

Leadership Style and Employees Performance: Evidence from Banking Sector of Pakistan

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Abstract

The objective of the study to observe the relation between leadership styles and employee performance and identify that which style is more effective in increasing employee performance in Pakistani banking sector. A sample of 100 bank managers was used to identify whether transformational leadership is more effective in increasing employee performance. Results revealed that transformational leadership style in Pakistani culture is more prevalent in banking sector.

Keywords: Transactional leadership, transformational leadership, banking sector of Pakistan, employee performance, Culture.

1. Introduction

Leadership is identified as one of the ten dynamic capabilities which are needed to be developed in order to obtain sustainable competitive advantage through proper strategy formulation and execution. Organizational ability to provide quality leadership throughout organization brings long term success for company and enables it to adopt new strategies according to environment (Ulrich, 2001). New approaches to leadership identify two types of leadership styles which are transactional and transformational leadership (Bass, 1990).

Transactional leadership follows mechanistic and bureaucratic style in which leaders influence employees behavior by offering them rewards and punishments to get desired outcomes. Transactional leadership is based on contingent reward and management-by-exception, and follow the carrot and sticks theory.

Transactional leadership style contributes to employee performance as Eran (2007) identified direct relationship between employees' performance and leadership style.

Transformational leadership emphasize on transformation of culture like values, beliefs, needs and capabilities of employees. In this style leaders change the attitude of employees and they adopt organizational vision as their own vision. Moreover this style involves non traditional approaches to motivate employees and offer greater integration among employees and systems. Transformational leadership is based on idealized influence, inspirational, intellectual stimulation and individualized.

Kedsuda and Stephen (2007) have studied three leadership styles, laissez-faire, transactional leadership, and transformational leadership, and their relationship with performance, subordinate commitment and

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leadership outcomes. They found laissez-faire is least effective style, after that transactional leadership and the most effective style is transformational leadership as it has positive association between work performance and organizational commitment of employees.

Mullins (1999) defined leadership as “a relationship through which one person influences the behavior of others”. Leaders are those which help and motivate their subordinates to work for achievement of specific organizational goals.

Senior (1997) described three traditional theories of leadership named as trait, behavioral and situational theories. Swanepoel, et al. (2000) argued that trait leadership focus on identification of the distinctive traits that are common to effective leaders. Shriberg, Lloyd, Shriberg and Williamson (1997) identified that behavioral approach emphasize on leader’s behavior that influence followers.

Mullins (1999) suggested situational leadership where leaders identify leadership style as per situation. Also in a descriptive and cross-sectional study, Ali and Mohammad (2006) have explored relationships between managers’ leadership styles and employees’ job satisfaction and found significant correlation between both variables.

Eran (2007) also found direct relationship between employees’ performance and leadership style.

Culture has dominating role in nations and in their working style as found that an administration and leadership method or attitude that is suitable in one national culture is not essentially fitting in another national culture also there is cultural difference in management styles and abilities at workplace (Hofstede, 1984).

Organizational culture plays an important role in employees’ performance. Athena X. and Maria (2006) proved the relationship between leadership style, organizational culture and employee performance by studying the sample of 300 employees of a large financial organization in Greece that transformational leadership and humanistic orientation have indirect relationship with performance via achievement orientation while achievement and adaptive cultural orientations directly affect performance.

Leadership style might be affected by demographics factors, as Anette and Jens (2009) found the effect of gender on leadership style in Germany from samples of a government agency, public transport services company, recreational sports club and students, the results showed that male leaders exhibit more transactional leadership style while females exhibit more transformational leadership style. Also, female leaders were more effective and producing more satisfaction as compare to male leaders.

Eran (2007) focused on public sector employees to examine mediating role of politics on supervisor’s leadership style and formal and informal aspects of employees’ performance (OCB) and found transformational leadership have a direct positive effect on employees’ performance by forming such culture and environment perceived as less political and fair.

The need of this study influenced by Kedsuda and Stephen (2007) suggested that in eastern countries transactional leadership is more effective in facilitating formation of such groups that exhibit higher commitment and work performance. Therefore, the aim of this study to examine the affiliation between leadership styles and employee performance in banking sector of Pakistan as South Asian country, where male dominating culture exists and male hold managerial positions. Also identify that which leadership style is more effective to increase employee performance.

