

LEADERSHIP STYLES AND ITS RELEVANCE TO PERFORMANCE: A CASE STUDY OF A PSU LOCATED IN VISAKHAPATNAM

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ABSTRACT

The study sought to investigate the Leadership Styles And Its Relevance To Performance: A Case Study Of A Psu Located In Visakhapatnam. The autocratic leadership is useful in the short term and democratic leadership style is useful in all time horizon and participation leadership style is most useful in long term and effect on employees is positive. This research work will focus on review of relevant literature. Effort will be made towards obtaining previous works on the topic of this study and related topic for review purposes. Leadership has also been interpreted more specifically as the use of authority in decision making exercised as an attribute of position, personal knowledge or wisdom. There is desperate need of competent, principle, sensitive, compassionate and conscious leaders. In this the research emphasis will be placed on the need to know what makes a leader and what makes a follower.

KEYWORDS: Leadership, Participative, Democratic, Organization, Behavior, Productivity.

Introduction

This Public Sector Unit (PSU), a Government of India Enterprise, established on 16 July 1970 for productions/manufacturing for guided weapon and allied Defence equipments. It was upgraded to Schedule 'B' company in 1992. It was awarded *Mini Ratna* category- I in 2000. There are four units established so far. One is in Hyderabad which is also called corporate office for other units, second is in Bhanur, third is in Visakhapatnam and fourth has been opened in Ibrahimpatnam, Hyderabad. Visakhapatnam unit with around 13 acres land was established in 2006 and was inaugurated in 2013 which is ISO 14001: 2004 certified and SAP – ERP enabled. The basic objective of the unit is to develop and produce underwater systems to meet requirements of Indian Navy. The unit has basic functional sections like administration, integration, services, security, natural pond, etc. This has basic technical facilities like Electronics laboratory, Electrical laboratory, Mechanical facilities, Integration bay, etc. Manpower at the unit is divided into two broad categories; one is executives and other one is non-executives. These categories could be from technical and non-technical background also.

Review of Literature

Various Management journals and books have been referred to review different leadership styles specially transformational and transactional leadership styles. Some of the reviews are being given in succeeding paragraphs:-

Khan M.J, Aslam N, Riaz M.N (2012) in their research on leadership styles as predictors of innovative work behavior focused on the role of transformational, transactional and laissez-faire leadership styles in predicting innovative work behavior among bank managers by collecting data from 100 bank managers including 78 male respondents and 22 female respondents. Results showed that

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both transformational and transactional leadership style positively predicted innovative work behavior whereas laissez-faire leadership style negatively predicted it. Also women bank managers scored high on transformational leadership style and men bank managers scored high on transactional and laissez faire leadership style. Managers of public sector banks used transformational leadership style and private bank managers used transactional leadership style. Further, innovative work behavior was high in private banking sector as compared to public banking sector.

Shukla T (2010) in his research on "A comparative study of leadership styles in different organizational settings" concluded that in any kind of organization, be it governmental or non-governmental, it is the situation that determines the particular leadership style of an organization and the participative management helps to build conducive environment to work for employees of organization. The research questionnaire was addressed to the staff members of National University of Educational Planning and Administration, New Delhi (NUEPA), Indian Institute of Public Administration, New Delhi (IIPA), Royal Bank of Scotland (RBS) and ODOSOFT of New Delhi. Eight staff members from each institution were picked up as respondents. The result concluded that NUEPA showed high relationship, low task i.e. participating leadership style exists as dominant in this organization, whereas high task, high relationship i.e. selling leadership style was found as supporting style in the organization. Whereas in IIPA the dominant style of leadership style was found to be as low relationship, high task i.e. telling leadership style. ODOSOFT was low on relationship as well as task i.e. delegating style of leadership was found as dominating in this organization. All decisions were made exclusively by the CEO by sitting in the office and employees were not consulted in the decisions, so they were alienated from their work. Hence, it was concluded that it was the situation of the working environment only, which determined the particular styles of leadership. As all the four different organizations revealed different styles of leadership while exhibiting different organizational cultures. A particular working condition of an organization makes the particular style of leadership.

