

Multifactor Leadership Questionnaire

by Nandini Bansal

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ABSTRACT/EXECUTIVE SUMMARY

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The purpose/objective of the study is to analyze the need of emotional intelligence for measurement of leadership competencies and teamwork, a strategic approach to measurement of social and emotional competencies using Goleman and Boyatzis model as antecedent and assessing the performance of the behavioural traits using scales such as Multifactor Leadership Questionnaire for measuring leadership and Collective Efficacy Scale to measure Teamwork in a structured or formal(Corporate) and unstructured or informal setup(College Societies) as multiple samples.

The advantage of Goleman model is that it caters to situational competencies and the demand for which are context specific and thereby highlighting the relevance and applicability of the model for use in samples containing the president(for measuring the leadership competency) along with team members of college societies of USME,DTU East Delhi Campus(for measurement of teamwork competency) and the team leader/manager(for measuring the leadership competency) and his/her team members(for measurement of teamwork competency) in a corporate setup.

The performance of the attributes namely leadership and teamwork is being measured by use of Multifactor Leadership Questionnaire(MLQ) which is a trait based methodology for measurement of transactional and transformation leadership in a structured or a formal setup such as a corporate environment and in an informal setting like management societies existing within our campus.

MLQ is used for carrying out the self assessment of the leader as well as how competent the team perceives the leader to be.

The measurement of teamwork is done using collective efficacy scale, which measures the belief that team members have in themselves to perform as a collective unit when the task allocated demands them to do so. The schematic components for measurement of efficacy are the obstacles which might prevent in achievement of a particular goal and belief's in one

specified capacity and is used for measurement since it is powerful predictor when compared to other measures such as self-control, perception, locus of control, cognitive competence etc.

Self efficacy is strongly correlated with performance measures such as setting up of challenging goals, to learn, work and achieve more and hence is a depiction of possibility to achieve a target or set goal.

Emotional Intelligence which refers to the ability to manage, evaluate and monitor feelings in oneself and others in the form of emotions(more intense) and mood(less intense) play a pivotal role in enhancing, developing, maintaining and regulating leadership competencies by:-

- 1)Accomplishment of collective goals, characterized by maintenance of synchronization between team leaders and team members
- 2)Understanding and developing a feeling of appreciation for oneself(leader) and team members
- 3)Motivating employees/team members by the leader at place of work
- 4)Generation and maintenance of trust, enthusiasm, optimism, confidence and cooperation by the leader among team members
- 5)Flexible decision making opportunity to team members by the leader
- 6)Creation of a conducive atmosphere or environment that facilitates or equip or enable the team members to fulfill their own KPI's thereby achieving organizational goals and giving a meaningful identity to the organization by taking forward the philosophy of an organization.

Emotional Intelligence was conceptualized & defined as "Having the ability to be able to perceive emotions, to be able to access and be able to generate emotions to assist the thought process in order to understand the need of emotional knowledge and emotions, and being able to regulate emotions to promote intellectual as well as emotional growth". Emotional Intelligence is one of the component of personal intelligence which relates to the way in which we portray feelings about oneself and others.

Emotional intelligence can be steered for improving the performance in different situations of human life like procuring something and maintaining close relations. Also , it stimulates

Leadership efficacy. To give more detailing of this role, we need to learn about how different outlook of emotional intelligence lead to effective leadership.

Elements which are required for successful teamwork ranges in different aspects and can be understood from many ways. Different skill set are required for this. One of them is Emotional intelligence which is growingly being encouraged for attaining successful teamwork.

Emotional intelligence also plays a pivotal role in maintaining harmony between teams. The attributes for measuring teamwork are soft or invisible in nature and include attributes such as collaboration, negotiation, communication etc. ¹⁷ Emotional Intelligence as defined by Mayer & Salovey ¹⁷ comprises of self-awareness, regulation, motivation, empathy and social skillset which are also not evident and are hence classified as invisible skills, which are equally important as visible skills such as knowledge about technology etc.

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INTRODUCTION

Emotional Intelligence & Effective Leadership

Emotional intelligence can be steered for improving the performance in different situations of human life like procuring something and maintaining close relations. Also , it stimulates Leadership efficacy. To give more detailing of this role, we need to learn about how different outlook of emotional intelligence lead to effective leadership. The four components of EI are-

- Articulation and declaration of emotion
- Usage of emotion to improve the power of decision making
- Realization & apprehension of emotions
- Dealing & controlling the emotions

Effective Leadership consists the below important components-

- Establishing a set of objectives and goals and formulations of plans to achieve them:

Here the discussion is about overarching goals that are basically called Leader's Vision & are established for complete organization. EI may help the leaders to establishing a vision that is enthralling in nature for the organization & its groups in a variety of ways. When leaders are in positive moods then creativity is increased & hence came out more fascinating vision. Leaders possess increased EI probably utilize take deploy their positive mood and thus have advantage for introducing important improvements in the functioning of organizations.

- Infusing in others Knowledge and recognizing & giving value to work types For ensuring this , leaders are required to fortify that followers know about all the difficulties and major complications which the organization is facing Leaders are required to know about followers emotions and how to exert influence on these emotions so that followers become assured in dealing with all the disagreements and helps in providing major contributions to the organization. Leaders who are having inflated emotional intelligence are more effectual in maintain and managing emotions in variety of ways.

- Creating a conducive environment that nurtures optimism and acts as morale booster Leaders should give value to follower's feelings and also possess knowledge of how these feelings can be influenced..They should also have the ability to foresee how these followers will react on certain situations. Leaders are also required to differentiate between the feelings and emotions that the followers are really going through than the feelings the convey as this has been proved in many research that people knowingly hide their emotions due to different reasons . That's why an effective leader should possess the ability to differentiate between such situations. Finally, leaders who have high EI should build the environment of coordination and confidence so that some exuberance and excitement can be infuse in the organization which lead to increase in good inter- personal relationships with the followers.

- Promoting pliability in decision making & change :

Leaders should have the ability to utilize their managed emotions in the process of decision making. Firstly, they can utilize these emotions as indicators to head- on their attention to the issues and concerns which require immediate solution. These emotions are very effective for prioritizing the demands & can be used as essential source of information. Secondly, information and knowledge about challenges & opportunities can be provided by the emotions. The knowledge about roots of emotions can be taken as emotional input for purpose of decision making by the leaders. This increases flexibility which develops effective leadership in different manner.

- Developing & conserving significant identity :

The identity of an organization is acquired from & a result of its culture. And the culture of an organization encapsulates certain norms, beliefs , rules & guidelines. Thus, the enhancement in the identity & culture of an organization probably increase the value of effective leadership. Culture is instilled with emotions and breaking of the beliefs & rules results in high reactions in emotions. Hence, managing the culture of an organization is managing emotions of the people in the organization. Leader must infuse these emotions in the followers in form of beliefs & values regarding organizational importance.

Emotional Intelligence and successful teamwork

Elements which are required for successful teamwork ranges in different aspects and can be understood from many ways. Different skill set are required for this. One of them is Emotional intelligence which is growingly being encouraged for attaining successful teamwork.

The skillset are not visible as much as technical skills and also difficult to test. So, now we will learn about the importance of these skills for team coordination & success.

1. Self awareness-

- ✚ To learn and know about one's own feelings and emotions and explicate them with the help of interior rumination.
- ✚ It's the capability of an individual to become analytic about thoughts of one's self which helps to better understand others.
- ✚ Team members should know about their emotions otherwise this may create effect on the culture and proposition of team.
- ✚ Encouraging psychological health of team members which also includes a pleasant disposition.

2. Self- regulation-

- ✦ Capability of team members to utilize emotions to make easy the project task & its activities
- ✦ If self awareness is attained then only one can exercise self- regulation
- ✦ Managing emotions during situation of stress, disputes & tension makes easy the project progression and encourages healthy and efficient working relationships with clients and members of team

3. Motivation-

- ✦ Motivating the team members for providing contribution is the best powerful tool.
- ✦ Workers will give productive result when they will feel that they are motivated, supported and appraised.
- ✦ It is been proved that motivation plays a very crucial role in enhancing emotional intelligence.

4. Empathy-

- ✦ Learning and elucidating the feelings of team members with the help of understanding their perspectives about people who are from different aspects of life.

- ✚ Team members who possess empathy have knowledge about a vast network of personalities and the effect of culture posed on the interactions takes place in the team environment.

- ✚ Creating the atmosphere in which colleagues and fellow members can convey their feelings

5. Social skills-

- ✚ These skills play an important role for establishing effective and highly positive relationships between the team members

- ✚ Helps to resolve disputes & stress that can collectively affect on the progress of project and the relationships of team members.

- ✚ Creating a team environment that is easy – going, vernacular & relaxed in nature

LITERATURE REVIEW

The research aims to study and establish the relationship between Emotional Intelligence, its impact on transactional & transformational leadership, along with measuring/assessing the success of teamwork, both of them being few of the variables guiding Relationship Management using Goleman and Boyatzis model as antecedent, taking into consideration two samples i.e. College Societies of USME, DTU East Delhi Campus (President and Team Members) as an unstructured sample or a sample in informal setup and Corporate employees (Team Leader/Manager and Team Members) as a structured or a sample in a formal setup.

Emotions can be viewed as being an adaptive response which leads to transformation of social and personal interactions into an enriching experience. Intelligence refers to the judgemental ability to distinguish between the information which is communicated as truth vs. falsified statements or facts.

There are two types of intelligence which is of concern to us in our study namely social intelligence and Emotional Intelligence. Social Intelligence deals with the ability to manage oneself and to be able to understand the societal behaviour exhibited by people and managing the same in order to improve human relations. Social Intelligence is measured by the traits possessed by a person and some of the attributes associated with socially intelligent people are as follows:-

- 1) They accept others as they are
- 2) Admits mistakes done by them
- 3) Shows interest in the world at large

Cantor and Kihlstrom have conceptualized social intelligence as a unifying thread that provides an understanding of the personality of people, to be able to resolve social problems that defines their central personality which acts as a measure that underpins social behaviour of people.

Emotional Intelligence was conceptualized & defined as "Having the ability to be able to perceive emotions, to be able to access and be able to generate emotions to assist the thought process in order to understand the need of emotional knowledge and emotions, and being able to regulate emotions to promote intellectual as well as emotional growth". Emotional Intelligence is one of the component of personal intelligence which relates to the way in which we portray feelings about oneself and others.