2. Literature Review

House and Aditya (1997) provided historical review of the scientific study and the prevailing theories of leadership. They suggested that there are two main approaches to leadership although in organizations leadership have moved in several directions. First approach focuses on the characteristics and behavior, named as trait approach, while second emphasize on the circumstances and it is known as situational approach. House (1995, p. 413) suggested that leadership is behavior which provides purpose and guide to

collectivities by developing a collective vision that appeals to ideological values, motives, and self-perceptions of followers". The current leadership approach focuses on transformational leadership and transactional leadership as core concepts of leadership. Bass and Avolio (Bass, 1985; Avolio and Bass, 1991; Bass and Avolio, 1993) identified that there exist two basic levels of influence in the interaction between the leader and follower. One influence emerges when leader creates a cost-benefit interaction in his constituency named as transactional leadership where employees work in accordance with the leader's wishes as they reckon it beneficial. Second influence of the leader is known as transformational or charismatic leadership which motivates employees to adopt new and challenging objectives.

Various studies have proved that Leadership style is closely related to organizational performance as it increases employee performance. Kedsuda and Stephen (2007) have studied three leadership styles, laissez-faire, transactional leadership, and transformational leadership, and their relationship with performance, subordinate commitment and leadership outcomes. In this model they rank laissez-faire is least effective style, transactional leadership as more effective than laissez-faire and transformational leadership as most effective style. They found positive association between transformational leadership, work performance and organizational commitment of subordinates more than the transactional style.

Transactional leadership style contributes to employee performance but its effectiveness is less than transformational leadership which is more inspirational in nature. Eran (2007) identified direct relationship between employees' performance and leadership style. This study focused public sector employees to examine mediating role of politics on supervisor's leadership style and formal and informal aspects of employees' performance (OCB). Transformational leadership was found to have a direct positive effect on employees' performance by forming such environment perceived as less political and fair. The mediating effect of organizational politics on leadership style and performance was practically prevalent only.

Leadership style might be affected by demographics factors. Anette and Jens (2009) have studied effect of gender on leadership style in Germany from samples of a recreational sports club, government agency, public transport services company and students and found that male leaders exhibit more transactional leadership style while females exhibit more transformational leadership style. Female leaders were proved to be more effective and producing more satisfaction compare to male leaders.

Transformational leadership translates in to high employee performance as it enhances creativity and innovation. Jeroen and Deanne (2007) studied knowledge-intensive service firms to explore leadership behaviors that stimulate employees' idea generation and application behavior. 13 relevant leadership behaviors were identified. Intellectual stimulation is one of these relevant behaviors that enhance employees' innovativeness. Transformational leadership style is thought to be helpful in resolving team conflict. Shelly et al (2004) investigated impact of transformational leadership on team performance. They proposed that facets of transformational leadership as inspirational motivation, intellectual stimulation, individualized consideration and idealized charisma stimulate shared vision, team commitment, empowered team environment and functional team conflict which indirectly translates in to high team performance.

Various studies provide empirical evidence about effectiveness of transformational leadership. Alexander (2001) explored leadership styles of Russian managers using Bass and Avolio's MLQ5x instrument on sample of 1,216 managers and employees at three large manufacturing organizations. Results identified use of contingent reward in transactional leadership and in transformational leadership charisma was significantly correlated with positive outcomes. Organizational culture plays an important role in employees' performance. Athena and Maria (2006) have studied relationship between leadership style, organizational culture and employee performance. They have empirically proved from a sample of 300 employees of a large financial organization in Greece that transformational leadership and humanistic orientation have indirect relationship with performance via achievement orientation while achievement and adaptive cultural orientations directly affect performance.