Yukongdi V (2010) in his research paper on a study of Thai employees preferred leadership style, discussed leadership style and preferred among employees in Thai organizations by collecting data from employees from manufacturing firms. The study revealed that the most preferred style of leadership for employees was the consultative manager, followed by participative and paternalistic while the least preferred style was autocratic style. However, the largest proportion of employees perceived their leader to be consultative followed by paternalistic, autocratic and participative. Also, the employees who perceived their leader to be more democratic also reported a higher level of influence in decision-making, greater satisfaction with participation and job satisfaction.

Several empirical studies (**Avolio et. al. 2004**) have demonstrated a positive relationship between transformational leadership and follower's psychological empowerment. The transformational leaders create a strategic and innovative vision and they communicate that vision to all employees that their work is important and their organization has a better and more meaningful future. A meaningful vision may satisfy their needs for competence, self-determination and impact by being a member of an effective organization.

Priyabhashini and Krishnan (2005) studied the relationship between transformational leadership, leader's expectation from follower and follower's readiness perspective for promotion using a sample of 101 managers from two organizations in India. The results showed that leader's expectation was significantly positively correlated to follower's readiness for promotion.

Fernandez and Moldogaziev (2013) also maintained that employees with power and opportunities in their jobs feel empowered and happy and are more productive at work. The study has been conducted based upon review of literature and research gaps after discussing the respondents. The following are the objectives of the study:-

Objectives

- To examine present leadership styles.
- To study various parameters of leadership styles in the existing system.
- To evaluate the prevailing leadership styles and thereby assess the merits and demerits of the systems in practical implementation.
- To examine linkage between leadership styles and performance.

Hypothesis

The following hypothesis have been structured based on objectives of the study:

- H0₁: There is no significant relationship between idealized influence and production works.
- H0₂: There is no relationship between inspirational motivation and Team work.
- H0₃: There is no significant relationship between individualized stimulation and creating conducive environment.
- H0₄: There is no relationship between individualized consideration and open praises.
- H0₅: There is no significant relationship between independent thinking and creativity.
- H0₆: There is no relationship between awards and performance.
- H0₇: There is no significant relationship between corporate structure and motivation.
- H0₈: There is no relationship between current leadership style and performance.

Research Methodology

- **Population** There are 47 non-executives in the unit who have been considered as respondents in the study. Out of these, 42 respondents have replied the questionnaire and remaining 5 were either on leave or on official duties. Hence, population has been taken as 47.
- **Sample size** Total 42 respondents have been considered as sample size for the study. Data have been collected at randomly using convenient sampling method.
- **Questionnaire** A questionnaire was structured based on objectives and hypothesis. These objectives were structured depending upon literature review and research gaps. The questionnaire is placed at **Annexure 'A'** for reference. The following leadership variables have been considered for the study:

S No	Variables		
Q1.	Idealized influence Vs Production works	Q7.	Corporate culture Vs Motivation
Q2.	Inspirational motivation Vs Team work	Q8.	Current leadership style Vs Performance
Q3.	Individualized stimulation Vs creating conducive environment	Q9.	Gender
Q4.	Individualized consideration Vs Open praises	Q10.	Qualification
Q5.	Independent thinking Vs Creativity	Q11.	Experience
Q6.	Awards Vs Performance	Q12.	Job

There are 08 questions excluding one open type question, having 05 alternatives (Likert scale) in the questionnaire. These alternatives are strongly disagree, Disagree, Neutral, Agree and strongly agree. All the respondents were explained regarding these questions and requested to give correct data by selecting one choice only. Based on their choice, weightage were allotted as 1, 2, 3, 4 and 5 to these choices.

Data Analysis

The data were entered in Excel Sheet and thereafter, it were analyzed using SPSS 20.0 version 3.0 with one-sample-Chi-square-test, Factor analysis and descriptive statistics tests. These charts and tables are placed at **Annexure 'B'** for reference. Cronbach's alpha test was carried out to measure internal consistency which is also called reliability of the questionnaire. Value of this test was found to be 0.724 which is greater than 0.7 which indicates that high level of internal consistency for scale in the questionnaire is existing.

