

TABLE 3

Results of Moderated Hierarchical Regression Analyses for Social Control and Strategic Change

Predicting Leadership Effectiveness<sup>a</sup>

Variables	Model 1	Model 2	Model 3	Model 4
Leader tenure	.07	.03	.03	.03
Leader gender	.14	.11	.11	.10
Organization 1 <sup>b</sup>	.05	.11	.09	.09
Organization 2 <sup>b</sup>	.13	.19	.15	.15
Organization 3 <sup>b</sup>	.04	.12	.12	.10
Social control		.20*	.21*	.23*
Strategic change			.15	.10
Social control X strategic change				.28*
$\Delta R^2$	.04	.03	.02	.04
Total $R^2$	.04	.07	.09	.13
$\Delta F$	.79	2.75	2.09	2.85

 $n = 108$ <sup>a</sup> Standardized regression coefficients are shown.<sup>b</sup> Organization 1, 2, and 3 are k-1 dummy variables for k different organizations in the study.

Organization 1 = university, organization 2 = government agency, and organizational 3 = professional association.

\*  $p < .05$ \*\*  $p < .01$ \*\*\*  $p < .001$

TABLE 4

Results of Moderated Hierarchical Regression Analyses for Emotional Expressivity and Strategic

Change Predicting Leadership Effectiveness<sup>a</sup>

Variables	Model 1	Model 2	Model 3	Model 4
Leader tenure	.07	.06	.06	.06
Leader gender	.14	.06	.05	.05
Organization 1 <sup>b</sup>	.05	.09	.07	.09
Organization 2 <sup>b</sup>	.13	.16	.12	.14
Organization 3 <sup>b</sup>	.04	.04	.04	.03
Emotional expressivity		.23*	.25*	.43*
Strategic change			.17	.27*
Emotional expressivity X strategic change				.24*
$\Delta R^2$	.04	.05	.03	.02
Total $R^2$	.04	.09	.12	.14
$\Delta F$	.79	4.66	2.86	2.62

 $n = 108$ <sup>a</sup> Standardized regression coefficients are shown.<sup>b</sup> Organization 1, 2, and 3 are k-1 dummy variables for k different organizations in the study.

Organization 1 = university, organization 2 = government agency, and organizational 3 = professional association.

\*  $p < .05$ \*\*  $p < .01$ \*\*\*  $p < .001$