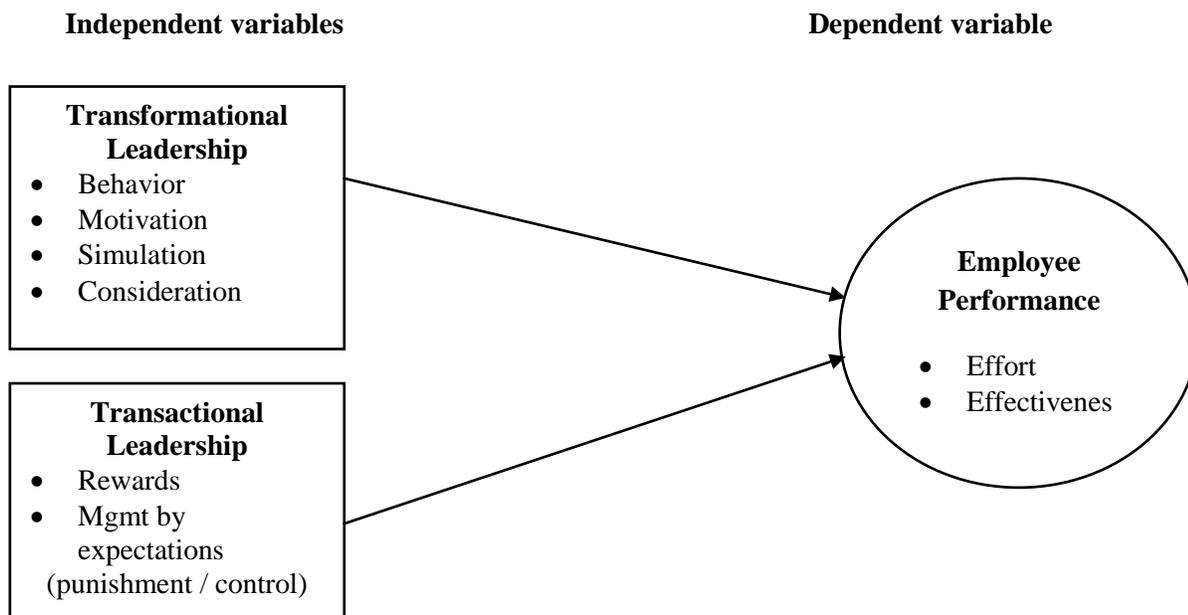
Emotions are closely related to leadership style. Jens and Anette (2009) provided information about German nonprofit organizations by studying emotions in relation with three leadership styles researchers examined perceived leadership behavior of orchestra conductors which are performance related and found

association between positive emotions and both leadership approaches. The effect of transformational leadership on performance is partly mediated by negative emotions. Leadership outcomes identified by Kedsuda and Stephen (2007) consist of three measurable factors effectiveness, satisfaction and extra effort. This study takes only two outcomes i.e. ‘Effectiveness’ which reflects the leader’s ability in achieving organizational goals, objectives, outcomes and satisfy subordinates needs in their job, and second outcome ‘Extra effort’ is the extent up to which leader can increase subordinates’ desire to succeed and subordinates put extra effort in to work which is more than normal average effort.

Literature suggests that transformational leadership encourage job satisfaction and organizational commitment. In his study Hakan (2008) found form a sample of 60 boutique hotels in Turkey that leadership behavior is significantly related with both leadership and organizational effectiveness. Eran (2007) empirically proved that transformational leadership was found to have a direct positive effect on employees’ performance. William and Richard (1995) examined influence of school principals’ transformational leadership on organizational commitment, organizational citizenship behavior, teachers’ satisfaction and student academic performance using behavioral data on sample of 846 teachers. Analyses revealed that transformational leadership significantly affects organizational commitment, organizational citizenship behavior, and teacher satisfaction.

Culture plays vital role in the organizations as Grandey et al. (2005), Huang and Van de Vliert (2003) observed culture as moderating function and it have strong connection in job salience and job involvement. Organizational culture influences the employee performance as Athena and Maria (2006) found the relationship between organizational culture and employee performance. Culture has five dimensions and power distance is influence the performance and leadership, Hofsted (1983) described that in firms, power distance is linked with the level of leadership and power and it ingrained in the psychological indoctrination of minds of participants of that culture and organization. Culture has dominating role in nations and in their working style as Hofsted (1984) concluded that the management styles and abilities are different culture wise, an administration and leadership method or attitude that is suitable in one national culture is not essentially fitting in another. Kedsuda and Stephen (2007) suggested that in eastern countries leadership is more effective as power distance is small in eastern countries, as explained by Hofsted (1983) power distance is the point where the participants of a society believe in unfair distribution of the supremacy of groups and associations. It reflects in the behavior of employer and subordinate, in the organization culture and in the working style of the organizations.