- **Idealized Influence Vs Production Works:** Most of the respondents disagree (83.3% include strongly disagree and disagree) with the statement that they admire all the executives as a role model and respect the decisions made by them regarding project/production work. As per one-sample-chi square test significant value in this case is 0.062 which is greater than 0.05, Hence, null hypothesis is rejected. This means that there is an association between idealized influence and Production work. In this case, using descriptive analysis, mean is 1.79 which means that majority of respondents do not agree with the statement and standard deviation is 0.717 which is less which indicates that perception of respondents is not spread from strongly disagree to strongly agree.

- Inspirational Motivation Vs Team Work:** As per Chi-square-test, significant value is 0.017, which is less than 0.05, hence, null hypothesis is accepted. It can be inferred that statistically, there is no relation between inspirational motivation and team work. However, most of the respondents disagree (85.7% include strongly disagree and disagree) with the statement that team work is being stimulated and motivation is being undertaken by speeches and conversation in the unit. In this case, using descriptive analysis, mean is 1.79 which means that majority of respondents do not agree with the statement and standard deviation is 0.682 which is very less which indicates that perception of respondents is not spread from strongly disagree to strongly agree.
- Individualized Stimulation Vs Creating Conducive Environment:** In this study, most of the respondents agree (71.5% include strongly agree and agree) with the statement that conducive environment is not being created nor sharing of professional/domain knowledge which promoted in the unit. Since significant value in this case is 0.607 which is greater than 0.05. Therefore, null hypothesis is rejected and it can be inferred that there is a significant relationship between these two variables viz. individualized stimulation and creating conducive environment. In this case, using descriptive analysis, mean is 4.02 which means that majority of respondents agree with the statement and standard deviation is 0.780 which is less which indicates that perception of respondents is not spread from strongly agree to agree.
- Individualized Consideration Vs Open Praises:** Since the significant value in this case is 0.109 which is greater than 0.05. Therefore, null hypothesis is rejected. This means that there is a relation between individualized career counseling and motivation as most of the respondents agree to the statement that words of praises are not being expressed as means of motivation. In this study, most of the respondents agree (78.6% include strongly agree and agree) with the statement. In this case, using descriptive analysis, mean is 4.10 which means that majority of respondents agree with the statement and standard deviation is 0.726 which is less which indicates that perception of respondents is not spread from strongly agree to agree.
- Independent thinking Vs Creativity:** Most of the respondents disagree with the statement that encouragement to act creatively independent thinking is being exercised are promoted. In this case, the significant value is 0.00 which is less than 0.05. Therefore, null hypothesis is accepted and alternate hypothesis is rejected. This means that statistically, there is no relationship between independent thinking and creativity. However, in this study most of the respondents disagree (92.9% include strongly disagree and disagree) with the statement. In this case, using descriptive analysis, *mean* is 1.45 which means that majority of respondents do not agree with the statement and *standard deviation* is 0.633 which is less which indicates that perception of respondents is not spread from strongly disagree to disagree.
- Awards Vs Performance:** Most of the respondents 78.6% agree and strongly agree (it include both) that awards on achievements of pre-determined goal and with holding the awards on poor performance are being undertaken in the unit. In this case, the significant value is 0.00 which is less than 0.05. Therefore, null hypothesis is accepted. It can be inferred that statistically, there is no relationship between awards and performance. In this case, using descriptive analysis, mean is 3.95 which means that majority of respondents agree with the statement and standard deviation is 0.936 which is less which indicates that perception of respondents is not spread from strongly agree to agree.
- Corporate Structure Vs Motivation:** The significant value as per chi square test is 0.168 which is greater than 0.05. Therefore, null hypothesis is rejected and alternate hypothesis is accepted. It can be concluded that there is a significant relationship between corporate structure and motivation. In this study, most of the respondents agree (66.6% include strongly agree and agree) with the statement. In this case, using descriptive analysis, mean is 3.88 which means that majority of respondents agree with the statement and standard deviation is 0.739 which is less and it indicates that perception of respondents is not spread from strongly agree to agree.
- Current Leadership Style Vs Performance:** These variables were checked by statement that present leadership in the unit is not acceptable for ongoing performance for completing projects. Since, current significant value in this case is 0.046 which is less than 0.05. Hence, null hypothesis is accepted. so it can be concluded that statistically, there is no relationship between

