Appendix 1: STAR MOTOR's Questionnaire

No.

KUESIONER

Kuesioner ini dibuat untuk menggambarkan seperti apa pola kepemimpinan yang ada di perusahaan. Kami mohon kesediaan anda untuk mengisi kuesioner ini demi pengembangan performa perusahaan.
Nama Pimpinan : ……..... Jabatan :……. Divisi:……....
Kuesioner ini diharapkan dapat menggambarkan bagaimana gaya kepemimpinan dari orang yang anda sebut di atas. Tidak ada jawaban salah dan benar dalam kuesioner ini, maka dari itu kami mengharapkan jawaban yang sejujur jujurnya dari anda sekalian.

Petunjuk Pengisian:
Di bawah ini telah tersedia 43 pernyataan. Pilihlah satu jawaban saja yang paling menggambarkan sikap pimpinan anda dengan penilaian sebagai berikut:

0 : Tidak sama sekali
1 : Jarang
2 : Kadang – kadang
3 : Sering
4 : Selalu

Orang yang anda evaluasi …
The person I am rating …

1. Membimbing/membantu saya selama saya mengerjakan pekerjaan *Provide me with assistance in exchange for my efforts*	0 1 2 3 4
2. Mengevaluasi kembali asumsi kritis yang dianggap perlu untuk dipertanyakan *Re-examines critical assumptions to question whether they are appropriate*	0 1 2 3 4
3. Tidak ikut campur ke dalam persoalan kecuali masalahnya menjadi serius *Fails to interfere until problems become serious*	0 1 2 3 4
4. Perhatiannya fokus pada pelanggaran peraturan, kesalahan, dan perbedaan dari standar yang telah ditetapkan perusahaan *Focuses attention on irregularities, mistakes, expectations, and deviations from standards*	0 1 2 3 4
5. Menghindar dari keterlibatan terhadap masalah-masalah penting yang timbul *Avoids being involved when important issues arise*	0 1 2 3 4
6. Banyak membicarakan pemikiran/pandangan penting yang diyakininya *Talks about their most important values and beliefs*	0 1 2 3 4
7. Absen/menghindar pada saat bantuannya diperlukan *Is absent when needed*	0 1 2 3 4
8. Melihat dari sudut pandang yang berbeda pada saat memecahkan masalah *Seeks differing perspectives when solving problems*	0 1 2 3 4

9. Berbicara optimis tentang masa depan perusahaan 0 1 2 3 4 *Talks optimistically about the future*
10. Menimbulkan rasa bangga pada orang lain yang terlibat kerja dengannya 0 1 2 3 4 *Instills pride in others for being associated with him/her*
11. Melakukan diskusi spesifik tentang siapa saja yang bertanggungjawab dalam mencapai target performa perusahaan 0 1 2 3 4 *Disusses in specific terms who is responsible for achieving performance targets*
12. Baru bertindak apabila pekerjaan yang kita kerjakan salah 0 1 2 3 4 *Waits for things to go wrong before taking action*
13. Berbicara dengan antusias tentang hal hal yang harus dicapai 0 1 2 3 4 *Talks enthusiastically about what needs to be accomplished*
14. Menjelaskan tentang pentingnya memiliki suatu pemikiran yang mendalam demi meraih tujuan 0 1 2 3 4 *Specifies the importance of having a strong sense of purpose*
15. Bersedia menyediakan waktu untuk mengajar dan membimbing 0 1 2 3 4 *Spends time teaching and coaching*
16. Menjelaskan apa yang dapat diperoleh seseorang apabila berhasil meraih tujuan yang diharapkan 0 1 2 3 4 *Makes clear what one can expect to receive when performance goals are achieved*
17. Berdiam diri apabila keadaan baik-baik saja/ tidak ada masalah 0 1 2 3 4 *Shows that he/she is firm believer in "if it ain't broke, don't fix it"*
18. Mengesampingkan kepentingan pribadi demi kebaikan bersama/grup 0 1 2 3 4 *Goes beyond self interest for the good of the group*
19. Memandang saya sebagai "seseorang" bukan hanya sebagai staf suatu divisi 0 1 2 3 4 *Treats me as an individual rather than just as member of a group*
20. Bertindak hanya ketika suatu hal telah menjadi sangat gawat/parah 0 1 2 3 4 *Demonstrates that problems must become chronic before taking action*
21. Segala perilakunya membuat saya menjadi respek/hormat 0 1 2 3 4 *Acts in ways that builds my respect*
22. Berkonsentrasi penuh untuk mengatasi hal yang berkaitan dengan kesalahan, komplain, dan kekeliruan 0 1 2 3 4 *Concentrates his/her full attention on dealing with mistakes, complaints and failures*
23. Mempertimbangkan moral dan konsekuensi etika dalam setiap keputusan 0 1 2 3 4 *Considers the moral and ethical consequences of decisions*
24. Mempunyai catatan tentang kesalahan/kekeliruan yang dibuat stafnya 0 1 2 3 4 *Keeps track of all mistakes*
25. Menunjukkan kekuatan yang dimiliki dan rasa percaya diri 0 1 2 3 4 *Displays a sense of power and confidence*
26. Menjelaskan visi – visi di masa depan 0 1 2 3 4 *Articulates a compelling vision of the future*
27. Mengarahkan perhatian saya pada kekeliruan yang saya buat supaya dapat mencapai standard yang ada 0 1 2 3 4 *Directs my attention toward failures to meet standards*
28. Menghindar dari keadaan yang mengharuskannya membuat keputusan 0 1 2 3 4 *Avoids making decisions*

