solidarity	,118[a]	1,994	,048	,144	,908
	Survival	,351[a]	5,555	,000	,376	,700
2	Compassion	,032[b]	,496	,620	,036	,675
	Solidarity	,045[b]	,793	,429	,058	,853

a. Predictors in the Model: (Constant), Respect & Dignity
b. Predictors in the Model: (Constant), Respect & Dignity, Survival
c. Dependent Variable: Knowledge Sharing

9B: Preacher & Hayes Multiple Mediation analysis with compassion as independent variable.

```
Run MATRIX procedure:

*************************************************************************

Preacher and Hayes (2008) SPSS Macro for Multiple Mediation

Written by Andrew F. Hayes, The Ohio State University

http://www.afhayes.com/

For details, see Preacher, K. J., & Hayes, A. F. (2008). Asymptotic

and resampling strategies for assessing and comparing indirect effects

in multiple mediator models. Behavior Research Methods, 40, 879-891.

*************************************************************************

Dependent, Independent, and Proposed Mediator Variables:
DV =   y
IV =   x
MEDS = m1
       m2

Sample size
        190

IV to Mediators (a paths)
       Coeff        se         t         p
m1     ,6580     ,0778    8,4531     ,0000
m2     ,6137     ,0831    7,3812     ,0000

Direct Effects of Mediators on DV (b paths)
       Coeff        se         t         p
m1     ,3546     ,0710    4,9930     ,0000
m2     ,4300     ,0665    6,4664     ,0000

Total Effect of IV on DV (c path)
      Coeff        se         t         p
x     ,5392     ,0872    6,1816     ,0000

Direct Effect of IV on DV (c' path)
      Coeff        se         t         p
x     ,0420     ,0846     ,4962     ,6204

Model Summary for DV Model
      R-sq  Adj R-sq         F       df1       df2         p
     ,4776     ,4692   56,6921    3,0000  186,0000     ,0000

*************************************************************************
```

9C:Preacher & Hayes bootstrap results for indirect effects with compassion as independent variable.

```
BOOTSTRAP RESULTS FOR INDIRECT EFFECTS

Indirect Effects of IV on DV through Proposed Mediators (ab paths)
           Data      Boot      Bias        SE
TOTAL     ,4972     ,4982     ,0010     ,0637
m1        ,2333     ,2335     ,0001     ,0532
m2        ,2639     ,2648     ,0009     ,0440

Bias Corrected Confidence Intervals
          Lower     Upper
TOTAL     ,3711     ,6295
m1        ,1456     ,3594
m2        ,1823     ,3522

************************************************************************

Level of Confidence for Confidence Intervals:
  95

Number of Bootstrap Resamples:
  1000

******************************** NOTES
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------ END MATRIX -----
```

9D: Preacher & Hayes Multiple Mediation analysis with solidarity as independent variable.

```
Run MATRIX procedure:

***************************************************************

Preacher and Hayes (2008) SPSS Macro for Multiple Mediation

Written by Andrew F. Hayes, The Ohio State University

http://www.afhayes.com/

For details, see Preacher, K. J., & Hayes, A. F. (2008). Asymptotic

and resampling strategies for assessing and comparing indirect effects

in multiple mediator models. Behavior Research Methods, 40, 879-891.

***************************************************************

Dependent, Independent, and Proposed Mediator Variables:
DV =   y
IV =   x
MEDS = m1
       m2

Sample size
        190

IV to Mediators (a paths)
       Coeff        se         t         p
m1     ,3095     ,0582    5,3157     ,0000
m2     ,2684     ,0614    4,3690     ,0000

Direct Effects of Mediators on DV (b paths)
       Coeff        se         t         p
m1     ,3540     ,0683    5,1859     ,0000
m2     ,4317     ,0647    6,6719     ,0000

Total Effect of IV on DV (c path)
      Coeff        se         t         p
x     ,2661     ,0624    4,2662     ,0000

Direct Effect of IV on DV (c' path)
      Coeff        se         t         p
x     ,0407     ,0513     ,7932     ,4287

Model Summary for DV Model
      R-sq  Adj R-sq         F       df1       df2         p
     ,4787     ,4703   56,9362    3,0000  186,0000     ,0000

***************************************************************
```