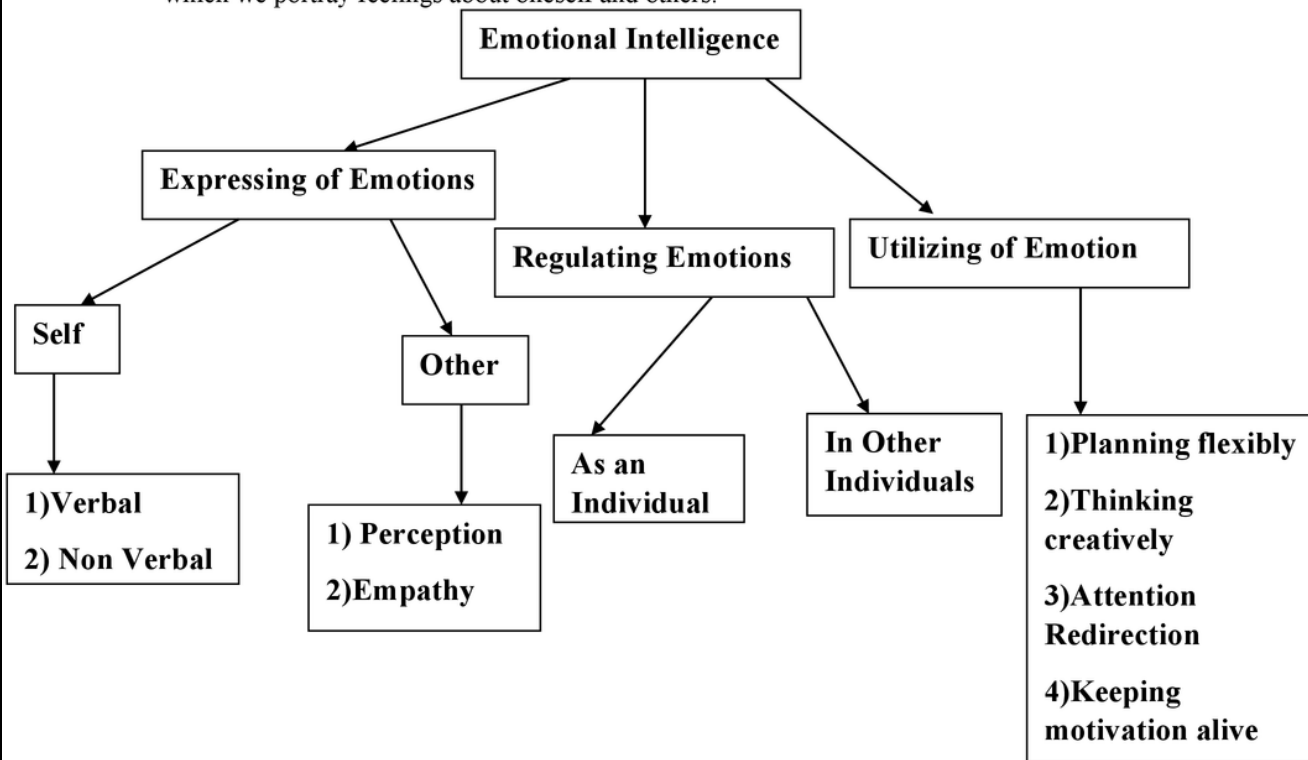


Fig.1 Emotional Intelligence Conceptualization

1) Self Emotion Expression:- This is initiated when information enters into the perpetual system. They allow for showcasing expression in the form of feelings and it's appraisal and a set of laws that govern the emotional appraisal.

a) Verbal Emotional Expression:- Verbal expression of emotions involves use of language as a medium to express emotions and help to introspect the underlying expressions of being pleasant, unpleasant, arousal or calmness. The first scale which was used to measure emotional expressiveness was Beth Israel Psychometric Questionnaire, an open ended questionnaire, which was administered on patients present in the hospital. The questionnaire recorded verbal responses of people by asking questions such as a "truck advancing towards them at 90 miles per hour", based on which the emotions were recorded. This questionnaire was low on reliability as adopted a subjective scoring procedure and so Schalling-Sifneos scale was introduced to address the shortcomings of Beth Israel Scale.

b) Non Verbal Expression:- This includes the use of mental abilities that can act as an indicator of expressing emotions in a non verbal manner and includes judging through facial expressions and body gestures.

c) Measurement of Emotions in Others:- It is measured by taken into consideration perception and empathy.

d) Emotional Perception:- From an evolutionary perspective, it was important for the people to perceive emotions in themselves and people around them to ensure smoother interpersonal cooperation. It addresses the gaps/ individual differences that can exist during non verbal communication. Some of the tests that measure the perception of emotions are Affect Sensivity Test and CARAT test that captures the emotions of individuals by videotaping the conversations between pair of individuals. Mental counselling is able to bring out the accurate perceptions of individuals.

e) Empathy:-It is the ability to re-experience other's feelings by thinking in a similar manner and re-iterating the experiences on oneself. It forms a central characteristic of an emotionally sound behaviour. An individual's relatives, neighbours, friends and family are a contributor for his/her social well being. Empathy acts a motivator for unselfish behaviour and helps weave interpersonal relationships. The Hogan's scale and Mehrabian and Epstein's scale represent the differences in empathetic and unempathetic individuals.

2) Regulation of Emotions:- Moods are a regulator of emotions, which can be either at a direct level or a reflective level. A reflective experience is indicated by gaining access to knowledge about one's own moods as well as other's moods for monitoring, regulating and evaluating emotions. These refer to the set of processes that are indicative of regulating emotions of oneself and is dominated by moods rather than emotions and are less intense when compared to emotions.

a)Regulation of emotions as an individual:- The regulation of emotions in an individual is representative of a regulatory system that defines the meta-experiences of less intensive moods and monitors and evaluate them. Some aspects of regulation of mood can occur automatically as a pre-conceived response to a particular situation as a trigger from the brain, e.g.:- Being sad in case of a tragedy and happy in case of an achievement. Measurement of emotions as an individual is done by some of the predefined scales such as trait and state meta mood scales, which are indicative of measuring short and long term styles of regulation. Meta-experiences when co-occur with moods provide individuals with knowledge on how to react to a particular situation and hence act as a trigger to be to build into a theoretical model, from which the response(mood) to a particular situation can be gathered.

Regulation of mood is also done by gathering the responses from the people with whom we are associated which leads to creation of positive and emotions or states such as pride or

envy. Another way of mood regulation is by replacing a negative experience with a positive experience to bring a change and predict the response to changing moods.

The moods also get regulated by the way the way they get encoded and decoded in the memory which drives the way in which we respond to a particular situation.

b)Regulation of emotions in other individuals:- This deals with regulation and alteration of intuitive reactions to be able to create an impression in front of others. These type of individuals are aware of the actions that would affect the emotions of other individuals such as dressing well for an interview will create a positive impact in the mind of interviewer.

3)Utilization of Emotions:-

Individual's ability to utilize emotions affect their problem solving ability and may lead to future planning, alteration in the reaction to a positive memory in the brain, ideas to be invoked or triggered and the change of sequence in which the ideas/emotions need to be recalled by the brain on experiencing a particular type of emotion.

a)Planning for Flexibility:- Trigger of positive emotions, it's frequency and magnitude varies across individuals due to which the likelihood of prediction of future events is better and are able to exploit the opportunity in a much better way taking into consideration the all possibilities as opposed to negative trigger of emotions.

b)Creative Thinking:- Humans tend to think creatively and their mood(positive/negative) is a determination of their approach towards problem solving and forms the basis of classification of problem and integrate information in the mind.

c)Attention redirection based on moods:- There is a diversion in attention when high powered emotions or strengthful emotions arise, they shift the mood towards tasks of higher importance or priority. Thus, attention redirection is

d) Keeping motivation alive:- Moods act as trigger to help achieve challenging tasks. For example for some individuals the anxiety leads to performance and helps in achieving a particular goal. Good mood triggers confidence in individuals and act as a motivator to overcome aversive situations.

Daniel Goleman’s Emotional Intelligence Quadrant

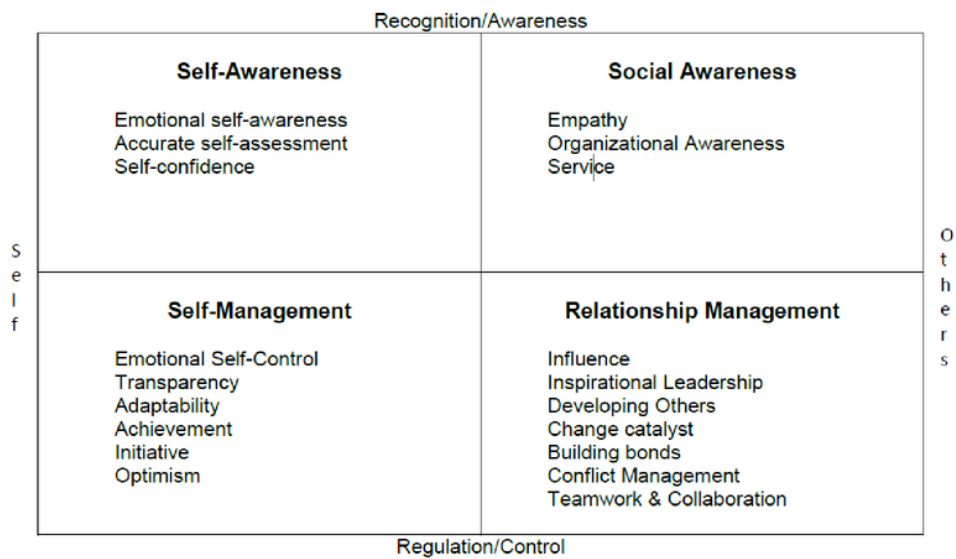


Fig.2 Emotional Intelligence Conceptualization by Daniel Goleman and Boyatzis(13)(14)(15)

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- Creating a conducive environment that nurtures optimism and acts as morale booster

Leaders should give value to follower's feelings and also possess knowledge of how these feelings can be influenced. They should also have the ability to foresee how these followers will react on certain situations. Leaders are also required to differentiate between the feelings and emotions that the followers are really going through than the feelings they convey as this has been proved in many research that people knowingly hide their emotions due to different reasons. That's why an effective leader should possess the ability to differentiate between such situations. Finally, leaders who have high EI should build the environment of coordination and confidence so that some exuberance and excitement can be infused in the organization which leads to an increase in good inter-personal relationships with the followers.

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- ✚ Encouraging psychological health of team members which also includes a pleasant disposition.

7. Self- regulation-

- ✚ Capability of team members to utilize emotions to make easy the project task & its activities
- ✚ If self awareness is attained then only one can exercise self- regulation
- ✚ Managing emotions during situation of stress, disputes & tension makes easy the project progression and encourages healthy and efficient working relationships with clients and members of team

8. Motivation-

- ✚ Motivating the team members for providing contribution is the best powerful tool.
- ✚ Workers will give productive result when they will feel that they are motivated, supported and appraised.
- ✚ It is been proved that motivation plays a very crucial role in enhancing emotional intelligence.

9. Empathy-

- ✚ Learning and elucidating the feelings of team members with the help of understanding their perspectives about people who are from different aspects of life.
- ✚ Team members who possess empathy have knowledge about a vast network of personalities and the effect of culture posed on the interactions takes place in the team environment.
- ✚ Creating the atmosphere in which colleagues and fellow members can convey their feelings

10. Social skills-

- ✚ These skills play an important role for establishing effective and highly positive relationships between the team members
- ✚ Helps to resolve disputes & stress that can collectively affect on the progress of project and the relationships of team members.
- ✚ Creating a team environment that is easy – going, vernacular & relaxed in nature

RESEARCH METHODOLOGY

Research is defined as methodical collection of raw facts and information & its detailed examination for expansion of knowledge in any field. Its aim is to discover cognitive and feasible solutions with the help of organized methods & procedures

According to Webster's Dictionary, it is the method to do some kind of experimentation which has the aim to discover & interpret raw information or to develop new laws in the radiance of new data.

It contains explaining about the problems & redefine them, formulation of hypothesis; finding, summarizing & analysis of data; forming some logic & then approaching to final conclusions.

Research is therefore, an indigenous offering to current capital of knowledge for its evolution.

There are many types of both QUALITATIVE & QUANTITATIVE research techniques, consisting

Experimentation, observation of participant, conducting survey research & using secondary information.

Quantitative techniques are used to categorize features, number them & develop statistical prototypes to test hypothesis & detailing the observations.

Qualitative techniques are used for a absolute, thorough explanation of observations, which includes the part of events and conditions occurred.

Method adopted in Study:

Survey Research:

- A survey is a type of research technique which consists of series of questions or statements in form of Questionnaire or may be an interview which the subject or the responder has to provide.
- It focuses on some population, which are those people whom the researcher is thinking to conduct the research on.
- As the population is very large, so the researcher will only choose a sample which is the segment of population that constitutes the entire part.
- Once the sample is picked, then the plan is made for interrogate questions & then obtaining the answers. Most widely used survey types are questionnaires & interviews. Both of them can consist of open - ended & close ended questions.