29. Mempertimbangkan kebutuhan, kemampuan dan inspirasi saya yang berbeda dari orang lain 3 4 *Considers me as having different needs, abilities and inspirations from others*	0 1 2
30. Menempatkan saya untuk melihat problem dari berbagai sudut pandang 3 4 *Gets me to look at problems from many different angles*	0 1 2
31. Menolong saya untuk mengembangkan kemampuan saya 3 4 *Helps me to develop my strengths*	0 1 2
32. Menyarankan cara pandang baru untuk menyelesaikan suatu pekerjaan 3 4 *Suggests new ways of looking at how to complete assignments*	0 1 2
33. Menunda-nunda menjawab pertanyaan yang penting/mendesak 3 4 *Delays responding to urgent questions*	0 1 2
34. Menjelaskan tentang pentingnya memiliki pandangan tentang tujuan yang ingin dicapai bersama-sama 3 4 *Emphasizes the importance of having a collective sens of mission*	0 1 2
35. Menunjukkan rasa puas apabila saya berhasil mencapai tujuan yang diharapkan 3 4 *Expresses satisfaction when I meet expectations*	0 1 2
36. Menunjukkan percaya diri bahwa tujuan/harapan perusahaan akan tercapai 3 4 *Expresses confidence that goals will be achieved*	0 1 2
37. Efektif dalam memahami kebutuhan yangberkaitan dengan pekerjaan saya 3 4 *Is effective in meeting my job related needs*	0 1 2
38. Mengharapkan saya melakukan lebih dari yang saya harapkan 3 4 *Gets me to do more than I expected to do*	0 1 2
39. Efektif dalam membawakan nama saya kepada pimpinan yang lebih tinggi 3 4 *Is effective in representing me to a higher authority*	0 1 2
40. Memicu keinginan diri saya untuk menjadi sukses 3 4 *Heightens my desire to succeed*	0 1 2
41. Efektif dalam memenuhi harapan / permintaan organisasi 4 *Is effective in meeting organizational requirements*	0 1 2 3
42. Meningkatkan keinginan saya untuk berusaha lebih keras lagi 3 4 *Increases my willingness to try harder*	0 1 2
43. Memimpin/membawahi suatu grup dengan efektif 3 4 *Leads a group that is effective*	0 1 2

INFORMASI PENGISI KUESIONER

1. Jenis Kelamin: a. Laki-Laki b. Perempuan
2. Umur: a. Di bawah 20 tahun b. 20-25 tahun
   c. 26-30 tahun d. 31-40 tahun
   e. 41-50 tahun f. Di atas 51 tahun
3. Pendidikan Terakhir: a. Universitas b. D3
   c. SMU d. SMP e. SD
4. Pengalaman kerja di perusahaan ini:
   a. Kurang dari 1 tahun b. Antara 1-5 tahun
   c. Antara 6-10 tahun d. Antara 11-15 tahun

e. Lebih dari 16 tahun

Appendix 2: Validity and Reliability for Transactional Leadership

Contingent Reward

```
 ****** Method 1 (space saver) will be used for this analysis ******

  R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)

                              Mean        Std Dev       Cases

  1.     CR_1               3.2600         1.2586        50.0
  2.     CR_2               3.0400         1.2930        50.0
  3.     CR_3               2.7200         1.5913        50.0
  4.     CR_4               2.9600         1.3991        50.0

                                                    N of
Statistics for       Mean   Variance    Std Dev  Variables
      SCALE       11.9800    15.9384     3.9923          4

Item-total Statistics
               Scale          Scale     Corrected
               Mean         Variance       Item-           Alpha
             if Item        if Item       Total          if Item
             Deleted        Deleted    Correlation       Deleted

CR_1          8.7200        10.5731        .4620           .6258
CR_2          8.9400        11.4861        .3172           .7068
CR_3          9.2600         7.2576        .7171           .4225
CR_4          9.0200        10.3057        .4091           .6575

Reliability Coefficients
N of Cases =     50.0                    N of Items =  4
Alpha =    .6854
```

Management by Exception-Active

```
 ****** Method 1 (space saver) will be used for this analysis ******

  R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)

                              Mean        Std Dev       Cases

  1.     MA_1               3.6327         1.0742        49.0
  2.     MA_2               3.8571         1.2076        49.0
  3.     MA_3               2.6122         1.4551        49.0
  4.     MA_4               3.5306         1.3860        49.0

                                                    N of
Statistics for       Mean   Variance    Std Dev  Variables
      SCALE       13.6327    10.9872     3.3147          4

Item-total Statistics
               Scale          Scale     Corrected
               Mean         Variance       Item-           Alpha
             if Item        if Item       Total          if Item
             Deleted        Deleted    Correlation       Deleted


MA_1         10.0000         8.6667        .1845           .5487
MA_2          9.7755         7.0111        .3937           .3891
MA_3         11.0204         7.1037        .2777           .5428
MA_4         10.1020         5.8435        .4810           .2859
```

```
Reliability Coefficients
N of Cases =     49.0                    N of Items =  4
Alpha =    .5263
```

Management by Exception Active

```
 ****** Method 1 (space saver) will be used for this analysis ******

  R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)

                              Mean        Std Dev       Cases

  1.     MA_2              3.8571         1.2076        49.0
  2.     MA_3              2.6122         1.4551        49.0
  3.     MA_4              3.5306         1.3860        49.0

                                                        N of
Statistics for       Mean   Variance    Std Dev  Variables
      SCALE       10.0000     8.6667     2.9439          3

Item-total Statistics
               Scale          Scale     Corrected
               Mean         Variance       Item-          Alpha
             if Item        if Item       Total         if Item
             Deleted        Deleted    Correlation      Deleted

MA_2          6.1429         4.8333        .4473          .3290
MA_3          7.3878         5.0757        .2748          .6685
MA_4          6.4694         4.2543        .4358          .3190

Reliability Coefficients
N of Cases =     49.0                    N of Items =  3
Alpha =    .5487
```

Management by Exception-Passive

```
 ****** Method 1 (space saver) will be used for this analysis ******

  R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)

                              Mean        Std Dev       Cases

  1.     MP_1              2.9000         1.1995        50.0
  2.     MP_2              3.4000         1.3248        50.0
  3.     MP_3              3.4400         1.2480        50.0
  4.     MP_4              3.8200         1.1899        50.0

                                                        N of
Statistics for       Mean   Variance    Std Dev  Variables
      SCALE       13.5600     9.1494     3.0248          4


Item-total Statistics

               Scale          Scale     Corrected
               Mean         Variance       Item-          Alpha
             if Item        if Item       Total         if Item
             Deleted        Deleted    Correlation      Deleted

MP_1         10.6600         8.7596       -.1477          .6903
MP_2         10.1600         5.1167        .3800          .2065
MP_3         10.1200         5.6180        .3336          .2692
MP_4          9.7400         4.9718        .5204          .0665


Reliability Coefficients
N of Cases =     50.0                    N of Items =  4
Alpha =    .4346
```