Theoretical Model



- H1:** Transactional leadership style through reward, punishment and control is more effective for subordinate's performance.
- H2:** Transformational leadership style tends to create high performance from subordinates through behavior, motivation, stimulation and consideration.

3. Methodology

Sample

The target population of the study was the managers working in banks of Islamabad, Pakistan. Sample of 100 bank managers was taken to identify the prevailing leadership style and its relationship with high employee performance in these banks. Questionnaires were used as information collecting tool. The response rate was 75% and among respondents 84% were males and 16% female. 80% respondents belonged to 20-30 years age group, 15% belonged to 31-40years category, 3% age varied from 41-50 years and b 3% c 2% belonged to 51 and above years' category. 16% respondents were branch manager, 9% were floor manager, 12% were operational managers/managers operations and 63% were other managers. Team leaders, manager relation, credit manager's fall in other manager's category.

Instrument

Multifactor Leadership Questionnaire was used in this study to identify leadership style of bank managers. MLQ consist of 45 items but its size was reduced to 39 items for this study. MLQ is designed on *Likert scale* and response vary from 1-5 where 1 is strongly disagree, 2 is disagree, 3 is moderate, 4 is agree and 5 refers to strongly agree .This questionnaire was developed on basis of theoretical construct of leadership by Bass and Avolio (1997). Yammarino and Bass (1990) have proved the content and concurrent validity of the MLQ. Bass and Avolio (1997) also demonstrate the construct validity of the MLQ. MLQ measures transactional leadership style by using contingent reward, management by exception active and management by exception passive and use 4 items to measure each facet. Cronbach's alpha of each fact is 0.568, 0.49 and 0.609 respectively and overall value of cornbach's alpha for transactional leadership is 0.555 which denotes that this instrument reliably measures transactional leadership. Sample item of contingent reward is "I provide others with assistance in exchange for their efforts." One sample item for measuring Management by Expectation-Active and Management by Expectation-Passive is "I focus attention on irregularities, mistakes, exceptions, and deviations from standards" and "I demonstrate that problems must become chronic before I take action" respectively. In transformational leadership style MLQ measure Idealized influence charisma by using idealized attributes and idealized behavior, each consist of 4 items and reliability coefficients of both facets is 0.670 and 0.589 respectively. "I instill pride in others for being associated with me." is an item that was used to measure idealized attributes and "I talk about my most important values and beliefs." Was used to measure idealized behaviors. Inspirational motivation, intellectual stimulation and individualized consideration are other facets of transactional leadership which were measured in MLQ using 4 items each and sample items of these facets are "I talk optimistically about the future", "I re-examine critical assumptions to question whether they are appropriate" and "I spend time teaching and coaching" respectively. Internal consistency coefficients (cronbach's alpha) of these variables are 0.732, 0.625 and 0.453 whereas overall value of reliability coefficient for transformational leadership is 0.613. Employee effectiveness is measured in MLQ by using effectiveness consists of 3 items and extra effort consists of 4 items and cronbach's alpha for these facets is 0.627 and 0.498 respectively while overall alpha value is 0.562."I get others to do more than they expected to do." is an item to measure effort" and "I am effective in representing others to higher authority" is one of the items to measure effectiveness which are included in MLQ.

4. Data Analysis

The responses of managers were analyzed using SPSS 13 software. Mean, standard deviation and correlation analysis were used to draw meaningful results from collected data.

Descriptive statistics include arithmetic mean and standard deviation. Descriptive statistics show the overall mean value for transactional leadership is 3.49 which show that this leadership style is adopted by bank managers.