Survey research Type used:

Questionnaire- It is defined as the systematic investigation that contains a framework of questions or any other class of prompts that is used to gather information from the survey respondents. This consists of both open & close ended type questions ; some long type questions that provide the power to respondent to detailed their opinion & thoughts.

- A questionnaire should always be uniform & in a standardized manner
- It should be exploratory in nature so that qualitative data can be easily collected.
- It should have typical structured question sequence so that number of responses can be increased

ADVANTAGES

- They are very cost- effective when they are used properly
- They can be developed in variety of forms like written , mail , telephonic & many other methods
- We can ask a single topic from many people in a same frame of time
- Very efficient & effective technique to get feedback & opinion from a large number of population.
- Easy to organize & govern

DISADVANTAGES

- The output of this method relies only on the questions being asked.
- The rate of response may be not that much satisfying to the researcher.

Scale used in the Questionnaires -

- MLQ scale for measurement of Leadership

- Collective Efficacy scale for Teamwork Measurement

NO. OF QUESTIONNAIRES USED IN STUDY:

1. Leadership Self- assessment survey using MLQ
2. Leadership Raters form using MLQ
3. Teamwork effectiveness survey using COLLECTIVE EFFICACY SCALE

ANALYSIS AND RESULTS:-

The measurement of teamwork is done using collective efficacy scale, which measures the belief that team members have in themselves to perform as a collective unit when the task allocated demands them to do so. The schematic components for measurement of efficacy are the obstacles which might prevent in achievement of a particular goal and beliefs in one specified capacity and is used for measurement since it is powerful predictor when compared to other measures such as self-control, perception, locus of control, cognitive competence etc.

Self efficacy is strongly correlated with performance measures such as setting up of challenging goals, to learn, work and achieve more and hence is a depiction of possibility to achieve a target or set goal.

The cronbach's alpha analysis is carried out to measure the reliability of the scale used for measuring teamwork i.e. Collective Efficacy Scale in this scale. The analysis is carried out on sample containing the president and office bearers of various societies at USME,DTU at confidence interval of 95% for N=73 samples at margin of error of 10% with a population size of 297 students and yields the value of Cronbach's Alpha as 0.721. The items of the scales have been re-coded as follows:-

- a)Not at all confident:- 1
- b)Slightly Confident:- 2
- c)Somewhat Confident:- 3
- d)Fairly Confident:- 4
- e)Extremely Confident:- 5

Reliability

Scale: Reliability for measuring teamwork2

Case Processing Summary

		N	%
Cases	Valid	73	98.6
	Excluded ^a	1	1.4
	Total	74	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.721	.737	20

Item Statistics

	Mean	Std. Deviation	N
VAR00007	3.0566	1.21553	53
VAR00008	3.1132	1.15460	53
VAR00009	3.2075	1.19069	53
VAR00010	3.0943	1.28996	53
VAR00011	2.9811	1.30812	53
VAR00012	2.9623	1.25518	53
VAR00013	3.0943	1.21314	53
VAR00014	3.1698	1.25170	53
VAR00015	3.3019	1.13654	53
VAR00016	3.1698	.95547	53
VAR00017	3.2075	1.02579	53
VAR00018	3.2264	1.15428	53
VAR00019	3.2453	1.15867	53
VAR00020	2.9611	1.10053	53
VAR00021	3.5283	.91155	53
VAR00022	3.4717	1.08493	53
VAR00023	3.3208	.97613	53
VAR00024	3.0169	1.21872	53
VAR00025	3.2264	1.04957	53
VAR00026	2.8113	1.09292	53

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.159	2.811	3.528	.717	1.255	.090	20
Item Variances	1.306	.831	1.711	.880	2.059	.063	20
Inter-Item Covariances	.186	-.474	.713	1.186	-1.505	.046	20
Inter-Item Correlations	.149	-.325	.549	.873	-1.698	.027	20

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
VAR00007	60.1321	94.655	.035	.460	.781
VAR00008	60.0755	88.610	.323	.442	.760
VAR00009	59.9811	88.980	.289	.469	.763
VAR00010	60.0943	88.664	.273	.294	.764
VAR00011	60.2075	89.475	.233	.585	.768
VAR00012	60.2264	87.140	.352	.516	.758
VAR00013	60.0943	92.895	.111	.421	.776
VAR00014	60.0189	90.596	.201	.468	.770
VAR00015	59.8868	86.448	.436	.591	.752
VAR00016	60.0189	86.942	.511	.513	.750
VAR00017	59.9811	89.208	.342	.543	.759
VAR00018	59.9623	87.037	.399	.646	.755
VAR00019	59.9434	89.208	.293	.487	.762
VAR00020	60.2075	85.591	.499	.520	.748
VAR00021	59.6604	91.036	.293	.386	.762
VAR00022	59.7170	87.938	.386	.481	.756
VAR00023	59.8679	87.886	.444	.541	.753
VAR00024	60.1698	84.990	.468	.506	.750
VAR00025	59.9623	87.114	.447	.495	.752
VAR00026	60.3774	86.970	.432	.581	.753

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
63.1887	96.964	9.84702	20

The variables used depict the following:-

- a) VAR00007- VAR00009:- Common Goals
- b) VAR00010- VAR00012:- Communication
- c) VAR00013- VAR00017:- Encourage Differences and Collaboration
- d) VAR00018- VAR00022:- Commitment & Trust
- e) VAR00023- VAR00026:- Performance

Hypothesis:-

Case I:

H₀= Common goals & communication are not correlated

H₁= Common goals & communication are correlated

Case II:

H₀= Common goals & encourage differences and collaboration are not correlated

H₁= Common goals & encourage differences and collaboration are correlated

Case III:

H₀= Common goals & Commitment & trust are not correlated

H₁= Common goals & commitment & trust are correlated

Case IV:

H₀= Common goals & performance are not correlated

H₁= Common goals & performance are correlated

Case V:

H₀= Communication & common goal are not correlated

H₁= Communication & common goal are correlated

Case VI:

H₀= Communication & encourage differences & collaboration are not correlated

H₁= Communication & encourage differences & collaboration are correlated

Case VII:

H₀= Communication & commitment & trust are not correlated

H₁= Communication & commitment & trust are correlated

Case VIII:

H₀= Communication and performance are not correlated

H₁= Communication and performance are correlated

Case IX:

H₀= Encourage differences & collaboration & common goal are not correlated

H₁= Encourage differences & collaboration & common goal are correlated

Case X:

H₀= Encourage differences & collaboration & communication are not correlated

H₁= Encourage differences & collaboration & communication are correlated

Case XI:

H₀= Encourage differences & collaboration & commitment & trust are not correlated

H₁= Encourage differences & collaboration & commitment & trust are correlated

Case XII:

H₀= Encourage differences & collaboration & performance are not correlated

H₁= Encourage differences & collaboration & performance are correlated

Case XIII:

H₀= Commitment & trust & performance are not correlated

H₁= Commitment & trust & performance are correlated

Case XIV:

H₀= Commitment & trust & encourage differences & collaboration are not correlated

H₁= Commitment & trust & encourage differences & collaboration are correlated

Case XV:

H₀= Commitment & trust & communication are not correlated

H₁= Commitment & trust & communication are correlated

Case XVI:

H₀= Commitment & trust & common goal are not correlated

H₁= Commitment & trust & common goal are correlated

Case XVII:

H₀= Performance & commitment & trust are not correlated

H₁= Performance & commitment & trust are correlated

Case XVIII:

H₀= Encourage performance & encourage differences & collaboration are not correlated

H₁= Encourage performance & encourage differences & collaboration are correlated

Case XIV:

H₀= Performance & communication are not correlated

H₁= Performance & communication are correlated

Case XX:

H₀= Performance & common goals are not correlated

H₁= Performance & common goals are correlated

5
Correlations

		VAR00007	VAR00008	VAR00009	VAR00010	VAR00011	VAR00012	VAR00013	VAR00014	VAR00015	VAR00016	VAR00017	VAR00018	VAR00019
VAR00007	Pearson Correlation	1	.084	-.348**	.060	.473**	-.350**	.190	.205	-.103	.069	-.133	-.289*	-.177
	Sig. (2-tailed)		.482	.003	.612	.000	.002	.108	.081	.384	.561	.260	.013	.134
	N	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR00008	Pearson Correlation	.084	1	.036	-.007	.195	.116	.213	-.026	-.065	.123	-.077	.058	.094
	Sig. (2-tailed)	.482		.765	.952	.098	.329	.070	.830	.586	.298	.516	.624	.430
	N	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR00009	Pearson Correlation	-.348**	.036	1	.151	-.081	.378**	.076	.047	.283*	.062	.139	.289*	.332**
	Sig. (2-tailed)	.003	.765		.203	.494	.001	.523	.694	.015	.601	.242	.013	.004
	N	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR00010	Pearson Correlation	.060	-.007	.151	1	.107	-.027	.139	-.121	.169	.048	.161	-.116	.144
	Sig. (2-tailed)	.612	.952	.203		.367	.823	.240	.308	.154	.686	.173	.329	.226
	N	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR00011	Pearson Correlation	.473**	.195	-.081	.107	1	-.273*	.034	.285*	-.226	.087	-.203	.125	-.125
	Sig. (2-tailed)	.000	.098	.494	.367		.019	.778	.015	.055	.464	.085	.292	.292

VAR00 019	Pearson Correlation	-.177	.094	.332**	.144	-.125	.116	-.117	-.187	.500**	.249*	.426**	.114	1
	Sig. (2-tailed)	.134	.430	.004	.226	.292	.329	.324	.112	.000	.034	.000	.337	
	N	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR00 020	Pearson Correlation	-.161	.345**	.232*	-.067	.153	.452**	-.213	.181	.097	.420**	-.003	.576**	.182
	Sig. (2-tailed)	.173	.003	.048	.574	.195	.000	.070	.125	.413	.000	.979	.000	.124
	N	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR00 021	Pearson Correlation	.194	.308**	.089	.002	.229	.098	.226	.165	-.003	-.049	.115	.016	-.078
	Sig. (2-tailed)	.100	.008	.456	.987	.051	.410	.055	.164	.977	.684	.333	.895	.514
	N	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR00 022	Pearson Correlation	.113	.052	.149	.245*	.021	.106	-.075	.079	.382**	.101	.336**	.151	.270*
	Sig. (2-tailed)	.342	.663	.207	.036	.861	.372	.530	.508	.001	.394	.004	.201	.021
	N	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR00 023	Pearson Correlation	.066	.191	-.050	.119	-.085	.236*	.020	-.122	.382**	.302**	.208	.299*	.190
	Sig. (2-tailed)	.578	.106	.672	.317	.473	.044	.868	.304	.001	.010	.077	.010	.108
	N	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR00 024	Pearson Correlation	-.118	.254*	.155	-.130	.017	.397**	-.045	.250*	.121	.522**	.109	.501**	.137
	Sig. (2-tailed)	.322	.030	.189	.275	.885	.001	.702	.033	.309	.000	.357	.000	.249
	N	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR00 025	Pearson Correlation	.141	.186	-.060	.100	.047	.330**	.011	.091	.111	.309**	.214	.175	-.056
	Sig. (2-tailed)	.236	.115	.614	.399	.692	.004	.929	.443	.352	.008	.069	.140	.640
	N	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR00 026	Pearson Correlation	-.134	.109	.178	.066	.023	.232*	-.182	-.215	.422**	.252*	.463**	.230	.344**

	Sig. (2-tailed)	.260	.359	.131	.576	.848	.048	.124	.068	.000	.031	.000	.050	.003
	N	73	73	73	73	73	73	73	73	73	73	73	73	73