Management by Exception-Passive

```
****** Method 1 (space saver) will be used for this analysis ******

  R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)

                            Mean        Std Dev       Cases

  1.     MP_2              3.4000         1.3248        50.0
  2.     MP_3              3.4400         1.2480        50.0
  3.     MP_4              3.8200         1.1899        50.0

                                                      N of
Statistics for       Mean   Variance    Std Dev  Variables
      SCALE       10.6600     8.7596     2.9597          3


Item-total Statistics

               Scale          Scale       Corrected
               Mean          Variance       Item-          Alpha
             if Item        if Item         Total        if Item
             Deleted        Deleted     Correlation      Deleted

MP_2          7.2600         4.1555         .5275          .5689
MP_3          7.2200         4.8690         .4236          .6975
MP_4          6.8400         4.4637         .5728          .5157


Reliability Coefficients
N of Cases =     50.0                  N of Items =  3
Alpha =    .6903
```

Factor Analysis of Transactional Leadership (1)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.686
Bartlett's Test of Sphericity	Approx. Chi-Square	124.150
	df	45
	Sig.	.000

Anti-image Matrices

		CR _1	CR_2	CR_3	CR_4	MA_2	MA_3	MA_4	MP_2	MP_3	MP_4
Anti-image Cov	CR _	.558	.120	-.191	-.059	-.164	.030	-.114	-.037	.089	-.057
	CR_	.120	.588	-.259	.095	-.038	-.042	-.035	-.097	.111	-.074
	CR_	-.191	-.259	.434	-.181	.091	-.094	-.050	-.036	.004	.052
	CR_	-.059	.095	-.181	.724	-.098	-.107	.090	-.085	-.006	.058
	MA_	-.164	-.038	.091	-.098	.595	-.081	-.202	.016	-.027	-.129
	MA_	.030	-.042	-.094	-.107	-.081	.716	-.082	.167	.056	-.162
	MA_	-.114	-.035	-.050	.090	-.202	-.082	.687	-.042	.039	.030
	MP_	-.037	-.097	-.036	-.085	.016	.167	-.042	.539	-.183	-.223
	MP_	.089	.111	.004	-.006	-.027	.056	.039	-.183	.703	-.153
	MP_	-.057	-.074	.052	.058	-.129	-.162	.030	-.223	-.153	.521
Anti-image Corr	CR _	.729[a]	.210	-.388	-.092	-.284	.048	-.185	-.068	.142	-.105
	CR_	.210	.615[a]	-.513	.145	-.065	-.065	-.056	-.172	.173	-.134
	CR_	-.388	-.513	.641[a]	-.323	.179	-.169	-.091	-.075	.007	.110
	CR_	-.092	.145	-.323	.698[a]	-.149	-.148	.128	-.136	-.009	.094
	MA_	-.284	-.065	.179	-.149	.733[a]	-.125	-.316	.028	-.042	-.232
	MA_	.048	-.065	-.169	-.148	-.125	.698[a]	-.117	.269	.079	-.265
	MA_	-.185	-.056	-.091	.128	-.316	-.117	.792[a]	-.069	.056	.050
	MP_	-.068	-.172	-.075	-.136	.028	.269	-.069	.660[a]	-.297	-.422
	MP_	.142	.173	.007	-.009	-.042	.079	.056	-.297	.633[a]	-.253
	MP_	-.105	-.134	.110	.094	-.232	-.265	.050	-.422	-.253	.677[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
CR _1	1.000	.485
CR_2	1.000	.320
CR_3	1.000	.485
CR_4	1.000	.262
MA_2	1.000	.429
MA_3	1.000	.266
MA_4	1.000	.364
MP_2	1.000	.274
MP_3	1.000	.012
MP_4	1.000	.342

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.240	32.396	32.396	3.240	32.396	32.396
2	1.744	17.441	49.837			
3	1.120	11.201	61.038			
4	.944	9.444	70.482			
5	.836	8.364	78.846			
6	.560	5.599	84.444			
7	.520	5.202	89.647			
8	.456	4.561	94.208			
9	.319	3.194	97.402			
10	.260	2.598	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
CR _1	.697
CR_2	.565
CR_3	.696
CR_4	.511
MA_2	.655
MA_3	.516
MA_4	.604
MP_2	.524
MP_3	
MP_4	.585

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Factor Analysis of Transactional Leadership (2)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.675
Bartlett's Test of Sphericity	Approx. Chi-Square	109.930
	df	36
	Sig.	.000

Anti-image Matrices

		CR_1	CR_2	CR_3	CR_4	MA_2	MA_3	MA_4	MP_2	MP_4
Anti-image Cova	CR_1	.569	.112	-.195	-.059	-.164	.024	-.122	-.016	-.041
	CR_2	.112	.606	-.268	.099	-.035	-.053	-.043	-.077	-.055
	CR_3	-.195	-.268	.434	-.181	.091	-.095	-.050	-.038	.057
	CR_4	-.059	.099	-.181	.724	-.099	-.107	.091	-.095	.060
	MA_2	-.164	-.035	.091	-.099	.596	-.080	-.202	.010	-.144
	MA_3	.024	-.053	-.095	-.107	-.080	.720	-.086	.200	-.161
	MA_4	-.122	-.043	-.050	.091	-.202	-.086	.689	-.035	.041
	MP_2	-.016	-.077	-.038	-.095	.010	.200	-.035	.591	-.308
	MP_4	-.041	-.055	.057	.060	-.144	-.161	.041	-.308	.556
Anti-image Corre	CR_1	.746[a]	.190	-.393	-.092	-.281	.037	-.195	-.027	-.073
	CR_2	.190	.640[a]	-.523	.149	-.058	-.080	-.066	-.129	-.095
	CR_3	-.393	-.523	.632[a]	-.323	.180	-.170	-.092	-.076	.115
	CR_4	-.092	.149	-.323	.694[a]	-.150	-.148	.128	-.146	.095
	MA_2	-.281	-.058	.180	-.150	.730[a]	-.122	-.314	.016	-.251
	MA_3	.037	-.080	-.170	-.148	-.122	.682[a]	-.122	.307	-.254
	MA_4	-.195	-.066	-.092	.128	-.314	-.122	.789[a]	-.055	.066
	MP_2	-.027	-.129	-.076	-.146	.016	.307	-.055	.585[a]	-.538
	MP_4	-.073	-.095	.115	.095	-.251	-.254	.066	-.538	.614[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
CR_1	1.000	.494
CR_2	1.000	.327
CR_3	1.000	.499
CR_4	1.000	.265
MA_2	1.000	.426
MA_3	1.000	.276
MA_4	1.000	.371
MP_2	1.000	.253
MP_4	1.000	.321