Transactional	Mean	Std. Deviation
Reward	3.9633	.55400
MEA	3.8167	.62376
MEP	2.7067	.83663

On the other hand overall mean value for transformational leadership is 3.90. This value is higher as compare to transactional leadership mean. Descriptive statistics show that bank managers are more transformational in their leadership style.

Transformational	Mean	Std. Deviation
Attributes	3.9533	.60501
Behavior	3.9133	.58773
Motivation	3.9300	.63080
Simulation	4.0000	.53902
Consideration	3.7300	.60510

Thus first hypothesis is rejected, on the basis of above statistics, which states that managers are more transactional in leadership style.

Performance	Mean	Std. Deviation
Effectiveness	3.9022	.66616
Effort	3.6800	.62407

Overall mean for employee performance is 3.79 which shows that both leadership styles are helpful in increasing employee performance especially effectiveness.

Pearson correlation shows that the relationship between contingent reward and effectiveness (0.732 at 0.01 level of significance) is positive and significant only among all facets of transactional leadership. Correlation between all facets of transformational leadership and effectiveness is positive and significant.

Pearson Correlations	Transactional leadership		
	MEA	MEP	Reward
Effectiveness	.485(**)	-.095	.732(**)
	.000	.210	.000
Effort	.474(**)	.327(**)	.234(*)
	.000	.002	.022

** Correlation is significant at the 0.01 level (1-tailed).

* Correlation is significant at the 0.05 level (1-tailed).

However highest correlation exist between intellectual simulation and effectiveness (0.696 at 0.01 significance level) and inspirational motivation and effectiveness (0.680 at 0.01 significance level).

Pearson Correlations	Transformational leadership				
	Attributes	Behavior	Motivation	Simulation	Consideration
Performance	.679(**)	.651(**)	.680(**)	.696(**)	.573(**)
	.000	.000	.000	.000	.000
Effort	.465(**)	.446(**)	.453(**)	.284(**)	.381(**)
	.000	.000	.000	.007	.000

** Correlation is significant at the 0.01 level (1-tailed).

These results show that transformational leadership enhances effectiveness of employees more as compare to transactional leadership. There is no significant relationship between effort and transactional leadership as revealed by Pearson correlation. At the same time intellectual simulation and individualized consideration show insignificant relationship with effort while motivation and charismatic leadership show relatively high positive relation with effort. Hence, second hypothesis is accepted that transformational leadership creates higher effort from subordinates as compare to transactional leadership.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.721 ^a	.519	.499	.40130

a. Predictors: (Constant), MEP, MEA, reward

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.349	3	4.116	25.562	.000 ^a
	Residual	11.434	71	.161		
	Total	23.783	74			

a. Predictors: (Constant), MEP, MEA, reward

b. Dependent Variable: perform

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.433	.405		1.070	.288
	reward	.721	.108	.705	6.682	.000
	MEA	.035	.095	.039	.371	.712
	MEP	.135	.059	.199	2.306	.024

a. Dependent Variable: perform

Regression value for transactional leadership is .721 which shows that it significantly and positively impact employee performance. Among all the facets of transactional leadership, contingent reward most significantly impact employee performance as demonstrated by beta value

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.511	4	3.128	19.423	.000 ^a
	Residual	11.272	70	.161		
	Total	23.783	74			

a. Predictors: (Constant), consideration, motivation, simulation, charisma

b. Dependent Variable: perform

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.639	.379		1.685	.096
	charisma	.341	.156	.337	2.194	.032
	motivation	.197	.129	.220	1.535	.129
	simulation	.098	.125	.093	.782	.437
	consideration	.172	.098	.184	1.751	.084

a. Dependent Variable: perform

Regression value for transformational leadership is slightly higher as compare to transactional leadership. Among all facets of transformational leadership idealized influence charisma greatly influence employee performance but its value is not significant statistically. On statistical basis, it can be identified that transformational leadership tends to create higher effort and higher effectiveness from employee. So, second and third hypothesis of the study is being supported by statistical results.