Correlations								
		11 VAR00020	VAR00021	VAR00022	VAR00023	VAR00024	VAR00025	VAR00026
VAR00007	Pearson Correlation	-.161	.194	.113	.066	-.118	.141	-.134
	Sig. (2-tailed)	.173	.100	.342	.578	.322	.236	.260
	3 N	73	73	73	73	73	73	73
VAR00008	Pearson Correlation	.345**	.308**	.052	.191	.254*	.186	.109
	Sig. (2-tailed)	.003	.008	.663	.106	.030	.115	.359
	3 N	73	73	73	73	73	73	73
VAR00009	Pearson Correlation	.232*	.089	.149	-.050	.155	-.060	.178
	Sig. (2-tailed)	.048	.456	.207	.672	.189	.614	.131
	2 N	73	73	73	73	73	73	73
VAR00010	Pearson Correlation	-.067	.002	.245*	.119	-.130	.100	.066
	Sig. (2-tailed)	.574	.987	.036	.317	.275	.399	.576
	2 N	73	73	73	73	73	73	73
VAR00011	Pearson Correlation	.153	.229	.021	-.085	.017	.047	.023
	Sig. (2-tailed)	.195	.051	.861	.473	.885	.692	.848
	2 N	73	73	73	73	73	73	73
VAR00012	Pearson Correlation	.452**	.098	.106	.236*	.397**	.330**	.232*
	Sig. (2-tailed)	.000	.410	.372	.044	.001	.004	.048
	2 N	73	73	73	73	73	73	73
VAR00013	Pearson Correlation	-.213	.226	-.075	.020	-.045	.011	-.182

	Sig. (2-tailed)	.070	.055	.530	.868	.702	.929	.124
	2 N	73	73	73	73	73	73	73
VAR00014	Pearson Correlation	.181	.165	.079	-.122	.250	.091	-.215
	Sig. (2-tailed)	.125	.164	.508	.304	.033	.443	.068
	2 N	73	73	73	73	73	73	73
VAR00015	Pearson Correlation	.097	-.003	.382**	.382**	.121	.111	.422**
	Sig. (2-tailed)	.413	.977	.001	.001	.309	.352	.000
	3 N	73	73	73	73	73	73	73
VAR00016	Pearson Correlation	.420**	-.049	.101	.302**	.522**	.309**	.252*
	Sig. (2-tailed)	.000	.684	.394	.010	.000	.008	.031
	2 N	73	73	73	73	73	73	73
VAR00017	Pearson Correlation	-.003	.115	.336**	.208	.109	.214	.463**
	Sig. (2-tailed)	.979	.333	.004	.077	.357	.069	.000
	2 N	73	73	73	73	73	73	73
VAR00018	Pearson Correlation	.576**	.016	.151	.299*	.501**	.175	.230
	Sig. (2-tailed)	.000	.895	.201	.010	.000	.140	.050
	2 N	73	73	73	73	73	73	73
VAR00019	Pearson Correlation	.182	-.078	.270*	.190	.137	-.056	.344**
	Sig. (2-tailed)	.124	.514	.021	.108	.249	.640	.003
	2 N	73	73	73	73	73	73	73
VAR00020	Pearson Correlation	1	.127	.162	.256*	.455**	.329**	.338**
	Sig. (2-tailed)		.286	.171	.029	.000	.004	.003
	3 N	73	73	73	73	73	73	73
VAR00021	Pearson Correlation	.127	1	-.002	.108	-.014	.116	.036
	Sig. (2-tailed)	.286		.985	.364	.910	.327	.762
	3 N	73	73	73	73	73	73	73
VAR00022	Pearson Correlation	.162	-.002	1	.507**	.054	.274*	.152
	Sig. (2-tailed)	.171	.985		.000	.651	.019	.199

	N	73	73	73	73	73	73	73
VAR00023	Pearson Correlation	.256 [*]	.108	.507 ^{**}	1	.188	.311 ^{**}	.305 ^{**}
	Sig. (2-tailed)	.029	.364	.000		.112	.007	.009
	N	73	73	73	73	73	73	73
VAR00024	Pearson Correlation	.455 ^{**}	-.014	.054	.188	1	.410 ^{**}	.251 [*]
	Sig. (2-tailed)	.000	.910	.651	.112		.000	.032
	N	73	73	73	73	73	73	73
VAR00025	Pearson Correlation	.329 ^{**}	.116	.274 [*]	.311 ^{**}	.410 ^{**}	1	.342 ^{**}
	Sig. (2-tailed)	.004	.327	.019	.007	.000		.003
	N	73	73	73	73	73	73	73
VAR00026	Pearson Correlation	.338 ^{**}	.036	.152	.305 ^{**}	.251 [*]	.342 ^{**}	1
	Sig. (2-tailed)	.003	.762	.199	.009	.032	.003	
	N	73	73	73	73	73	73	73

Sample II:-

- a) Population=Corporate (Team Leaders and above)
- b) Aim:- To measure teamwork using collective efficacy scale
- c) Scale used=Collective efficacy(as described above)
- d) Population Size= 200
- e) Confidence Level=95%
- f) Margin of error=10%
- g) Ideal Sample Size= 65

h) Cronbach Alpha= 0.733

i) The items of the scales have been re-coded as follows:-

a)Not at all confident:- 1

b)Slightly Confident:- 2

c)Somewhat Confident:- 3

d)Fairly Confident:- 4

e)Extremely Confident:- 5

j) The variables used depict the following:-

a) VAR00007- VAR00009:- Common Goals

b) VAR00010- VAR00012:- Communication

c) VAR00013- VAR00017:- Encourage Differences and Collaboration

d) VAR00018- VAR00022:- Commitment & Trust

e) VAR00023- VAR00026:- Performance

Reliability

Scale: Reliability for measuring teamwork3

Case Processing Summary

		N	%
Cases	Valid	65	87.8
	Excluded ^a	9	12.2
	Total	74	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.733	.749	20

Item Statistics

	Mean	Std. Deviation	N
VAR00007	3.0000	1.26244	65
VAR00008	3.0615	1.17096	65
VAR00009	3.1385	1.21033	65
VAR00010	3.0154	1.29292	65
VAR00011	3.0462	1.29217	65
VAR00012	2.9385	1.24846	65
VAR00013	3.0615	1.23588	65
VAR00014	3.0923	1.29570	65
VAR00015	3.2615	1.14941	65
VAR00016	3.1692	.94487	65
VAR00017	3.2462	1.01598	65
VAR00018	3.1692	1.16685	65
VAR00019	3.2308	1.12873	65
VAR00020	3.0154	1.09676	65
VAR00021	3.5538	.86658	65
VAR00022	3.4000	1.07238	65
VAR00023	3.2769	.97640	65
VAR00024	3.0000	1.23744	65
VAR00025	3.2000	1.03380	65
VAR00026	2.8462	1.09303	65

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.136	2.846	3.554	.708	1.249	.027	20
Item Variances	1.313	.751	1.679	.928	2.236	.077	20
Inter-Item Covariances	.159	-.578	.813	1.391	-1.405	.062	20
Inter-Item Correlations	.130	-.367	.559	.926	-1.525	.036	20

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
VAR00007	59.7231	85.235	-.008	.515	.750
VAR00008	59.6615	79.915	.256	.425	.727
VAR00009	59.5846	80.278	.226	.467	.729
VAR00010	59.7077	79.804	.224	.223	.730
VAR00011	59.6769	82.410	.109	.554	.740
VAR00012	59.7846	77.797	.331	.567	.720
VAR00013	59.6615	84.352	.034	.491	.746
VAR00014	59.6308	82.299	.113	.448	.740
VAR00015	59.4615	76.784	.424	.624	.713
VAR00016	59.5538	77.470	.498	.524	.710
VAR00017	59.4769	79.378	.344	.556	.720
VAR00018	59.5538	77.688	.369	.680	.717
VAR00019	59.4923	78.816	.327	.521	.721
VAR00020	59.7077	75.866	.501	.527	.707
VAR00021	59.1692	82.393	.222	.361	.729
VAR00022	59.3231	77.472	.425	.512	.713
VAR00023	59.4462	77.532	.474	.598	.711
VAR00024	59.7231	75.922	.426	.532	.712
VAR00025	59.5231	77.285	.456	.510	.711
VAR00026	59.8769	77.110	.434	.563	.712

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
62.7231	86.641	9.30811	20

Correlations

		VAR00 007	VAR00 008	VAR00 009	VAR00 010	VAR00 011	VAR00 012	VAR00 013	VAR00 014	VAR00 015	VAR00 016	VAR00 017	VAR00 018	VAR00 019
VAR00 007	Pearson Correlation	1	.180	-.358**	.067	.498**	-.367**	.200	.229	-.108	.079	-.110	-.308*	-.154
	Sig. (2-tailed)		.152	.003	.596	.000	.003	.110	.066	.393	.534	.385	.013	.222
	N	65	65	65	65	65	65	65	65	65	65	65	65	65
VAR00 008	Pearson Correlation	.180	1	-.050	.051	.225	.045	.235	-.086	-.059	.103	-.052	-.008	.060
	Sig. (2-tailed)	.152		.691	.687	.071	.720	.060	.495	.643	.412	.679	.951	.635
	N	65	65	65	65	65	65	65	65	65	65	65	65	65
VAR00 009	Pearson Correlation	-.358**	-.050	1	.208	-.174	.378**	.099	.022	.299*	.048	.175	.260*	.354**
	Sig. (2-tailed)	.003	.691		.096	.166	.002	.434	.864	.015	.707	.163	.037	.004
	N	65	65	65	65	65	65	65	65	65	65	65	65	65
VAR00 010	Pearson Correlation	.067	.051	.208	1	.149	.039	.195	-.001	.197	.113	.092	-.033	.115
	Sig. (2-tailed)	.596	.687	.096		.236	.756	.120	.995	.116	.370	.465	.795	.360
	N	65	65	65	65	65	65	65	65	65	65	65	65	65
VAR00 011	Pearson Correlation	.498**	.225	-.174	.149	1	-.289*	.106	.296*	-.219	.083	-.164	.088	-.157
	Sig. (2-tailed)	.000	.071	.166	.236		.020	.401	.017	.080	.511	.193	.486	.211
	N	65	65	65	65	65	65	65	65	65	65	65	65	65
VAR00 012	Pearson Correlation	-.367**	.045	.378**	.039	-.289*	1	-.170	.042	.229	.155	.111	.544**	.154
	Sig. (2-tailed)	.003	.720	.002	.756	.020		.177	.739	.066	.219	.380	.000	.219
	N	65	65	65	65	65	65	65	65	65	65	65	65	65
VAR00 013	Pearson Correlation	.200	.235	.099	.195	.106	-.170	1	-.023	.175	.125	.075	-.322**	-.033
	Sig. (2-tailed)	.110	.060	.434	.120	.401	.177		.855	.162	.322	.553	.009	.796