Extraction Method: Principal Component Analysis.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.232	35.911	35.911	3.232	35.911	35.911
2	1.304	14.489	50.399			
3	1.117	12.416	62.816			
4	.924	10.261	73.077			
5	.820	9.112	82.189			
6	.528	5.868	88.057			
7	.489	5.437	93.494			
8	.320	3.551	97.045			
9	.266	2.955	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix [a]

	Component
	1
CR _1	.703
CR_2	.571
CR_3	.706
CR_4	.515
MA_2	.653
MA_3	.525
MA_4	.609
MP_2	.503
MP_4	.566

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Reliability Test of Management by Exception-Passive

```
****** Method 1 (space saver) will be used for this analysis

 R E L I A B I L I T Y   A N A L Y S I S - S C A L E (A L P H A)

                              Mean        Std Dev       Cases

 1.     MP_2                 3.4000       1.3248        50.0
 2.     MP_4                 3.8200       1.1899        50.0


                                                      N of
Statistics for       Mean    Variance    Std Dev  Variables
     SCALE         7.2200     4.8690     2.2066          2


Item-total Statistics

               Scale          Scale      Corrected
               Mean         Variance       Item-           Alpha
             if Item        if Item       Total          if Item
             Deleted        Deleted    Correlation        Deleted

MP_2          3.8200         1.4159        .5386            .
MP_4          3.4000         1.7551        .5386            .


Reliability Coefficients

N of Cases =     50.0                    N of Items =  2

Alpha =    .6975
```

Reliability Test of Transactional Leadership

****** Method 1 (space saver) will be used for this analysis

R E L I A B I L I T Y   A N A L Y S I S - S C A L E (A L P H A)

		Mean	Std Dev	Cases
1.	CR_1	3.2917	1.2370	48.0
2.	CR_2	3.0000	1.2882	48.0
3.	CR_3	2.7292	1.5944	48.0
4.	CR_4	3.0000	1.3991	48.0
5.	MA_2	3.9167	1.1455	48.0
6.	MA_3	2.5625	1.4278	48.0
7.	MA_4	3.5833	1.3501	48.0
8.	MP_2	3.3333	1.3101	48.0
9.	MP_4	3.8125	1.1967	48.0

Statistics for	Mean	Variance	Std Dev	N of Variables
SCALE	29.2292	50.8187	7.1287	9

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
CR_1	25.9375	40.5279	.5562	.7345
CR_2	26.2292	41.7549	.4447	.7500
CR_3	26.5000	37.0213	.5801	.7271
CR_4	26.2292	41.9251	.3828	.7598
MA_2	25.3125	42.0492	.5020	.7434
MA_3	26.6667	41.6738	.3855	.7597
MA_4	25.6458	41.2123	.4490	.7494
MP_2	25.8958	42.9038	.3612	.7621
MP_4	25.4167	42.6738	.4293	.7524

Reliability Coefficients

N of Cases =   48.0   N of Items = 9

Alpha =   .7706

Appendix 3: Validity and Reliability for Transformational Leadership

Idealized Influenced-Attributed (1)

```
****** Method 1 (space saver) will be used for this analysis

 R E L I A B I L I T Y   A N A L Y S I S - S C A L E (A L P H A)

                            Mean        Std Dev       Cases

  1.     IA_1              2.8542         1.4730        48.0
  2.     IA_2              3.2083         1.2709        48.0
  3.     IA_3              3.1042         1.3721        48.0
  4.     IA_4              3.9583         1.1101        48.0

                                                    N of
Statistics for       Mean   Variance    Std Dev  Variables
     SCALE        13.1250    11.2181     3.3493          4


Item-total Statistics

               Scale          Scale     Corrected
               Mean         Variance       Item-          Alpha
             if Item        if Item       Total         if Item
             Deleted        Deleted   Correlation       Deleted

IA_1         10.2708         6.0315       .4170          .3237
IA_2          9.9167         7.1418       .3623          .3901
IA_3         10.0208         6.4464       .4147          .3325
IA_4          9.1667         9.7163       .0389          .6250

Reliability Coefficients

N of Cases =     48.0                    N of Items =  4

Alpha =     .5133
```

Idealized Influence-Attributed (2)

```
****** Method 1 (space saver) will be used for this analysis

 R E L I A B I L I T Y   A N A L Y S I S - S C A L E (A L P H A)

                            Mean        Std Dev       Cases

  1.     IA_1              2.8542         1.4730        48.0
  2.     IA_2              3.2083         1.2709        48.0
  3.     IA_3              3.1042         1.3721        48.0
```

Statistics for	Mean	Variance	Std Dev	N of Variables
SCALE	9.1667	9.7163	3.1171	3

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
IA_1	6.3125	4.8152	.4225	.5472
IA_2	5.9583	5.7855	.3787	.5991
IA_3	6.0625	4.7832	.5083	.4174

Reliability Coefficients

N of Cases = 48.0 N of Items = 3

Alpha = .6250

Idealized Influence-Behavior

****** Method 1 (space saver) will be used for this analysis

R E L I A B I L I T Y A N A L Y S I S - S C A L E (A L P H A)

		Mean	Std Dev	Cases
1.	IB_1	3.2979	1.2496	47.0
2.	IB_2	3.3404	1.3558	47.0
3.	IB_3	3.2128	1.3341	47.0
4.	IB_4	3.3404	1.2385	47.0

Statistics for	Mean	Variance	Std Dev	N of Variables
SCALE	13.1915	16.5495	4.0681	

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
IB_1	9.8936	11.0102	.4797	.7981
IB_2	9.8511	9.5643	.6138	.7354
IB_3	9.9787	9.1952	.6890	.6952
IB_4	9.8511	10.0426	.6336	.7264

Reliability Coefficients

N of Cases = 47.0 N of Items = 4

Alpha = .7925

Individual Consideration

****** Method 1 (space saver) will be used for this analysis

R E L I A B I L I T Y A N A L Y S I S - S C A L E (A L P H A)

		Mean	Std Dev	Cases
1.	IC_1	2.6327	1.4244	49.0
2.	IC_2	3.1633	1.3896	49.0
3.	IC_3	2.6531	1.3158	49.0
4.	IC_4	3.1224	1.4235	49.0