current leadership style and performance. In this study, most of the respondents agree (81.0% include strongly agree and agree) with the statement. In this case, using descriptive analysis, mean is 4.12 which means that majority of respondents agree with the statement and standard deviation is 0.705 which is less and it indicates that respondents perception is not spread from strongly agree to agree.

- **Factor Analysis:** The questionnaire was tested for its sampling adequacy which was found to be 0.731 (min value 0.7) by Kaiser-Meyer-Olkin Measure (KMO) before applying the factor analysis. The total variance explained by the factor analysis is more than 72% which is adequate for the test. All the study variables in the test have been grouped into three factors, these factors are factor 1 which consist of Q3 (Individualized stimulation) and Q8 (Current leadership style), factor 2 consists of Q2 (Inspirational motivation) and Q4 (Individualized consideration) and factor 3 consists of 4 questions like Q1 (Idealized influence), Q5 (Independent thinking), Q6 (Awards) and Q7 (Corporate structure). Grouping into these factors indicate that they have similar perception towards the given statements also they have reduced number of study variables into three factors.

Period of the study and limitations

This study has been conducted between May 2017 and till Aug 2017. Only non-executives have been taken as respondents. Cross analysis between gender, Sex, Qualification and experience of the respondents have not been reflected in this paper due to paucity of space.

Conclusion

Having examined the data analysis, the following are concluded:

- By and large, transactional type of leadership is prevalent amongst all executives.
- Transformational leadership amongst these executives in the unit has not been found.
- There is a linkage between leadership qualities amongst the executives and their performance.
- There is more likelihood that if transformational leadership is adopted amongst the executives, the performance of executives would be enhanced/improved.

Recommendations/Suggestions

The following are recommended based on above conclusions and data analysis:

- The executives should set the example while taking decisions so that they become role model.
- More team work or activities may be undertaken more frequently. Motivational speeches, talks or conversations may be performed by the executives.
- Professional knowledge/Domain knowledge may be shared amongst the executives and non-executives to create conducive environment.
- More practice of words of thanks or praised may be exercised as means of motivation. Individualized career counseling may be undertaken in the unit.
- Encouragement to act creatively and independent thinking amongst the non-executives in the unit may be undertaken.
- Awards may be conferred for those non-executives on the spot on merit basis and efforts may be made by the executives for enhancing the performance of non- executives.
- Lot of importance on hierarchy, bureaucracy, corporate structure may be reduced in order to have more motivations amongst the non-executives.
- Present leadership style in the unit may be modified/changed in order to have better performance.

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Annexure ‘A’

**QUESTIONNAIRE
ON
LEADERSHIP STYLES AND ITS RELEVANCE TO PERFORMANCE
A CASE STUDY OF A PSU LOCATED IN VISAKHAPATNAM**

Please tick (✓) **one choice only** against the following statements:

Section A:

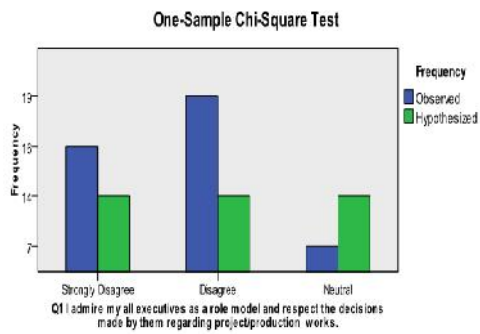
1. I admire my all executives as a role model and respect the decisions made by them regarding project/production works.
(a) Strongly disagree (b) Disagree (c) Neutral (d) Agree (e) Strongly Agree
2. Team work is being stimulated and motivational speeches and conversations are being given in the unit.
(a) Strongly disagree (b) Disagree (c) Neutral (d) Agree (e) Strongly Agree
3. Conducive environment is not being created nor sharing of professional/domain knowledge is promoted in the unit.
(a) Strongly disagree (b) Disagree (c) Neutral (d) Agree (e) Strongly Agree
4. Words of thanks or praise are not being expressed as a means of motivation nor individualized career counseling and mentoring is undertaken in the unit.
(a) Strongly disagree (b) Disagree (c) Neutral (d) Agree (e) Strongly Agree
5. Encouragement to act creatively and independent thinking is being exercised/promoted in the unit.
(a) Strongly disagree (b) Disagree (c) Neutral (d) Agree (e) Strongly Agree
6. Awards on achievement of pre-determined goal and withholding the awards on poor performance are being undertaken in the unit.
(a) Strongly disagree (b) Disagree (c) Neutral (d) Agree (e) Strongly Agree
7. A lot of importance on hierarchy, bureaucracy, corporate structure and culture is exercised earnestly in the unit.
(a) Strongly disagree (b) Disagree (c) Neutral (d) Agree (e) Strongly Agree
8. Present leadership style in the unit is not acceptable for ongoing performance or completing projects.
(a) Strongly disagree (b) Disagree (c) Neutral (d) Agree (e) Strongly Agree
9. Please suggest some steps for further improvements in leadership qualities/styles in the unit:
.....
.....

Section B:

Please tick (✓) **one choice only** against the following alternatives:-

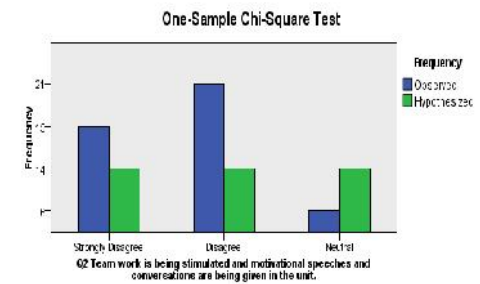
- 10. Gender : Male
- Female
- 11. Educational qualification : Graduate
- PG
- PhD
- Others
- 12. Service experience : 5 Yrs
- 6-10 Yrs
- 11-15 Yrs
- >15 Yrs
- 13. Present job : Technical
- Administration
- Techno-Managerial
- Management

Data Analysis:



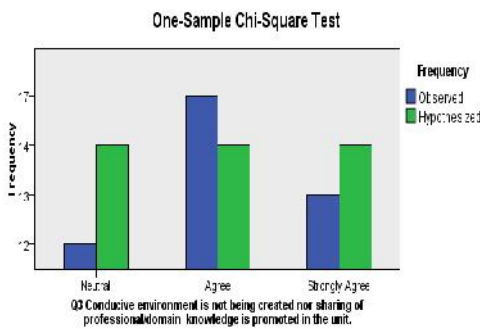
Total N	42
Test Statistic	5.571
Degrees of Freedom	2
Asymptotic Sig. (2-sided test)	.062

1. There are 0 cells (0%) with expected values less than 5. The minimum expected value is 14.



Total N	42
Test Statistic	8.143
Degrees of Freedom	2
Asymptotic Sig. (2-sided test)	.017

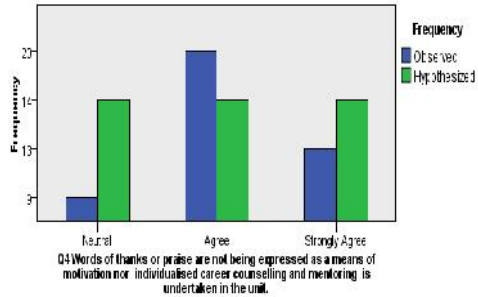
1. There are 0 cells (0%) with expected values less than 5. The minimum expected value is 14.