Correlations								
		11 VAR00020	VAR00021	VAR00022	VAR00023	VAR00024	VAR00025	VAR00026
VAR00007	Pearson Correlation	-.124	.200	.104	.038	-.120	.120	-.125
	Sig. (2-tailed)	.325	.110	.410	.764	.341	.342	.323
	1 N	65	65	65	65	65	65	65
VAR00008	Pearson Correlation	.267*	.320**	.055	.217	.216	.235	.130
	Sig. (2-tailed)	.032	.009	.665	.082	.084	.060	.304
	1 N	65	65	65	65	65	65	65
VAR00009	Pearson Correlation	.187	.090	.161	-.033	.083	-.072	.134
	Sig. (2-tailed)	.136	.478	.199	.794	.509	.566	.286
	1 N	65	65	65	65	65	65	65
VAR00010	Pearson Correlation	.022	.034	.266*	.133	-.068	.138	.068
	Sig. (2-tailed)	.863	.787	.032	.292	.588	.273	.590
	1 N	65	65	65	65	65	65	65
VAR00011	Pearson Correlation	.132	.270*	.043	-.060	-.049	.087	-.017
	Sig. (2-tailed)	.295	.030	.735	.636	.699	.493	.893
	1 N	65	65	65	65	65	65	65
VAR00012	Pearson Correlation	.423**	.061	.124	.258*	.364**	.337**	.291*
	Sig. (2-tailed)	.000	.630	.326	.038	.003	.006	.019
	1 N	65	65	65	65	65	65	65
VAR00013	Pearson Correlation	-.243	.201	-.078	-.001	-.051	-.034	-.178
	Sig. (2-tailed)	.051	.108	.538	.991	.686	.787	.156
	1 N	65	65	65	65	65	65	65
VAR00014	Pearson Correlation	.109	.149	.097	-.132	.205	.079	-.233
	Sig. (2-tailed)	.388	.238	.443	.296	.102	.530	.062
	1 N	65	65	65	65	65	65	65
VAR00015	Pearson Correlation	.133	-.007	.383**	.394**	.143	.074	.418**
	Sig. (2-tailed)	.291	.959	.002	.001	.256	.560	.001

	1 N	65	65	65	65	65	65	65
VAR00016	Pearson Correlation	.405**	-.040	.163	.321**	.508**	.365**	.298*
	Sig. (2-tailed)	.001	.752	.193	.009	.000	.003	.016
	1 N	65	65	65	65	65	65	65
VAR00017	Pearson Correlation	.081	.144	.353**	.245*	.199	.220	.471**
	Sig. (2-tailed)	.523	.251	.004	.049	.112	.078	.000
	1 N	65	65	65	65	65	65	65
VAR00018	Pearson Correlation	.535**	-.001	.195	.356**	.444**	.192	.266*
	Sig. (2-tailed)	.000	.991	.120	.004	.000	.126	.032
	1 N	65	65	65	65	65	65	65
VAR00019	Pearson Correlation	.174	-.053	.297*	.225	.123	-.027	.397**
	Sig. (2-tailed)	.166	.676	.016	.072	.329	.832	.001
	1 N	65	65	65	65	65	65	65
VAR00020	Pearson Correlation	1	.122	.207	.317*	.403**	.397**	.393**
	Sig. (2-tailed)		.331	.098	.010	.001	.001	.001
	1 N	65	65	65	65	65	65	65
VAR00021	Pearson Correlation	.122	1	-.024	.111	-.029	.084	.058
	Sig. (2-tailed)	.331		.852	.377	.818	.507	.644
	1 N	65	65	65	65	65	65	65
VAR00022	Pearson Correlation	.207	-.024	1	.504**	.082	.251*	.173
	Sig. (2-tailed)	.098	.852		.000	.514	.044	.167
	4 N	65	65	65	65	65	65	65
VAR00023	Pearson Correlation	.317*	.111	.504**	1	.233	.316*	.363**
	Sig. (2-tailed)	.010	.377	.000		.062	.010	.003
	N	65	65	65	65	65	65	65
VAR00024	Pearson Correlation	.403**	-.029	.082	.233	1	.452**	.277*
	Sig. (2-tailed)	.001	.818	.514	.062		.000	.025
	1 N	65	65	65	65	65	65	65

VAR00025	Pearson Correlation	.397**	.084	.251*	.316*	.452**	.1	.373**
	Sig. (2-tailed)	.001	.507	.044	.010	.000		.002
	N	65	65	65	65	65	65	65
VAR00026	Pearson Correlation	.393**	.058	.173	.363**	.277*	.373**	1
	Sig. (2-tailed)	.001	.644	.167	.003	.025	.002	
	N	65	65	65	65	65	65	65

Sample III:-

a) Population=Societies at USME,DTU(President and Office Bearers)

b) Aim:- To measure leadership using MLQ scale

c) Scale used=Multifactor Leadership Questionnaire

d) Population Size= 297

e) Confidence Level=95%

f) Margin of error=10%

g) Ideal Sample Size= 73

h) Cronbach Alpha(transactional leadership)= 0.811

Cronbach Alpha(transformational leadership)=0.885

i) The scale has been re-coded as follows:-

Not at all:-1

Once in a while:-2

Sometimes:-3

Fairly Often:-4

Frequently, if not often:-5

j) Transformational Leadership Attributes:-

- a) VAR00005- VAR00007: Clear Vision
- b) VAR00008- VAR00009: Follow Through
- c) VAR00010- VAR00013: Self Motivation
- d) VAR000014- VAR00018: Know your people
- e) VAR00019- VAR00021: Inspiration
- f) VAR00022- VAR00025: Courage

Transactional Leadership Attributes:-

- g) VAR00026- VAR00027: Rewards Performance
- h) VAR00028- VAR00030: Emphasis on Corporate Structure
- i) VAR00031- VAR00032: Resistance to change

Reliability

[DataSet4]

Scale: Transactional Leadership

Case Processing Summary

		N	%
Cases	Valid	73	100.0
	Excluded ^a	0	.0
	Total	73	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.811	7

Reliability

Scale: Transformational Leadership

Case Processing Summary

		N	%
Cases	Valid	73	100.0
	Excluded ^a	0	.0
	Total	73	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.885	21

Correlations

		Correlations						
		VAR00026	VAR00027	VAR00028	VAR00029	VAR00030	VAR00031	VAR00032
VAR00026	Pearson Correlation	1	.598**	.398**	.422**	.427**	.401**	.336**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.004
	N	73	73	73	73	73	73	73
VAR00027	Pearson Correlation	.598**	1	.251*	.274*	-.072	.224	.150
	Sig. (2-tailed)	.000		.032	.019	.547	.057	.206
	N	73	73	73	73	73	73	73
VAR00028	Pearson Correlation	.398**	.251*	1	.727**	.468**	.480**	.703**
	Sig. (2-tailed)	.000	.032		.000	.000	.000	.000
	N	73	73	73	73	73	73	73
VAR00029	Pearson Correlation	.422**	.274*	.727**	1	.474**	.120	.420**
	Sig. (2-tailed)	.000	.019	.000		.000	.314	.000
	N	73	73	73	73	73	73	73
VAR00030	Pearson Correlation	.427**	-.072	.468**	.474**	1	.286*	.483**
	Sig. (2-tailed)	.000	.547	.000	.000		.014	.000
	N	73	73	73	73	73	73	73
VAR00031	Pearson Correlation	.401**	.224	.480**	.120	.286*	1	.755**
	Sig. (2-tailed)	.000	.057	.000	.314	.014		.000
	N	73	73	73	73	73	73	73
VAR00032	Pearson Correlation	.336**	.150	.703**	.420**	.483**	.755**	1
	Sig. (2-tailed)	.004	.206	.000	.000	.000	.000	
	N	73	73	73	73	73	73	73

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

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

Correlations

		VAR0 0005	VAR0 0006	VAR0 0007	VAR0 0008	VAR0 0009	VAR0 0010	VAR0 0011	VAR0 0012	VAR0 0013	VAR0 0014	VAR0 0015	VAR0 0016	VAR0 0017	VAR0 0018
VAR0 0005	Pearson Correlation	1	.651**	.543**	.040	.043	.537**	-.058	.336**	.477**	.357**	.452**	.170	.028	.137
	20 Sig. (2- tailed)		.000	.000	.737	.718	.000	.628	.004	.000	.002	.000	.151	.815	.249
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR0 0006	Pearson Correlation	.651**	1	.595**	.000	.090	.494**	.179	.285*	.344**	.247*	.364**	-.122	-.115	.430**
	Sig. (2- tailed)	.000		.000	1.000	.451	.000	.131	.014	.003	.035	.002	.303	.335	.000
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR0 0007	Pearson Correlation	.543**	.595**	1	.098	.033	.263*	.071	.388**	.142	.310**	.166	.084	-.023	.321**
	Sig. (2- tailed)	.000	.000		.408	.782	.025	.552	.001	.230	.008	.160	.479	.849	.006
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR0 0008	Pearson Correlation	.040	.000	.098	1	.525**	.022	.223	.340**	.075	.424**	-.028	.165	.477**	.131
	Sig. (2- tailed)	.737	1.000	.408		.000	.851	.058	.003	.527	.000	.813	.163	.000	.268
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR0 0009	Pearson Correlation	.043	.090	.033	.525**	1	.149	.321**	.553**	.144	.267*	.128	.278*	.577**	.258*
	Sig. (2- tailed)	.718	.451	.782	.000		.208	.006	.000	.225	.022	.279	.017	.000	.027
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR0 0010	Pearson Correlation	.537**	.494**	.263*	.022	.149	1	.483**	.381**	.551**	.266*	.196	.085	.196	.237*
	Sig. (2- tailed)	.000	.000	.025	.851	.208		.000	.001	.000	.023	.096	.475	.097	.044

VAR0 0017	Pearson Correlation	.028	-.115	-.023	.477**	.577**	.196	.250*	.246*	.182	.286*	-.109	.632**	1	.359**
	Sig. (2- tailed)	.815	.335	.849	.000	.000	.097	.033	.036	.123	.014	.358	.000		.002
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR0 0018	Pearson Correlation	.137	.430**	.321**	.131	.258*	.237*	.378**	.303**	.235*	.331**	.140	.386**	.359**	1
	Sig. (2- tailed)	.249	.000	.006	.268	.027	.044	.001	.009	.045	.004	.238	.001	.002	
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR0 0019	Pearson Correlation	.205	.040	.438**	.178	.240*	.037	.385**	.383**	.051	.189	.130	.359**	.323**	.463**
	Sig. (2- tailed)	.081	.740	.000	.131	.041	.754	.001	.001	.666	.109	.272	.002	.005	.000
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR0 0020	Pearson Correlation	.326**	.225	.223	.020	.019	.182	.086	.391**	.067	.260*	.507**	.369**	.068	.493**
	Sig. (2- tailed)	.005	.056	.058	.867	.874	.123	.470	.001	.575	.026	.000	.001	.569	.000
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR0 0021	Pearson Correlation	.510**	.429**	.282*	.083	.399**	.330**	.190	.480**	.451**	.381**	.346**	.522**	.504**	.544**
	12 Sig. (2- tailed)	.000	.000	.016	.488	.000	.004	.107	.000	.000	.001	.003	.000	.000	.000
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR0 0022	Pearson Correlation	.387**	.260*	.276*	-.138	.124	.455**	.079	.431**	.486**	.345**	.426**	.405**	.017	.208
	Sig. (2- tailed)	.001	.026	.018	.245	.297	.000	.504	.000	.000	.003	.000	.000	.888	.077
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR0 0023	Pearson Correlation	.113	-.036	.223	.072	.312**	.177	.129	.461**	.216	.240*	.358**	.407**	.326**	.161

	Sig. (2-tailed)	.343	.760	.058	.545	.007	.134	.275	.000	.067	.041	.002	.000	.005	.174
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR00024	Pearson Correlation	.131	.165	.275*	-.018	.150	.260*	.128	.347**	.492**	.124	.071	.312**	.348**	.443**
	Sig. (2-tailed)	.268	.164	.019	.881	.205	.026	.279	.003	.000	.297	.550	.007	.003	.000
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73
VAR00025	Pearson Correlation	.196	.158	.189	.000	.212	.457**	.129	.303**	.510**	.328**	.152	.120	.281*	.092
	Sig. (2-tailed)	.096	.182	.110	1.000	.071	.000	.275	.009	.000	.005	.199	.312	.016	.437
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73