Statistics for	Mean	Variance	Std Dev	N of Variables
SCALE	11.5714	17.8750	4.2279	

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
IC_1	8.9388	10.1420	.6287	.6586
IC_2	8.4082	12.5799	.3413	.8100
IC_3	8.9184	10.9099	.6021	.6769
IC_4	8.4490	9.8359	.6734	.6321

Reliability Coefficients

N of Cases = 49.0 N of Items = 4

Alpha = .7577

Inspirational Motivation

****** Method 1 (space saver) will be used for this analysis

R E L I A B I L I T Y A N A L Y S I S - S C A L E (A L P H A)

		Mean	Std Dev	Cases
1.	IM_1	4.1000	1.0152	50.0
2.	IM_2	3.8200	1.2567	50.0
3.	IM_3	3.1400	1.2291	50.0
4.	IM_4	3.5800	1.1796	50.0

Statistics for	Mean	Variance	Std Dev	N of Variables
SCALE	14.6400	12.8882	3.5900	4

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
IM_1	10.5400	8.1310	.6437	.6733
IM_2	10.8200	7.5792	.5390	.7217
IM_3	11.5000	7.8469	.5127	.7351
IM_4	11.0600	7.7310	.5741	.7005

Reliability Coefficients

N of Cases = 50.0 N of Items = 4

Alpha = .7631

Intellectual Stimulation

****** Method 1 (space saver) will be used for this analysis

R E L I A B I L I T Y A N A L Y S I S - S C A L E (A L P H A)

		Mean	Std Dev	Cases
1.	IS_1	3.2653	1.0160	49.0
2.	IS_2	3.2245	1.2791	49.0
3.	IS_3	3.3061	1.3103	49.0
4.	IS_4	3.0612	1.2146	49.0

Statistics for	Mean	Variance	Std Dev	N of Variables
SCALE	12.8571	12.0833	3.4761	4

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
IS_1	9.5918	8.7883	.3756	.6759
IS_2	9.6327	7.6122	.4017	.6676
IS_3	9.5510	6.3359	.6110	.5190
IS_4	9.7959	7.2908	.5057	.5978

Reliability Coefficients

N of Cases = 49.0 N of Items = 4

Alpha = .6867

Factor Analysis of Transformational Leadership (1)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.820
Bartlett's Test of Sphericity	Approx. Chi-Square	507.965
	df	171
	Sig.	.000

Anti-image Matrices

		IA_1	IA_2	IA_3	IB_1	IB_2	IB_3	IB_4	IC_1	IC_2	IC_3	IC_4	IM_1	IM_2	IM_3	IM_4	IS_1	IS_2	IS_3	IS_4
Anti-image Cc	IA_1	.279	.048	-.012	-.053	-.070	-.042	.010	-.062	-.043	.053	-.057	-.002	.046	-.097	-.037	-.036	.029	.036	.058
	IA_2	.048	.381	-.025	.011	.019	-.048	.008	-.074	-.154	.025	-.025	-.144	.091	.050	.011	-.089	-.078	-.025	.013
	IA_3	-.012	-.025	.263	.101	.077	-.121	.098	.026	-.047	-.034	-.005	-.030	-.016	-.136	-.060	.053	.075	-.033	-.094
	IB_1	-.053	.011	.101	.228	.067	-.095	.039	.052	-.097	.035	-.019	.013	-.083	-.047	-.008	-.007	.040	-.070	-.057
	IB_2	-.070	.019	.077	.067	.299	-.027	-.057	.025	-.075	-.002	-.086	-.048	-.049	.038	.023	-.005	.004	-.021	-.004
	IB_3	-.042	-.048	-.121	-.095	-.027	.206	-.088	.003	.001	-.059	-.019	-.006	-.007	.062	.090	.084	-.044	.056	.016
	IB_4	.010	.008	.098	.039	-.057	-.088	.257	-.005	-.034	-.065	.033	-.016	.019	-.143	-.092	.059	.036	-.003	-.074
	IC_1	-.062	-.074	.026	.052	.025	.003	-.005	.309	-.009	-.094	-.043	.001	-.003	-.036	-.004	.066	.028	-.014	-.087
	IC_2	-.043	-.154	-.047	-.097	-.075	.001	-.034	-.009	.426	.033	.084	.104	-.011	.021	-.074	-.051	-.012	-.023	.034
	IC_3	.053	.025	-.034	.035	-.002	-.059	-.065	-.094	.033	.300	-.019	.043	-.045	.027	.007	-.080	.008	-.087	.057
	IC_4	-.057	-.025	-.005	-.019	-.086	-.019	.033	-.043	.084	-.019	.164	-.011	.027	.004	-.035	-.033	.066	-.060	-.057
	IM_1	-.002	-.144	-.030	.013	-.048	-.006	-.016	.001	.104	.043	-.011	.302	-.036	-.042	-.113	.006	-.102	-.016	.089
	IM_2	.046	.091	-.016	-.083	-.049	-.007	.019	-.003	-.011	-.045	.027	-.036	.211	-.017	-.060	-.021	-.080	-.060	-.011
	IM_3	-.097	.050	-.136	-.047	.038	.062	-.143	-.036	.021	.027	.004	-.042	-.017	.356	.083	-.100	-.055	1E-05	.047
	IM_4	-.037	.011	-.060	-.008	.023	.090	-.092	-.004	-.074	.007	-.035	-.113	-.060	.083	.232	.004	.071	.054	-.058
	IS_1	-.036	-.089	.053	-.007	-.005	.084	.059	.066	-.051	-.080	-.033	.006	-.021	-.100	.004	.582	.024	-.023	-.087
	IS_2	.029	-.078	.075	.040	.004	-.044	.036	.028	-.012	.008	.066	-.102	-.080	-.055	.071	.024	.415	-.049	-.137
	IS_3	.036	-.025	-.033	-.070	-.021	.056	-.003	-.014	-.023	-.087	-.060	-.016	-.060	1E-05	.054	-.023	-.049	.228	.039
	IS_4	.058	.013	-.094	-.057	-.004	.016	-.074	-.087	.034	.057	-.057	.089	-.011	.047	-.058	-.087	-.137	.039	.263
Anti-image Cc	IA_1	.860[a]	.148	-.044	-.210	-.242	-.175	.039	-.212	-.126	.182	-.268	-.006	.192	-.309	-.146	-.088	.084	.141	.215
	IA_2	.148	.774[a]	-.079	.038	.056	-.171	.027	-.216	-.383	.074	-.099	-.426	.321	.137	.038	-.189	-.197	-.087	.042
	IA_3	-.044	-.079	.731[a]	.413	.273	-.523	.376	.091	-.141	-.121	-.024	-.106	-.067	-.446	-.243	.136	.228	-.137	-.357
	IB_1	-.210	.038	.413	.774[a]	.258	-.441	.163	.195	-.310	.134	-.097	.050	-.377	-.165	-.035	-.019	.130	-.306	-.234
	IB_2	-.242	.056	.273	.258	.878[a]	-.107	-.206	.082	-.211	-.008	-.389	-.160	-.197	.117	.089	-.013	.010	-.081	-.013
	IB_3	-.175	-.171	-.523	-.441	-.107	.781[a]	-.382	.010	.004	-.238	.103	-.023	-.035	.228	.413	.242	-.151	.260	.069
	IB_4	.039	.027	.376	.163	-.206	-.382	.817[a]	-.019	-.102	-.235	.162	-.057	.082	-.473	-.377	.153	.111	-.011	-.286
	IC_1	-.212	-.216	.091	.195	.082	.010	-.019	.912[a]	-.025	-.310	-.190	.004	-.014	-.110	-.013	.156	.078	-.054	-.306
	IC_2	-.126	-.383	-.141	-.310	-.211	.004	-.102	-.025	.794[a]	.091	.317	.290	-.037	.055	-.237	-.102	-.029	-.073	.102
	IC_3	.182	.074	-.121	.134	-.008	-.238	-.235	-.310	.091	.871[a]	-.085	.143	-.179	.083	.025	-.192	.023	-.332	.204
	IC_4	-.268	-.099	-.024	-.097	-.389	-.103	.162	-.190	.317	-.085	.876[a]	-.048	.143	.016	-.180	-.106	.254	-.309	-.276
	IM_1	-.006	-.426	-.106	.050	-.160	-.023	-.057	.004	.290	.143	-.048	.816[a]	-.143	-.127	-.425	.013	-.287	-.062	.316
	IM_2	.192	.321	-.067	-.377	-.197	-.035	.082	-.014	-.037	-.179	.143	-.143	.864[a]	-.062	-.272	-.059	-.271	-.275	-.045
	IM_3	-.309	.137	-.446	-.165	.117	.228	-.473	-.110	.055	.083	.016	-.127	-.062	.786[a]	.290	-.219	-.143	.000	.155
	IM_4	-.146	.038	-.243	-.035	.089	.413	-.377	-.013	-.237	.025	-.180	-.425	-.272	.290	.770[a]	.011	.227	.235	-.237
	IS_1	-.088	-.189	.136	-.019	-.013	.242	.153	.156	-.102	-.192	-.106	.013	-.059	-.219	.011	.824[a]	.048	-.062	-.223
	IS_2	.084	-.197	.228	.130	.010	-.151	.111	.078	-.029	.023	.254	-.287	-.271	-.143	.227	.048	.618[a]	-.160	-.415
	IS_3	.141	-.087	-.137	-.306	-.081	.260	-.011	-.054	-.073	-.332	-.309	-.062	-.275	.000	.235	-.062	-.160	.868[a]	.158
	IS_4	.215	.042	-.357	-.234	-.013	.069	-.286	-.306	.102	.204	-.276	.316	-.045	.155	-.237	-.223	-.415	.158	.801[a]