9E:Preacher & Hayes bootstrap results for indirect effects with solidarity as independent variable.

```
BOOTSTRAP RESULTS FOR INDIRECT EFFECTS

Indirect Effects of IV on DV through Proposed Mediators (ab paths)
           Data      Boot      Bias        SE
TOTAL     ,2254     ,2467     ,0213     ,0846
m1        ,1096     ,1207     ,0112     ,0494
m2        ,1159     ,1260     ,0101     ,0460

Bias Corrected Confidence Intervals
          Lower     Upper
TOTAL     ,1138     ,4221
m1        ,0436     ,2324
m2        ,0525     ,2296

************************************************************************

Level of Confidence for Confidence Intervals:
  95

Number of Bootstrap Resamples:
  1000

******************************** NOTES
********************************

------ END MATRIX -----
```

9F: Forward regression Humanness dimensions and Employee Motivations Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Survival	.	Forward (Criterion: Probability-of-F-to-enter <= ,050)
2	Compassion	.	Forward (Criterion: Probability-of-F-to-enter <= ,050)

a. Dependent Variable: Employee Motivations

9F: Model Summary Forward regression analysis Humanness dimensions and Employee Motivations

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	,434[a]	,188	,184	,56618	,188	43,665	1	188	,000
2	,473[b]	,224	,215	,55525	,035	8,476	1	187	,004

a. Predictors: (Constant), Survival
b. Predictors: (Constant), Survival, Compassion

9F: Forward regression Humanness dimensions and Employee Motivations ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13,997	1	13,997	43,665	,000[a]
	Residual	60,266	188	,321		
	Total	74,263	189			
2	Regression	16,610	2	8,305	26,938	,000[b]
	Residual	57,653	187	,308		
	Total	74,263	189			

a. Predictors: (Constant), Survival
b. Predictors: (Constant), Survival, Compassion
c. Dependent Variable: Employee Motivations

9F: Forward regression Humanness dimensions and Employee Motivations Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,928	,330		5,841	,000
	Survival	,558	,085	,434	6,608	,000
2	(Constant)	1,086	,434		2,503	,013
	Survival	,410	,097	,319	4,208	,000
	Compassion	,355	,122	,220	2,911	,004

a. Dependent Variable: Employee Motivations

9F: Forward regression Humanness dimensions and Employee Motivations Excluded Variables[c]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Compassion	,220[a]	2,911	,004	,208	,725
	Solidarity	,192[a]	2,775	,006	,199	,869
	Respect & Dignity	,179[a]	2,300	,023	,166	,700
2	Solidarity	,138[b]	1,870	,063	,136	,757
	Respect & Dignity	,129[b]	1,619	,107	,118	,652

a. Predictors in the Model: (Constant), Survival
b. Predictors in the Model: (Constant), Survival, Compassion
c. Dependent Variable: Employee Motivations

9G: Forward regression Humanness dimensions and Leadership & Corporate Culture Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Respect & Dignity	.	Forward (Criterion: Probability-of-F-to-enter <= ,050)
2	Survival	.	Forward (Criterion: Probability-of-F-to-enter <= ,050)

a. Dependent Variable: Leadership & Corporate Culture

9G: Forward regression Humanness dimensions and Leadership & Corporate Culture Model Summary

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	,631[a]	,398	,395	,49210	,398	124,155	1	188	,000
2	,655[b]	,429	,423	,48032	,032	10,339	1	187	,002

a. Predictors: (Constant), Respect & dignity
b. Predictors: (Constant), Respect & Dignity, Survival

9G: Forward regression Humanness dimensions and Leadership & Corporate Culture ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30,066	1	30,066	124,155	,000[a]
	Residual	45,527	188	,242		
	Total	75,593	189			
2	Regression	32,451	2	16,226	70,331	,000[b]
	Residual	43,142	187	,231		
	Total	75,593	189			

a. Predictors: (Constant), Respect & Dignity
b. Predictors: (Constant), Respect & Dignity, Survival
c. Dependent Variable: Leadership & Corporate Culture