Sample IV:-

a) Population=Corporate (Team Leaders and above)

b) Aim:- To measure teamwork using MLQ

c) Scale used=MLQs

d) Population Size= 200

e) Confidence Level=95%

f) Margin of error=10%

g) Ideal Sample Size= 65

h) Cronbach Alpha=

i) i) The scale has been re-coded as follows:-

Not at all:-1

Once in a while:-2

Sometimes:-3

Fairly Often:-4

Frequently, if not often:-5

j) Transformational Leadership Attributes:-

a) VAR00005- VAR00007: Clear Vision

b) VAR00008- VAR00009: Follow Through

c) VAR00010- VAR00013: Self Motivation

d) VAR000014- VAR00018: Know your people

e) VAR00019- VAR00021: Inspiration

f) VAR00022- VAR00025: Courage

Transactional Leadership Attributes:-

g) VAR00026- VAR00027: Rewards Performance

h) VAR00028- VAR00030: Emphasis on Corporate Structure

i) VAR00031- VAR00032: Resistance to change

Transformational Leadership:-

8

Correlations

		VAR0 0005	VAR0 0006	VAR0 0007	VAR0 0008	VAR0 0009	VAR0 0010	VAR0 0011	VAR0 0012	VAR0 0013	VAR0 0014	VAR0 0015	VAR0 0016	VAR0 0017	VAR0 0018
VAR0 0005	Pearson Correlation	1	.609**	.526**	-.045	.021	.558**	-.032	.372**	.533**	.343**	.421**	.164	.019	.132
	15 Sig. (2- tailed)		.000	.000	.720	.870	.000	.800	.002	.000	.005	.000	.191	.879	.293
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65
VAR0 0006	Pearson Correlation	.609**	1	.605**	-.095	.066	.509**	.239	.286*	.327**	.263*	.341**	-.165	-.139	.429**
	Sig. (2- tailed)	.000		.000	.453	.603	.000	.056	.021	.008	.034	.005	.189	.269	.000
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65
VAR0 0007	Pearson Correlation	.526**	.605**	1	.036	.006	.254*	.116	.378**	.125	.315**	.131	.040	-.035	.360**
	Sig. (2- tailed)	.000	.000		.777	.965	.042	.359	.002	.320	.011	.297	.749	.780	.003
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65
VAR0 0008	Pearson Correlation	-.045	-.095	.036	1	.540**	.000	.262*	.344**	.021	.430**	-.060	.149	.520**	.108
	Sig. (2- tailed)	.720	.453	.777		.000	1.000	.035	.005	.870	.000	.636	.236	.000	.392
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65
VAR0 0009	Pearson Correlation	.021	.066	.006	.540**	1	.147	.343**	.556**	.133	.273*	.129	.258*	.592**	.261*
	Sig. (2- tailed)	.870	.603	.965	.000		.241	.005	.000	.290	.028	.305	.038	.000	.036
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65
VAR0 0010	Pearson Correlation	.558**	.509**	.254*	.000	.147	1	.498**	.387**	.602**	.256*	.185	.074	.174	.223

	Sig. (2-tailed)	.000	.000	.042	1.000	.241		.000	.001	.000	.039	.140	.555	.167	.075
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65
VAR0 0011	Pearson Correlation	-.032	.239	.116	.262 [*]	.343 ^{**}	.498 ^{**}	1	.297 [*]	.112	.347 ^{**}	.014	-.069	.262 [*]	.386 ^{**}
	Sig. (2-tailed)	.800	.056	.359	.035	.005	.000		.016	.373	.005	.914	.583	.035	.001
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65
VAR0 0012	Pearson Correlation	.372 ^{**}	.286 [*]	.378 ^{**}	.344 ^{**}	.556 ^{**}	.387 ^{**}	.297 [*]	1	.228	.369 ^{**}	.400 ^{**}	.163	.281 [*]	.314 [*]
	Sig. (2-tailed)	.002	.021	.002	.005	.000	.001	.016		.068	.002	.001	.194	.024	.011
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65
VAR0 0013	Pearson Correlation	.533 ^{**}	.327 ^{**}	.125	.021	.133	.602 ^{**}	.112	.228	1	.321 ^{**}	.085	.246 [*]	.196	.178
	Sig. (2-tailed)	.000	.008	.320	.870	.290	.000	.373	.068		.009	.499	.048	.117	.155
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65
VAR0 0014	Pearson Correlation	.343 ^{**}	.263 [*]	.315 [*]	.430 ^{**}	.273 [*]	.256 [*]	.347 ^{**}	.369 ^{**}	.321 ^{**}	1	.360 ^{**}	.291 [*]	.256 [*]	.321 ^{**}
	Sig. (2-tailed)	.005	.034	.011	.000	.028	.039	.005	.002	.009		.003	.019	.040	.009
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65
VAR0 0015	Pearson Correlation	.421 ^{**}	.341 ^{**}	.131	-.060	.129	.185	.014	.400 ^{**}	.085	.360 ^{**}	1	.208	-.115	.158
	Sig. (2-tailed)	.000	.005	.297	.636	.305	.140	.914	.001	.499	.003		.097	.363	.208
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65
VAR0 0016	Pearson Correlation	.164	-.165	.040	.149	.258 [*]	.074	-.069	.163	.246 [*]	.291 [*]	.208	1	.622 ^{**}	.394 ^{**}
	Sig. (2-tailed)	.191	.189	.749	.236	.038	.555	.583	.194	.048	.019	.097		.000	.001

VAR00023	Pearson Correlation	.165	-.014	.232	.096	.303 [*]	.184	.148	.469 ^{**}	.235	.280 [*]	.392 ^{**}	.394 ^{**}	.304 [*]	.189
	Sig. (2-tailed)	.189	.912	.063	.446	.014	.143	.239	.000	.060	.024	.001	.001	.014	.132
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65
VAR00024	Pearson Correlation	.190	.200	.269 [*]	-.039	.126	.270 [*]	.147	.321 ^{**}	.479 ^{**}	.138	.102	.281 [*]	.352 ^{**}	.452 ^{**}
	Sig. (2-tailed)	.129	.111	.030	.759	.317	.029	.241	.009	.000	.273	.420	.023	.004	.000
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65
VAR00025	Pearson Correlation	.265 [*]	.244	.183	.000	.198	.477 ^{**}	.123	.302 [*]	.563 ^{**}	.311 [*]	.184	.062	.252 [*]	.085
	Sig. (2-tailed)	.033	.051	.144	1.000	.114	.000	.329	.014	.000	.012	.143	.626	.043	.502
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65

2
Correlations

		VAR00019	VAR00020	VAR00021	VAR00022	VAR00023	VAR00024	VAR00025
VAR00005	Pearson Correlation	.201	.289 [*]	.510 ^{**}	.431 ^{**}	.165	.190	.265 [*]
	Sig. (2-tailed)	.109	.020	.000	.000	.189	.129	.033
	1 N	65	65	65	65	65	65	65
VAR00006	Pearson Correlation	.015	.141	.387 ^{**}	.282 [*]	-.014	.200	.244
	Sig. (2-tailed)	.907	.263	.001	.023	.912	.111	.051
	1 N	65	65	65	65	65	65	65
VAR00007	Pearson Correlation	.436 ^{**}	.207 [*]	.289 [*]	.253 [*]	.232	.269 [*]	.183
	Sig. (2-tailed)	.000	.097	.020	.042	.063	.030	.144
	1 N	65	65	65	65	65	65	65
VAR00008	Pearson Correlation	.164	-.021	.054	-.161	.096	-.039	.000

	Sig. (2-tailed)	.192	.865	.668	.199	.446	.759	1.000
	1 N	65	65	65	65	65	65	65
VAR00009	Pearson Correlation	.223	-.011	.414**	.095	.303*	.126	.198
	Sig. (2-tailed)	.074	.928	.001	.453	.014	.317	.114
	1 N	65	65	65	65	65	65	65
VAR00010	Pearson Correlation	.021	.146	.349**	.478**	.184	.270*	.477**
	Sig. (2-tailed)	.865	.245	.004	.000	.143	.029	.000
	1 N	65	65	65	65	65	65	65
VAR00011	Pearson Correlation	.396**	.094	.222	.109	.148	.147	.123
	Sig. (2-tailed)	.001	.455	.076	.388	.239	.241	.329
	1 N	65	65	65	65	65	65	65
VAR00012	Pearson Correlation	.371**	.385**	.517**	.419**	.469**	.321**	.302*
	4 Sig. (2-tailed)	.002	.002	.000	.001	.000	.009	.014
	N	65	65	65	65	65	65	65
VAR00013	Pearson Correlation	.035	.028	.451**	.504**	.235	.479**	.563**
	1 Sig. (2-tailed)	.784	.822	.000	.000	.060	.000	.000
	N	65	65	65	65	65	65	65
VAR00014	Pearson Correlation	.177	.263*	.396**	.385**	.280*	.138	.311*
	Sig. (2-tailed)	.158	.034	.001	.002	.024	.273	.012
	1 N	65	65	65	65	65	65	65
VAR00015	Pearson Correlation	.125	.510**	.339**	.446**	.392**	.102	.184
	10 Sig. (2-tailed)	.323	.000	.006	.000	.001	.420	.143
	N	65	65	65	65	65	65	65
VAR00016	Pearson Correlation	.355**	.380**	.532**	.386**	.394**	.281*	.062
	Sig. (2-tailed)	.004	.002	.000	.002	.001	.023	.626
	1 N	65	65	65	65	65	65	65
VAR00017	Pearson Correlation	.338**	.052	.527**	-.010	.304*	.352**	.252*
	Sig. (2-tailed)	.006	.683	.000	.936	.014	.004	.043

	1 N	65	65	65	65	65	65	65
VAR00018	Pearson Correlation	.471**	.476**	.540**	.232	.189	.452**	.085
	1 Sig. (2-tailed)	.000	.000	.000	.063	.132	.000	.502
	N	65	65	65	65	65	65	65
VAR00019	Pearson Correlation	1	.500**	.427**	.148	.457**	.454**	-.033
	1 Sig. (2-tailed)		.000	.000	.239	.000	.000	.792
	N	65	65	65	65	65	65	65
VAR00020	Pearson Correlation	.500**	1	.490**	.582**	.621**	.414**	.139
	1 Sig. (2-tailed)	.000		.000	.000	.000	.001	.270
	N	65	65	65	65	65	65	65
VAR00021	Pearson Correlation	.427**	.490**	1	.565**	.598**	.552**	.368**
	4 Sig. (2-tailed)	.000	.000		.000	.000	.000	.003
	N	65	65	65	65	65	65	65
VAR00022	Pearson Correlation	.148	.582**	.565**	1	.683**	.447**	.489**
	Sig. (2-tailed)	.239	.000	.000		.000	.000	.000
	N	65	65	65	65	65	65	65
VAR00023	Pearson Correlation	.457**	.621**	.598**	.683**	1	.550**	.469**
	1 Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	65	65	65	65	65	65	65
VAR00024	Pearson Correlation	.454**	.414**	.552**	.447**	.550**	1	.702**
	1 Sig. (2-tailed)	.000	.001	.000	.000	.000		.000
	N	65	65	65	65	65	65	65
VAR00025	Pearson Correlation	-.033	.139	.368**	.489**	.469**	.702**	1
	15 Sig. (2-tailed)	.792	.270	.003	.000	.000	.000	
	N	65	65	65	65	65	65	65