Total N	42
Test Statistic	1.000
Degrees of Freedom	2
Asymptotic Sig. (2-sided test)	.607

1. There are 0 cells (0%) with expected values less than 5. The minimum expected value is 14.

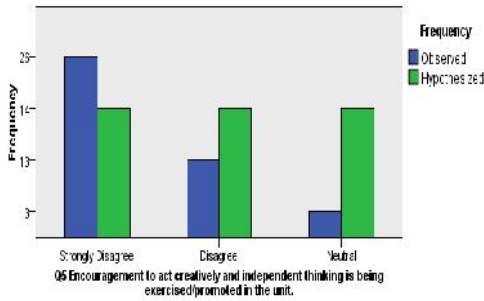
One-Sample Chi-Square Test



Total N	42
Test Statistic	4.429
Degrees of Freedom	2
Asymptotic Sig. (2-sided test)	.109

1. There are 0 cells (0%) with expected values less than 5. The minimum expected value is 14.

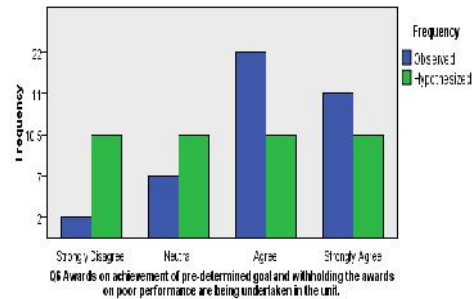
One-Sample Chi-Square Test



Total N	42
Test Statistic	19.000
Degrees of Freedom	2
Asymptotic Sig. (2-sided test)	.000

1. There are 0 cells (0%) with expected values less than 5. The minimum expected value is 14.

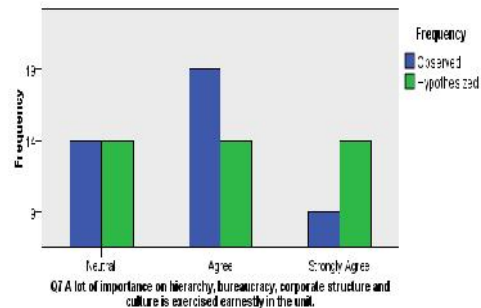
One-Sample Chi-Square Test



Total N	42
Test Statistic	20.667
Degrees of Freedom	3
Asymptotic Sig. (2-sided test)	.000

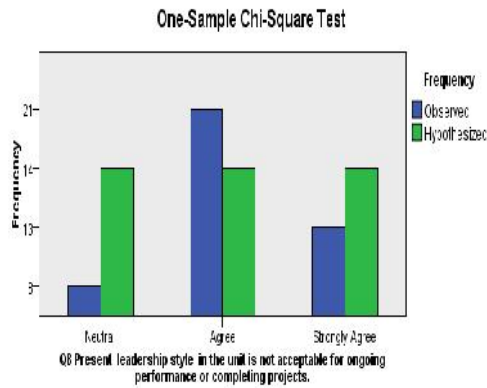
1. There are 0 cells (0%) with expected values less than 5. The minimum expected value is 10.500.

One-Sample Chi-Square Test



Total N	42
Test Statistic	3.571
Degrees of Freedom	2
Asymptotic Sig. (2-sided test)	.166

1. There are 0 cells (0%) with expected values less than 5. The minimum expected value is 14.



Total N	42
Test Statistic	6.143
Degrees of Freedom	2
Asymptotic Sig. (2-sided test)	0.046

1. There are 0 cells (0%) with expected values less than 5. The minimum expected value is 12.

Statistics

Q.1 I admire my all executives as a role model and respect the decisions made by them regarding project/production works.

N	Valid	42
	Missing	0
Mean		1.79
Std. Deviation		.717

Q.1 I admire my all executives as a role model and respect the decisions made by them regarding project/production works.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	38.1	38.1	38.1
	Disagree	19	45.2	45.2	83.3
	Neutral	7	16.7	16.7	100.0
	Total	42	100.0	100.0	

Statistics

Q.2 Team work is being stimulated and motivational speeches and conversations are being given in the unit.