[a] Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
IA_1	1.000	.444
IA_2	1.000	.298
IA_3	1.000	.439
IB_1	1.000	.448
IB_2	1.000	.541
IB_3	1.000	.540
IB_4	1.000	.572
IC_1	1.000	.582
IC_2	1.000	.321
IC_3	1.000	.499
IC_4	1.000	.685
IM_1	1.000	.440
IM_2	1.000	.526
IM_3	1.000	.428
IM_4	1.000	.437
IS _1	1.000	.209
IS_2	1.000	.093
IS_3	1.000	.529
IS_4	1.000	.532

Extraction Method: Principal Component Analysis.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.565	45.080	45.080	8.565	45.080	45.080
2	1.820	9.578	54.658			
3	1.237	6.510	61.168			
4	1.121	5.899	67.067			
5	1.017	5.351	72.418			
6	.850	4.475	76.894			
7	.803	4.224	81.118			
8	.741	3.898	85.016			
9	.558	2.936	87.952			
10	.529	2.783	90.735			
11	.371	1.954	92.689			
12	.328	1.727	94.416			
13	.261	1.375	95.791			
14	.193	1.018	96.809			
15	.157	.824	97.633			
16	.143	.754	98.387			
17	.121	.634	99.021			
18	.104	.549	99.570			
19	.082	.430	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
IA_1	.666
IA_2	.546
IA_3	.663
IB_1	.669
IB_2	.736
IB_3	.735
IB_4	.756
IC_1	.763
IC_2	.567
IC_3	.706
IC_4	.828
IM_1	.663
IM_2	.725
IM_3	.655
IM_4	.661
IS _1	
IS_2	
IS_3	.727
IS_4	.730

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Factor Analysis of Transformational Leadership (2)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.819
Bartlett's Test of Sphericity	Approx. Chi-Square	469.933
	df	136
	Sig.	.000