		Correlations						
		VAR00026	VAR00027	VAR00028	VAR00029	VAR00030	VAR00031	VAR00032
VAR00026	Pearson Correlation	1	.566**	.434**	.441**	.454**	.403**	.346**
	Sig. (2-tailed)		.000	.000	.000	.000	.001	.005
	N	65	65	65	65	65	65	65
VAR00027	Pearson Correlation	.566**	1	.303*	.293*	-.061	.239	.168
	Sig. (2-tailed)	.000		.014	.018	.632	.055	.180
	N	65	65	65	65	65	65	65
VAR00028	Pearson Correlation	.434**	.303*	1	.726**	.459**	.503**	.737**
	Sig. (2-tailed)	.000	.014		.000	.000	.000	.000
	N	65	65	65	65	65	65	65
VAR00029	Pearson Correlation	.441**	.293*	.726**	1	.478**	.127	.448**
	Sig. (2-tailed)	.000	.018	.000		.000	.315	.000
	N	65	65	65	65	65	65	65
VAR00030	Pearson Correlation	.454**	-.061	.459**	.478**	1	.238	.468**
	Sig. (2-tailed)	.000	.632	.000	.000		.056	.000
	N	65	65	65	65	65	65	65
VAR00031	Pearson Correlation	.403**	.239	.503**	.127	.238	1	.748**
	Sig. (2-tailed)	.001	.055	.000	.315	.056		.000
	N	65	65	65	65	65	65	65
VAR00032	Pearson Correlation	.346**	.168	.737**	.448**	.468**	.748**	1
	Sig. (2-tailed)	.005	.180	.000	.000	.000	.000	
	N	65	65	65	65	65	65	65

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

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

Sample V:-

- a) Population= Societies at USME,DTU(President and Office Bearers)
- b) Aim:- To measure leadership using MLQ questionnaire
- c) Scale used=Multifactor Leadership Questionnaire
- d) Population Size= 297
- e) Confidence Level=95%
- f) Margin of error=10%
- g) Ideal Sample Size= 73

h) Cronbach Alpha= 0.931

i) The recoding of the scale is done as follows:-

1) Not at all=1

2) Once in a while=2

3) Sometimes=3

4) Fairly Often=4

5) Frequently, if not often=5

The variables used depict the following:-

Transformational Leadership:-

a) VAR00005- VAR00008:- Follow through

b) VAR00009- VAR00013:- Clear Vision

c) VAR00014- VAR00016:- Authenticity

d) VAR00017- VAR00019:- Acumen & Skills

e) VAR00020- VAR00022:- Know your people

Transactional Leadership:-

f) VAR00023- VAR00024:- Rewards Performance

g) VAR00025- VAR00027:- Emphasis on Corporate Structure

h) VAR00028- VAR00029:- Resistance to change

Reliability

Scale: Leadership Rater Survey for Societies

Case Processing Summary

		N	%
Cases	Valid	73	100.0
	Excluded ^a	0	.0
	Total	73	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.932	.931	25

Item Statistics

	Mean	Std. Deviation	N
VAR00005	3.1918	.98118	73
VAR00006	3.3014	.98157	73
VAR00007	3.3552	.96278	73
VAR00008	3.3014	.99551	73
VAR00009	3.5342	.94402	73
VAR00010	3.7123	1.03386	73
VAR00011	3.1096	1.23110	73
VAR00012	3.2192	1.03073	73
VAR00013	2.8219	1.12228	73
VAR00014	3.4247	1.23511	73
VAR00015	3.2466	1.29037	73
VAR00016	3.4247	1.12938	73
VAR00017	3.2603	1.06754	73
VAR00018	3.5342	.97300	73
VAR00019	3.3288	1.11871	73
VAR00020	2.8682	1.07571	73
VAR00021	2.8630	1.09650	73
VAR00022	3.3288	1.00076	73
VAR00023	3.2603	.95782	73
VAR00024	3.0959	1.05626	73
VAR00025	2.8630	1.07128	73
VAR00026	3.5068	.86800	73
VAR00027	3.3973	.93897	73
VAR00028	3.0137	1.21898	73
VAR00029	3.1233	.98524	73

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.241	2.808	3.712	.904	1.322	.056	25
Item Variances	1.124	.753	1.688	.935	2.241	.054	25
Inter-Item Covariances	.398	-.237	.991	1.228	-4.177	.052	25
Inter-Item Correlations	.352	-.220	.741	.962	-3.363	.034	25

VAR00 007	Pearson Correlation	.280*	.370**	1	.596**	.460**	.300**	.248*	.438**	.484**	.362**	.329**	.306**
	7 Sig. (2-tailed)	.017	.001		.000	.000	.010	.035	.000	.000	.002	.005	.008
	N	73	73	73	73	73	73	73	73	73	73	73	73
VAR00 008	Pearson Correlation	.011	.361**	.596**	1	.151	.315**	.222	.287*	.521**	.538**	.543**	.292*
	Sig. (2-tailed)	.926	.002	.000		.201	.007	.059	.014	.000	.000	.000	.012
	N	73	73	73	73	73	73	73	73	73	73	73	73
VAR00 009	Pearson Correlation	.533**	.423**	.460**	.151	1	.274*	.188	.263*	.196	.041	-.030	.227
	Sig. (2-tailed)	.000	.000	.000	.201		.019	.111	.024	.097	.731	.804	.053
	N	73	73	73	73	73	73	73	73	73	73	73	73
VAR00 010	Pearson Correlation	.343**	.333**	.300**	.315**	.274*	1	.211	.269*	.314**	.293*	.395**	.070
	Sig. (2-tailed)	.003	.004	.010	.007	.019		.074	.022	.007	.012	.001	.554
	N	73	73	73	73	73	73	73	73	73	73	73	73
VAR00 011	Pearson Correlation	-.041	.202	.248*	.222	.188	.211	1	.309**	.396**	.581**	.365**	.476**
	Sig. (2-tailed)	.733	.086	.035	.059	.111	.074		.008	.001	.000	.002	.000
	N	73	73	73	73	73	73	73	73	73	73	73	73
VAR00 012	Pearson Correlation	.054	.153	.438**	.287*	.263*	.269*	.309**	1	.418**	.504**	.208	.337**
	Sig. (2-tailed)	.650	.195	.000	.014	.024	.022	.008		.000	.000	.077	.004
	N	73	73	73	73	73	73	73	73	73	73	73	73
VAR00 013	Pearson Correlation	.006	.239*	.484**	.521**	.196	.314**	.396**	.418**	1	.586**	.440**	.269*
	14 Sig. (2-tailed)	.958	.042	.000	.000	.097	.007	.001	.000		.000	.000	.022
	N	73	73	73	73	73	73	73	73	73	73	73	73
VAR00 014	Pearson Correlation	-.137	.305**	.362**	.538**	.041	.293*	.581**	.504**	.586**	1	.618**	.436**

VAR00022	Pearson Correlation	-.037	.350**	.482**	.596**	.223	.334**	.455**	.495**	.560**	.571**	.460**	.354**
	Sig. (2-tailed)	.757	.002	.000	.000	.058	.004	.000	.000	.000	.000	.000	.002
	N	73	73	73	73	73	73	73	73	73	73	73	73

Correlations							
		VAR00017	VAR00018	VAR00019	VAR00020	VAR00021	VAR00022
VAR00005	Pearson Correlation	.084	.080	.030	-.096	-.220	-.037
	Sig. (2-tailed)	.478	.499	.799	.418	.061	.757
	N	73	73	73	73	73	73
VAR00006	Pearson Correlation	.454**	.382**	.516**	.121	.245	.350**
	Sig. (2-tailed)	.000	.001	.000	.307	.036	.002
	N	73	73	73	73	73	73
VAR00007	Pearson Correlation	.422**	.313**	.599**	.416**	.297	.482**
	Sig. (2-tailed)	.000	.007	.000	.000	.011	.000
	N	73	73	73	73	73	73
VAR00008	Pearson Correlation	.552**	.405**	.708**	.392**	.394**	.596**
	Sig. (2-tailed)	.000	.000	.000	.001	.001	.000
	N	73	73	73	73	73	73
VAR00009	Pearson Correlation	.053	.018	.239	.157	.219	.223
	Sig. (2-tailed)	.656	.882	.042	.185	.062	.058
	N	73	73	73	73	73	73
VAR00010	Pearson Correlation	.396**	.265*	.491**	.037	-.023	.334**
	Sig. (2-tailed)	.001	.023	.000	.755	.847	.004
	N	73	73	73	73	73	73
VAR00011	Pearson Correlation	.316**	.507**	.447**	.457**	.515**	.455**

	2 Sig. (2-tailed)	.006	.000	.000	.000	.000	.000
	N	73	73	73	73	73	73
VAR00012	Pearson Correlation	.465**	.352**	.575**	.276*	.432**	.495**
	2 Sig. (2-tailed)	.000	.002	.000	.018	.000	.000
	N	73	73	73	73	73	73
VAR00013	Pearson Correlation	.538**	.444**	.623**	.374**	.318**	.560**
	3 Sig. (2-tailed)	.000	.000	.000	.001	.006	.000
	N	73	73	73	73	73	73
VAR00014	Pearson Correlation	.600**	.664**	.712**	.491**	.495**	.571**
	3 Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	73	73	73	73	73	73
VAR00015	Pearson Correlation	.484**	.488**	.641**	.402**	.355**	.460**
	2 Sig. (2-tailed)	.000	.000	.000	.000	.002	.000
	N	73	73	73	73	73	73
VAR00016	Pearson Correlation	.391**	.410**	.394**	.514**	.575**	.354**
	2 Sig. (2-tailed)	.001	.000	.001	.000	.000	.002
	N	73	73	73	73	73	73
VAR00017	Pearson Correlation	1	.626**	.741**	.274*	.458**	.595**
	3 Sig. (2-tailed)		.000	.000	.019	.000	.000
	N	73	73	73	73	73	73
VAR00018	Pearson Correlation	.626**	1	.679**	.298*	.278*	.388**
	Sig. (2-tailed)	.000		.000	.010	.017	.001
	3 N	73	73	73	73	73	73
VAR00019	Pearson Correlation	.741**	.679**	1	.480**	.456**	.721**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	73	73	73	73	73	73
VAR00020	Pearson Correlation	.274*	.298*	.480**	1	.519**	.382**
	Sig. (2-tailed)	.019	.010	.000		.000	.001

	N	73	73	73	73	73	73
VAR00021	Pearson Correlation	.458**	.278*	.456**	.519**	1	.598**
	2 Sig. (2-tailed)	.000	.017	.000	.000		.000
	N	73	73	73	73	73	73
VAR00022	Pearson Correlation	.595**	.388**	.721**	.382**	.598**	1
	2 Sig. (2-tailed)	.000	.001	.000	.001	.000	
	N	73	73	73	73	73	73

Sample VI:-

- a) Population=Corporate (Team Leaders and above)
- b) Aim:- To measure leadership
- c) Scale used=Collective efficacy(as described above)
- d) Population Size= 200
- e) Confidence Level=95%
- f) Margin of error=10%
- g) Ideal Sample Size= 65
- h) Cronbach Alpha= 0.938

Case Processing Summary			
		N	%
Cases	Valid	65	100.0
	Excluded ^a	0	.0
	Total	65	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.938	.937	25

i)The recoding of the scale is done as follows:-

- 1) Not at all=1
- 2) Once in a while=2
- 3) Sometimes=3
- 4) Fairly Often=4
- 5) Frequently, if not often=5