9G: Forward regression Humanness dimensions and Leadership & Corporate Culture Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,853	,251		3,396	,001
	Respect & Dignity	,793	,071	,631	11,142	,000
2	(Constant)	,296	,300		,986	,325
	Respect & Dignity	,647	,083	,514	7,793	,000
	Survival	,275	,086	,212	3,215	,002

a. Dependent Variable: Leadership & Corporate Culture

9G: Forward regression Humanness dimensions and Leadership & Corporate Culture Excluded Variables[c]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Compassion	,032[a]	,493	,623	,036	,775
	Solidarity	,007[a]	,118	,906	,009	,908
	Survival	,212[a]	3,215	,002	,229	,700
2	Compassion	-,047[b]	-,698	,486	-,051	,675
	Solidarity	-,041[b]	-,686	,494	-,050	,853

a. Predictors in the Model: (Constant), Respect & Dignity
b. Predictors in the Model: (Constant), Respect & dignity, Survival
c. Dependent Variable: Leadership & Corporate Culture

9H: Forward regression Humanness dimensions and Information Technology Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Survival	.	Forward (Criterion: Probability-of-F-to-enter <= ,050)

a. Dependent Variable: Information Technology

9H: Forward regression Humanness dimensions and Information Technology Model Summary

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	,393[a]	,154	,150	,71124	,154	34,332	1	188	,000

a. Predictors: (Constant), Survival

9H: Forward regression Humanness dimensions and Information Technology ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17,367	1	17,367	34,332	,000[a]
	Residual	95,101	188	,506		
	Total	112,468	189			

a. Predictors: (Constant), Survival
b. Dependent Variable: Information Technology

9H: Forward regression Humanness dimensions and Information Technology Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1,467	,415		3,537	,001
	Survival	,622	,106	,393	5,859	,000

a. Dependent Variable: Information Technology

9H: Forward regression Humanness dimensions and Information Technology Excluded Variables[b]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1	Compassion	,034[a]	,433	,665	,032	,725
	Solidarity	,065[a]	,898	,371	,065	,869
	Respect & Dignity	,112[a]	1,404	,162	,102	,700

a. Predictors in the Model: (Constant), Survival
b. Dependent Variable: Information Technology

9I: Forward regression Humanness dimensions and Consideration Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Survival	.	Forward (Criterion: Probability-of-F-to-enter <= ,050)

a. Dependent Variable: Consideration

9I: Forward regression Humanness dimensions and Consideration Model Summary

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	,218[a]	,047	,042	,47094	,047	9,370	1	188	,003

a. Predictors: (Constant), Survival

9I: Forward regression Humanness dimensions and Consideration ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2,078	1	2,078	9,370	,003[a]
	Residual	41,695	188	,222		
	Total	43,773	189			

a. Predictors: (Constant), Survival
b. Dependent Variable: Consideration

9I: Forward regression Humanness dimensions and Consideration Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,966	,275		10,802	,000
	Survival	,215	,070	,218	3,061	,003

a. Dependent Variable: Consideration

9I: Forward regression Humanness dimensions and Consideration Excluded Variables[b]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Compassion	,127[a]	1,523	,130	,111	,725
	Solidarity	,071[a]	,926	,355	,068	,869
	Respect & Dignity	-,022[a]	-,262	,794	-,019	,700

a. Predictors in the Model: (Constant), Survival
b. Dependent Variable: Consideration

9J: Forward regression Humanness dimensions and Initiation of Structure Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Survival	.	Forward (Criterion: Probability-of-F-to-enter <= ,050)

a. Dependent Variable: Initiation of Structure

9J: Forward regression Humanness dimensions and Initiation of Structure Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,326[a]	,106	,102	,39829	,106	22,255	1	187	,000

a. Predictors: (Constant), Survival

9J: Forward regression Humanness dimensions and Initiation of Structure ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3,530	1	3,530	22,255	,000[a]
	Residual	29,664	187	,159		
	Total	33,195	188			

a. Predictors: (Constant), Survival
b. Dependent Variable: Initiation of Structure

9J: Forward regression Humanness dimensions and Initiation of Structure Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,629	,232		11,320	,000
	Survival	,281	,059	,326	4,718	,000

a. Dependent Variable: Initiation of Structure

9J: Forward regression Humanness dimensions and Initiation of Structure Excluded Variables[b]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Compassion	,088[a]	1,088	,278	,080	,724
	Solidarity	,036[a]	,491	,624	,036	,870
	Respect & Dignity	,002[a]	,019	,985	,001	,700

a. Predictors in the Model: (Constant), Survival
b. Dependent Variable: Initiation of Structure