N	Valid	42
	Missing	0
Mean		1.79
Std. Deviation		.682

Q.2 Team work is being stimulated and motivational speeches and conversations are being given in the unit.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	35.7	35.7	35.7
	Disagree	21	50.0	50.0	85.7
	Neutral	6	14.3	14.3	100.0
	Total	42	100.0	100.0	

Statistics

Q.3 Conducive environment is not being created nor sharing of professional/domain knowledge is promoted in the unit.

N	Valid	42
	Missing	0
Mean		4.02
Std. Deviation		.780

Q.3 Conducive environment is not being created nor sharing of professional/domain knowledge is promoted in the unit.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	12	28.6	28.6	28.6
	Agree	17	40.5	40.5	69.0
	Strongly Agree	13	31.0	31.0	100.0
	Total	42	100.0	100.0	

Statistics

Q.4 Words of thanks or praise are not being expressed as a means of motivation nor individualised career counselling and mentoring is undertaken in the unit.

N	Valid	42
	Missing	0
Mean		4.10
Std. Deviation		.726

Q.4 Words of thanks or praise are not being expressed as a means of motivation nor individualized career counselling and mentoring is undertaken in the unit.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	9	21.4	21.4	21.4
	Agree	20	47.6	47.6	69.0
	Strongly Agree	13	31.0	31.0	100.0
	Total	42	100.0	100.0	

Statistics

Q.5 Encouragement to act creatively and independent thinking is being exercised/promoted in the unit.

N	Valid	42
	Missing	0
Mean		1.45
Std. Deviation		.633

Q.5 Encouragement to act creatively and independent thinking is being exercised/promoted in the unit.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	26	61.9	61.9	61.9
	Disagree	13	31.0	31.0	92.9
	Neutral	3	7.1	7.1	100.0
	Total	42	100.0	100.0	

Statistics

Q.6 Awards on achievement of pre-determined goal and withholding the awards on poor performance are being undertaken in the unit.

N	Valid	42
	Missing	0
Mean		3.95
Std. Deviation		.936

Q.6 Awards on achievement of pre-determined goal and withholding the awards on poor performance are being undertaken in the unit.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	4.8	4.8	4.8
	Neutral	7	16.7	16.7	21.4
	Agree	22	52.4	52.4	73.8
	Strongly Agree	11	26.2	26.2	100.0
	Total	42	100.0	100.0	

Statistics

Q.7 A lot of importance on hierarchy, bureaucracy, corporate structure and culture is exercised earnestly in the unit.

N	Valid	42
	Missing	0
Mean		3.88
Std. Deviation		.739

Q.7 A lot of importance on hierarchy, bureaucracy, corporate structure and culture is exercised earnestly in the unit.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	14	33.3	33.3	33.3
	Agree	19	45.2	45.2	78.6
	Strongly Agree	9	21.4	21.4	100.0
	Total	42	100.0	100.0	

Statistics

Q.8 Present leadership style in the unit is not acceptable for ongoing performance or completing projects.

N	Valid	42
	Missing	0
Mean		4.12
Std. Deviation		.705

Q.8 Present leadership style in the unit is not acceptable for ongoing performance or completing projects.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	8	19.0	19.0	19.0
	Agree	21	50.0	50.0	69.0
	Strongly Agree	13	31.0	31.0	100.0
	Total	42	100.0	100.0	

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.731
Bartlett's Test of Sphericity	Approx. Chi-Square	38.023
	df	28
	Sig.	.048

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.500	31.249	31.249	2.500	31.249	31.249	2.197	27.464	27.464
2	1.928	24.096	55.344	1.928	24.096	55.344	2.125	26.559	54.023
3	1.334	16.670	72.014	1.334	16.670	72.014	1.439	17.990	72.014
4	.859	10.739	82.753						
5	.832	10.398	93.151						
6	.548	6.849	100.000						
7	2.633E-16	3.291E-15	100.000						
8	-2.225E-16	-2.782E-15	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component		
	1	2	3
Q.1			.685
Q.2		.725	
Q.3	.785		
Q.4		.698	
Q.5			.601
Q.6			.596
Q.7			.582
Q.8	.863		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.