The variables used depict the following:-

Transformational Leadership:-

- a) VAR00005- VAR00008:- Follow through
- b) VAR00009- VAR00013:- Clear Vision

c) VAR00014- VAR00016:- Authenticity

d) VAR00017- VAR00019:-Acumen & Skills

e) VAR00020- VAR00022:- Know your people

Transactional Leadership:-

f) VAR00023- VAR00024:- Rewards Performance

g) VAR00025- VAR00027:- Emphasis on Corporate Structure

h) VAR00028- VAR00029:- Resistance to change

Transactional Leadership:-

Correlations

		Correlations						
		VAR00023	VAR00024	VAR00025	VAR00026	VAR00027	VAR00028	VAR00029
VAR00023	Pearson Correlation	1	.418**	.308*	.425**	.307*	.468**	.502**
	Sig. (2-tailed)		.001	.013	.000	.013	.000	.000
	N	65	65	65	65	65	65	65
VAR00024	Pearson Correlation	.418**	1	.506**	.403**	.267*	.508**	.403**
	Sig. (2-tailed)	.001		.000	.001	.031	.000	.001
	N	65	65	65	65	65	65	65
VAR00025	Pearson Correlation	.308*	.506**	1	.269*	.325**	.484**	.565**
	Sig. (2-tailed)	.013	.000		.030	.008	.000	.000
	N	65	65	65	65	65	65	65
VAR00026	Pearson Correlation	.425**	.403**	.269*	1	.559**	.365**	.182
	Sig. (2-tailed)	.000	.001	.030		.000	.003	.147
	N	65	65	65	65	65	65	65
VAR00027	Pearson Correlation	.307*	.267*	.325**	.559**	1	.088	.329**
	Sig. (2-tailed)	.013	.031	.008	.000		.487	.007
	N	65	65	65	65	65	65	65
VAR00028	Pearson Correlation	.468**	.508**	.484**	.365**	.088	1	.610**
	Sig. (2-tailed)	.000	.000	.000	.003	.487		.000
	N	65	65	65	65	65	65	65
VAR00029	Pearson Correlation	.502**	.403**	.565**	.182	.329**	.610**	1
	Sig. (2-tailed)	.000	.001	.000	.147	.007	.000	
	N	65	65	65	65	65	65	65

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

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

Transactional Leadership

Transformational Leadership

5 Correlations

		VAR00 005	VAR00 006	VAR00 007	VAR00 008	VAR00 009	VAR00 010	VAR00 011	VAR00 012	VAR00 013	VAR00 014	VAR00 015	VAR00 016
VAR00 005	Pearson Correlation	1	.420**	.273*	-.009	.531**	.357**	-.048	.054	-.028	-.151	-.133	-.135
	Sig. (2-tailed)		.001	.028	.941	.000	.003	.707	.671	.826	.230	.290	.284
	N	65	65	65	65	65	65	65	65	65	65	65	65
VAR00 006	Pearson Correlation	.420**	1	.374**	.399**	.428**	.358**	.266*	.208	.230	.339**	.347**	.203
	Sig. (2-tailed)	.001		.002	.001	.000	.003	.032	.096	.066	.006	.005	.104
	N	65	65	65	65	65	65	65	65	65	65	65	65
VAR00 007	Pearson Correlation	.273*	.374**	1	.575**	.451**	.284*	.294*	.430**	.482**	.355**	.291*	.278*
	Sig. (2-tailed)	.028	.002		.000	.000	.022	.018	.000	.000	.004	.019	.025
	N	65	65	65	65	65	65	65	65	65	65	65	65
VAR00 008	Pearson Correlation	-.009	.399**	.575**	1	.159	.248*	.294*	.326**	.542**	.586**	.551**	.357**
	Sig. (2-tailed)	.941	.001	.000		.207	.047	.018	.008	.000	.000	.000	.004
	N	65	65	65	65	65	65	65	65	65	65	65	65
VAR00 009	Pearson Correlation	.531**	.428**	.451**	.159	1	.354**	.157	.306**	.188	.050	-.022	.137
	Sig. (2-tailed)	.000	.000	.000	.207		.004	.212	.013	.133	.695	.864	.275
	N	65	65	65	65	65	65	65	65	65	65	65	65
VAR00 010	Pearson Correlation	.357**	.358**	.284*	.248*	.354**	1	.348**	.317*	.306**	.314*	.348**	.203

VAR00017	Pearson Correlation	.035	.429**	.411**	.585**	.038	.383**	.412**	.465**	.545**	.601**	.472**	.488**
	12 Sig. (2-tailed)	.782	.000	.001	.000	.763	.002	.001	.000	.000	.000	.000	.000
	N	65	65	65	65	65	65	65	65	65	65	65	65
VAR00018	Pearson Correlation	.090	.387**	.348**	.482**	.022	.322**	.540**	.320**	.473**	.654**	.553**	.481**
	13 Sig. (2-tailed)	.476	.001	.004	.000	.863	.009	.000	.009	.000	.000	.000	.000
	N	65	65	65	65	65	65	65	65	65	65	65	65
VAR00019	Pearson Correlation	.008	.527**	.581**	.715**	.269*	.467**	.550**	.580**	.646**	.719**	.650**	.485**
	1 Sig. (2-tailed)	.947	.000	.000	.000	.030	.000	.000	.000	.000	.000	.000	.000
	N	65	65	65	65	65	65	65	65	65	65	65	65
VAR00020	Pearson Correlation	-.152	.146	.334**	.365**	.083	.039	.488**	.255*	.395**	.530**	.451**	.469**
	Sig. (2-tailed)	.226	.246	.007	.003	.512	.759	.000	.041	.001	.000	.000	.000
	N	65	65	65	65	65	65	65	65	65	65	65	65
VAR00021	Pearson Correlation	-.235	.285*	.294*	.440**	.170	.047	.527**	.486**	.364**	.539**	.445**	.539**
	Sig. (2-tailed)	.060	.022	.018	.000	.176	.709	.000	.000	.003	.000	.000	.000
	N	65	65	65	65	65	65	65	65	65	65	65	65
VAR00022	Pearson Correlation	-.021	.436**	.509**	.613**	.256*	.337**	.525**	.560**	.598**	.613**	.472**	.419**
	1 Sig. (2-tailed)	.868	.000	.000	.000	.039	.006	.000	.000	.000	.000	.000	.001
	N	65	65	65	65	65	65	65	65	65	65	65	65

Correlations

	VAR00017	VAR00018	11 VAR00019	VAR00020	VAR00021	VAR00022
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VAR00005	Pearson Correlation	.035	.090	.008	-.152	-.235	-.021
	Sig. (2-tailed)	.782	.476	.947	.226	.060	.868
	N	65	65	65	65	65	65
VAR00006	Pearson Correlation	.429**	.387**	.527**	.146	.285*	.436**
	Sig. (2-tailed)	.000	.001	.000	.246	.022	.000
	N	65	65	65	65	65	65
VAR00007	Pearson Correlation	.411**	.348**	.581**	.334**	.294*	.509**
	Sig. (2-tailed)	.001	.004	.000	.007	.018	.000
	N	65	65	65	65	65	65
VAR00008	Pearson Correlation	.585**	.482**	.715**	.365**	.440**	.613**
	Sig. (2-tailed)	.000	.000	.000	.003	.000	.000
	N	65	65	65	65	65	65
VAR00009	Pearson Correlation	.038	.022	.269*	.083	.170	.256*
	Sig. (2-tailed)	.763	.863	.030	.512	.176	.039
	N	65	65	65	65	65	65
VAR00010	Pearson Correlation	.383**	.322**	.467**	.039	.047	.337**
	Sig. (2-tailed)	.002	.009	.000	.759	.709	.006
	N	65	65	65	65	65	65
VAR00011	Pearson Correlation	.412**	.540**	.550**	.488**	.527**	.525**
	Sig. (2-tailed)	.001	.000	.000	.000	.000	.000
	N	65	65	65	65	65	65
VAR00012	Pearson Correlation	.465**	.320**	.580**	.255*	.486**	.560**
	Sig. (2-tailed)	.000	.009	.000	.041	.000	.000
	N	65	65	65	65	65	65

VAR00013	Pearson Correlation	.545**	.473**	.646**	.395**	.364**	.598**
	1 Sig. (2-tailed)	.000	.000	.000	.001	.003	.000
	N	65	65	65	65	65	65
VAR00014	Pearson Correlation	.601**	.654**	.719**	.530**	.539**	.613**
	1 Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	65	65	65	65	65	65
VAR00015	Pearson Correlation	.472**	.553**	.650**	.451**	.445**	.472**
	1 Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	65	65	65	65	65	65
VAR00016	Pearson Correlation	.488**	.481**	.485**	.469**	.539**	.419**
	1 Sig. (2-tailed)	.000	.000	.000	.000	.000	.001
	N	65	65	65	65	65	65
VAR00017	Pearson Correlation	.1	.635**	.738**	.301*	.534**	.677**
	1 Sig. (2-tailed)		.000	.000	.015	.000	.000
	N	65	65	65	65	65	65
VAR00018	Pearson Correlation	.635**	.1	.700**	.361**	.303*	.469**
	4 Sig. (2-tailed)	.000		.000	.003	.014	.000
	N	65	65	65	65	65	65
VAR00019	Pearson Correlation	.738**	.700**	.1	.500**	.532**	.784**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	65	65	65	65	65	65
VAR00020	Pearson Correlation	.301*	.361**	.500**	.1	.513**	.391**
	Sig. (2-tailed)	.015	.003	.000		.000	.001
	N	65	65	65	65	65	65

VAR00021	Pearson Correlation	.534**	.303*	.532**	.513**	1	.651**
	1 Sig. (2-tailed)	.000	.014	.000	.000		.000
	N	65	65	65	65	65	65
VAR00022	Pearson Correlation	.677**	.469**	.784**	.391**	.651**	1
	1 Sig. (2-tailed)	.000	.000	.000	.001	.000	
	N	65	65	65	65	65	65

FINDING AND RECOMMENDATIONS

The recommendations based on past studies and keeping in purview the current study are as follows:-

- 1) The need of exploring the correlation in more depth between the impact of Emotional Intelligence and Leadership Effectiveness by taking into consideration the spectrum of other factors affecting Goleman and Boyatzis model.
- 2)The transformational leadership enhances by consideration of creativity and innovation and laying major emphasis on flexibility in decision making tasks.
- 3)Use of different scales such as MSCEIT v2.0 to measure leadership effectiveness can be used, which takes into consideration various other factors that contribute to leadership effectiveness.
- 4)The relationship between EI and effective leadership can be improved by an empirical study which lays emphasis on performance.
- 5)The factors affecting transactional and transformational leadership with the use of Emotional Intelligence should be a part of training programs at organizations in order to improve leadership effectiveness and create an impact in performance and thereby changing the organizational climate.
- 6) The amalgamation of visible(technical skills) and non visible skills(soft skills such as Emotional Intelligence) in the right manner and in the right proportion leads to effective teamwork and managing conflict with team members.

LIMITATIONS OF THE STUDY

Limitations of Goleman & Boyatzis Model:

- ✦ Learning & understand the Relationship management is essential to gauge emotional intelligence
- ✦ Improving it through taking feedback is necessary to build all the skills of EQ
- ✦ According to this model , Emotional intelligence intercept people to utilize their critical & logical thinking efficiency

Limitations of MLQ Scale:

- ✦ It does not take account of social and cultural involvement
- ✦ It does not specify the proposed leadership style and also changes when organization type change
- ✦ Some questions may not be applicable in certain circumstances & conditions
- ✦ Relies on integrity & ethics
- ✦ It does not scan the variance in thinking & forming ideas

Limitations of Collective Efficacy Scale:

- ✦ Preceding Performance based on various factors like exclusive factors & disfigured memories may misrepresent output of collective efficacy scale
- ✦ Increase in collective efficacy credence may not provide true outcome every time

- ✦ Lack of tools , equipment &resources to do the measurement through collective efficacy

- ✦ The beliefs of this scale differs from individuals to individuals & thuds difficult to assess by researchers

The presence of skewed data and outliers while collecting the sample out of the entire population set are limiting factors while analysis of the results and prediction of the actual output.

Multifactor Leadership Questionnaire

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