Anti-image Matrices

		IA_1	IA_2	IA_3	IB_1	IB_2	IB_3	IB_4	IC_1	IC_2	IC_3	IC_4	IM_1	IM_2	IM_3	IM_4	IS_3	IS_4
Anti-image Cc	IA_1	.285	.075	-.014	-.060	-.077	-.047	.017	-.069	-.047	.042	-.063	.006	.088	-.108	-.058	.023	.080
	IA_2	.075	.417	-.008	.021	.026	-.042	.020	-.062	-.187	.030	-.054	-.195	.069	.026	.045	-.016	-.031
	IA_3	-.014	-.008	.282	.103	.083	-.143	.096	.018	-.044	-.031	-.022	-.014	-.003	-.137	-.083	-.025	-.084
	IB_1	-.060	.021	.103	.232	.068	-.102	.039	.052	-.099	.034	-.032	.025	-.094	-.047	-.017	-.079	-.058
	IB_2	-.077	.026	.083	.068	.300	-.031	-.058	.025	-.077	-.006	-.103	-.051	-.054	.042	.022	-.031	-.005
	IB_3	-.047	-.042	-.143	-.102	-.031	.227	-.104	-.008	.009	-.060	.005	-.023	-.003	.086	.111	.055	.017
	IB_4	.017	.020	.096	.039	-.058	-.104	.267	-.014	-.029	-.059	.033	-.009	.027	-.145	-.107	.013	-.071
	IC_1	-.069	-.062	.018	.052	.025	-.008	-.014	.318	-.003	-.096	-.048	.007	.013	-.023	-.013	-.019	-.091
	IC_2	-.047	-.187	-.044	-.099	-.077	.009	-.029	-.003	.430	.028	.103	.112	-.020	.012	-.079	-.029	.030
	IC_3	.042	.030	-.031	.034	-.006	-.060	-.059	-.096	.028	.307	-.019	.052	-.043	.019	-.001	-.124	.063
	IC_4	-.063	-.054	-.022	-.032	-.103	.005	.033	-.048	.103	-.019	.203	.010	.024	.003	-.047	-.042	-.060
	IM_1	.006	-.195	-.014	.025	-.051	-.023	-.009	.007	.112	.052	.010	.323	-.072	-.062	-.113	-.037	.078
	IM_2	.088	.069	-.003	-.094	-.054	-.003	.027	.013	-.020	-.043	.024	-.072	.258	-.047	-.045	-.062	-.058
	IM_3	-.108	.026	-.137	-.047	.042	.086	-.145	-.023	.012	.019	.003	-.062	-.047	.382	.111	-.006	.022
	IM_4	-.058	.045	-.083	-.017	.022	.111	-.107	-.013	-.079	-.001	-.047	-.113	-.045	.111	.252	.062	-.050
	IS_3	.023	-.016	-.025	-.079	-.031	.055	.013	-.019	-.029	-.124	-.042	-.037	-.062	-.006	.062	.264	.026
	IS_4	.080	-.031	-.084	-.058	-.005	.017	-.071	-.091	.030	.063	-.060	.078	-.058	.022	-.050	.026	.329
Anti-image Cc	IA_1	.819[a]	.218	-.048	-.234	-.264	-.186	.063	-.231	-.135	.143	-.263	.019	.324	-.326	-.215	.085	.262
	IA_2	.218	.735[a]	-.022	.066	.075	-.135	.061	-.169	-.441	.085	-.186	-.530	.211	.064	.138	-.048	-.085
	IA_3	-.048	-.022	.746[a]	.404	.285	-.564	.349	.060	-.128	-.105	-.092	-.047	-.012	-.418	-.312	-.092	-.276
	IB_1	-.234	.066	.404	.758[a]	.258	-.445	.157	.193	-.313	.129	-.147	.093	-.383	-.158	-.069	-.319	-.211
	IB_2	-.264	.075	.285	.258	.863[a]	-.118	-.205	.081	-.213	-.020	-.418	-.165	-.194	.123	.080	-.111	-.015
	IB_3	-.186	-.135	-.564	-.445	-.118	.766[a]	-.421	-.030	.028	-.226	.021	-.084	-.014	.293	.466	.224	.063
	IB_4	.063	.061	.349	.157	-.205	-.421	.821[a]	-.046	-.087	-.208	.140	-.029	.103	-.454	-.413	.050	-.239
	IC_1	-.231	-.169	.060	.193	.081	-.030	-.046	.921[a]	-.007	-.306	-.189	.022	.046	-.066	-.046	-.067	-.281
	IC_2	-.135	-.441	-.128	-.313	-.213	.028	-.087	-.007	.767[a]	.077	.347	.299	-.060	.030	-.239	-.087	.079
	IC_3	.143	.085	-.105	.129	-.020	-.226	-.208	-.306	.077	.863[a]	-.076	.164	-.154	.056	-.003	-.436	.198
	IC_4	-.263	-.186	-.092	-.147	-.418	.021	.140	-.189	.347	-.076	.884[a]	.040	.105	.010	-.208	-.181	-.234
	IM_1	.019	-.530	-.047	.093	-.165	-.084	-.029	.022	.299	.164	.040	.796[a]	-.250	-.175	-.395	-.128	.238
	IM_2	.324	.211	-.012	-.383	-.194	-.014	.103	.046	-.060	-.154	.105	-.250	.855[a]	-.149	-.176	-.237	-.199
	IM_3	-.326	.064	-.418	-.158	.123	.293	-.454	-.066	.030	.056	.010	-.175	-.149	.784[a]	.358	-.019	.062
	IM_4	-.215	.138	-.312	-.069	.080	.466	-.413	-.046	-.239	-.003	-.208	-.395	-.176	.358	.750[a]	.239	-.173
	IS_3	.085	-.048	-.092	-.319	-.111	.224	.050	-.067	-.087	-.436	-.181	-.128	-.237	-.019	.239	.865[a]	.087
	IS_4	.262	-.085	-.276	-.211	-.015	.063	-.239	-.281	.079	.198	-.234	.238	-.199	.062	-.173	.087	.861[a]

[a]Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
IA_1	1.000	.453
IA_2	1.000	.272
IA_3	1.000	.457
IB_1	1.000	.436
IB_2	1.000	.547
IB_3	1.000	.552
IB_4	1.000	.593
IC_1	1.000	.596
IC_2	1.000	.316
IC_3	1.000	.482
IC_4	1.000	.689
IM_1	1.000	.426
IM_2	1.000	.488
IM_3	1.000	.429
IM_4	1.000	.448
IS_3	1.000	.494
IS_4	1.000	.514

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.190	48.179	48.179	8.190	48.179	48.179
2	1.474	8.671	56.850			
3	1.138	6.697	63.547			
4	.989	5.819	69.366			
5	.971	5.710	75.075			
6	.839	4.934	80.009			
7	.712	4.188	84.197			
8	.566	3.329	87.526			
9	.468	2.751	90.276			
10	.430	2.528	92.804			
11	.315	1.853	94.657			
12	.233	1.373	96.030			
13	.180	1.060	97.090			
14	.149	.877	97.967			
15	.142	.835	98.802			
16	.115	.677	99.479			
17	.089	.521	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix [a]

	Component
	1
IA_1	.673
IA_2	.522
IA_3	.676
IB_1	.660
IB_2	.740
IB_3	.743
IB_4	.770
IC_1	.772
IC_2	.562
IC_3	.694
IC_4	.830
IM_1	.652
IM_2	.699
IM_3	.655
IM_4	.669
IS_3	.703
IS_4	.717