5. Results and Discussion

First hypothesis was developed on basis of Kedsuda and Stephen (2007) suggestion that in eastern countries transactional leadership style is followed by leaders. However, descriptive statistics of this study show contradicting results and this contradiction is supported by Hofsted (1984) that the management styles and abilities are different culture wise, an administration and leadership method or attitude that is suitable in one national culture is not essentially fitting in another. Data analysis shows that in banking sector of Pakistan bank managers are more transformational in their leadership style. Theory support that transformational leadership style is more effective in enhancing employee performance, as proved by Eran (2007) that transformational leadership has direct and positive effect on the performance of employee. Transformational leadership increases extra effort done by subordinates, increase effectiveness and job satisfaction of subordinates and employees. This study focused on extra effort and effectiveness only and correlation and regression analysis reveled that transformational leadership is positively and significantly correlated with employee performance as compare to transactional leadership. In transactional leadership only contingent reward is significantly and positively correlated with effectiveness of employees. Hence, this study empirically proves second hypothesis that “bank managers of Islamabad (Pakistan) are more transformational in their leadership style which tends to create more effort and effectiveness from their subordinates as compare to transactional leadership”.

As far as culture is concern it has no direct relation and impact in this study but have significance to play moderating role and ability to support different leadership styles as Huang and Van de Vliert (2003) observed culture as moderating function and it have strong connection in job salience and job involvement. Hofsted (1984) described that working styles and capabilities cannot be matched culture wise, these are different territory wise. The results showed that Pakistani leaders are different from the eastern leaders; Pakistani leaders are transformational in banking sector and eastern were transactional (Kedsuda and Stephen

2007), also Maria (2006) found transformational leadership style in financial organization in Greece but Anette and Jens (2009) found transactional leadership style in Germany from different organizations i.e. government agency, public transport services company, recreational sports club and students. So, cultural domination and moderating influence differently exists in different cultures and it reflects in the results of this study.

Limitations of Study

This study has two major limitations.

1. Target population of study was Islamabad only and it uses a limited sample size. So the external validity of this research is low as it covers a very limited geographical area.
2. Bank managers themselves disclosed their leadership style. Raters were not used to evaluate leadership style of these managers. This factor also undermines effectiveness of this study.

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Questionnaire

Idealized Attributes

- I instill pride in others for being associated with me.
- I act in ways that build others' respect for me.
- I display a sense of power and confidence.
- I go beyond self interest for the good of group.

Idealized Behaviours (IB)

- I talk about my most important values and beliefs.
- I specify the importance of having a strong sense of purpose.
- I consider the moral and ethical consequences of decisions.
- I emphasize the importance of having a collective sense of mission.

Inspirational Motivation

- I talk optimistically about the future
- I talk enthusiastically about what needs to be accomplished.
- I articulate a compelling vision of the future.
- I express confidence that goals will be achieved.

Intellectual Stimulation

- I re-examine critical assumptions to question whether they are appropriate.
- I seek differing perspectives when solving problems.
- I get others to look at problems from many different angles.
- I suggest new ways of looking at how to complete assignments.

Individualized Consideration

- I spend time teaching and coaching.
- I consider an individual as having different needs, abilities and aspirations from others.
- I treat others as individuals rather than just as a member of a group.
- I help others to develop their strengths.

Contingent Reward

- I provide others with assistance in exchange for their efforts.
- I discuss in specific terms, who is responsible for achieving performance targets?
- I make clear what one can expect to receive when performance goals are achieved.
- I express satisfaction when others meet expectations.

Management by Expectation-Active

- I focus attention on irregularities, mistakes, exceptions, and deviations from standards.
- I concentrate my full attention on dealing with mistakes, complaints, and failures
- I keep track of all mistakes
- I direct my attention toward failures to meet standards.

Management by Expectation-Passive

I fail to interfere until problems become serious.

I wait for things to go wrong before taking action.

I show that I am a firm believer in 'if it isn't broke, don't fix it.'

I demonstrate that problems must become chronic before I take action.

Effort

I get others to do more than they expected to do.

I heighten others' desire to succeed.

I increase others' willingness to try harder.

I lead a group that is effective.

Effectiveness

I am effective in meeting others' job related needs

I am effective in representing others to higher authority.

I am effective in meeting organizational requirements