

Does it matter if leadership is about *us*? A review and meta-analysis of other orientation in leadership

In the face of recurring corporate scandals and rampantly selfish behavior, a focus on various types of leadership that takes into account the interests of others more so than oneself has started to emerge. Other-orientation is defined as “the propensity to be concerned for others” (De Dreu, 2006; De Dreu & Nauta, 2009; Meglino & Korsgaard, 2004: p. 946) It is a viable alternative to the purely rational or self-centered approach to employee motivation.

The current study reviewed the leadership literature with a specific focus on leadership behaviors that can be construed as other-oriented, i.e. servant leadership, leader self-sacrifice, ethical leadership, leader humility, socialized charismatic leadership and empowering leadership. Moreover, this study examined the impact of other-oriented leadership on outcomes at multiple levels by meta-analyzing 207 effect sizes (N=49,404). Dr. Marinova and Hae Sang Park found

- Other-oriented leadership improves desirable outcomes at individual, group and organizational levels.
- The relationship between other-oriented leadership and outcomes differs according to cultural values such as power distance, collectivism vs. individualism, femininity vs. masculinity, and long-term vs. short-term orientation.

Implications of the Results:

This study theoretically and empirically integrates similar leadership constructs. Moreover, this study demonstrates the various levels of effectiveness of leaders who rate high in other-orientation in different cultural contexts.