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Reliability Test of Intellectual Stimulation

```
****** Method 1 (space saver) will be used for this analysis

 R E L I A B I L I T Y   A N A L Y S I S - S C A L E (A L P H A)

                              Mean        Std Dev       Cases

  1.     IS_3                3.2745         1.2974        51.0
  2.     IS_4                3.1176         1.2271        51.0

                                                        N of
Statistics for       Mean    Variance    Std Dev  Variables
     SCALE         6.3922      4.6031     2.1455          2


Item-total Statistics

               Scale         Scale      Corrected
               Mean          Variance     Item-            Alpha
             if Item         if Item      Total            if Item
             Deleted         Deleted    Correlation        Deleted

IS_3          3.1176          1.5059       .4441             .
IS_4          3.2745          1.6831       .4441             .


Reliability Coefficients
N of Cases =     51.0                    N of Items =  2

Alpha =    .6144
```

Appendix 4: Validity and Reliability for Laissez-Faire

```
****** Method 1 (space saver) will be used for this analysis

  R E L I A B I L I T Y   A N A L Y S I S - S C A L E (A L P H A)

                              Mean        Std Dev       Cases

  1.     LF_1                4.0600         1.0577        50.0
  2.     LF_2                4.2200          .8873        50.0
  3.     LF_3                3.7000         1.2976        50.0
  4.     LF_4                3.6000         1.1780        50.0

                                                        N of
Statistics for       Mean    Variance    Std Dev    Variables
      SCALE       15.5800     11.0649     3.3264            4


Item-total Statistics

               Scale          Scale     Corrected
               Mean          Variance      Item-            Alpha
             if Item        if Item       Total          if Item
             Deleted        Deleted    Correlation       Deleted

LF_1         11.5200         7.5608        .4101           .7345
LF_2         11.3600         7.2147        .6425           .6288
LF_3         11.8800         5.4955        .6387           .6009
LF_4         11.9800         6.8363        .4612           .7123


Reliability Coefficients

N of Cases =     50.0                    N of Items =  4

Alpha =     .7335
```

Factor Analysis for Laissez-Faire

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.697
Bartlett's Test of Sphericity	Approx. Chi-Square	48.324
	df	6
	Sig.	.000

Anti-image Matrices

		LF_1	LF_2	LF_3	LF_4
Anti-image Covariance	LF_1	.723	-.257	-.099	.073
	LF_2	-.257	.567	-.194	-.115
	LF_3	-.099	-.194	.572	-.255
	LF_4	.073	-.115	-.255	.704
Anti-image Correlation	LF_1	.685[a]	-.401	-.154	.102
	LF_2	-.401	.701[a]	-.340	-.181
	LF_3	-.154	-.340	.704[a]	-.402
	LF_4	.102	-.181	-.402	.691[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
LF_1	1.000	.434
LF_2	1.000	.693
LF_3	1.000	.687
LF_4	1.000	.465

Extraction Method: Principal Component Analysis.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.280	57.004	57.004	2.280	57.004	57.004
2	.873	21.818	78.822			
3	.442	11.038	89.860			
4	.406	10.140	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
LF_1	.659
LF_2	.833
LF_3	.829
LF_4	.682

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Appendix 5: Reliability Test for Extra Effort

```
****** Method 1 (space saver) will be used for this analysis

  R E L I A B I L I T Y   A N A L Y S I S - S C A L E (A L P H A)

                            Mean        Std Dev       Cases

  1.     EE_1              3.8824         1.1772        51.0
  2.     EE_2              3.1765         1.5193        51.0
  3.     EE_3              3.7451         1.2465        51.0


                                                      N of
Statistics for       Mean    Variance    Std Dev  Variables
     SCALE        10.8039     10.2008     3.1939          3

Item-total Statistics

               Scale          Scale     Corrected
               Mean         Variance       Item-           Alpha
             if Item        if Item        Total          if Item
             Deleted        Deleted    Correlation        Deleted

EE_1          6.9216         6.2337        .4391           .7609
EE_2          7.6275         3.9984        .6409           .5296
EE__3         7.0588         5.2165        .6025           .5837


Reliability Coefficients

N of Cases =     51.0                 N of Items =  3

Alpha =    .7283
```

Appendix 6: Reliability Test for Effectiveness

****** Method 1 (space saver) will be used for this analysis

R E L I A B I L I T Y A N A L Y S I S - S C A L E (A L P H A)

		Mean	Std Dev	Cases
1.	EF_1	3.0625	1.3113	48.0
2.	EF_2	2.5417	1.3040	48.0
3.	EF_3	2.8333	1.2087	48.0
4.	EF_4	3.4375	1.3194	48.0

Statistics for	Mean	Variance	Std Dev	N of Variables
SCALE	11.8750	14.6649	3.8295	4

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
EF_1	8.8125	7.8152	.6998	.5591
EF_2	9.3333	9.3759	.4494	.7127
EF_3	9.0417	9.0195	.5764	.6418
EF__4	8.4375	9.7407	.3866	.7484

Reliability Coefficients

N of Cases = 48.0 N of Items = 4

Alpha = .7313

Appendix 7: Descriptive Statistic

	N	Minimum	Maximum	Mean	Std. Deviation
cr_ave	50	1.00	4.75	2.9950	.99807
ma_ave	49	1.00	5.00	3.3333	.98131
mp_ave	49	1.00	5.00	3.6020	1.11327
kts_ave	48	1.28	4.58	3.3108	.78183
ia_ave	48	1.00	5.00	3.0556	1.03903
ib_ave	47	1.25	5.00	3.2979	1.01703
ic_ave	49	1.00	4.75	2.8929	1.05697
im_ave	49	1.00	5.00	3.6837	.89089
is_ave	50	1.00	5.00	3.2000	1.08327
ktf_ave	44	1.67	4.90	3.2004	.89946
lf_ave	49	2.00	5.00	3.8827	.83557
Valid N (listwise)	42				

Appendix 8: Regression between Transactional Leadership with Extra Effort

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	transact[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: ee_total

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.781[a]	.610	.602	2.02662

a. Predictors: (Constant), transact

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	296.049	1	296.049	72.081	.000[a]
	Residual	188.931	46	4.107		
	Total	484.979	47			

a. Predictors: (Constant), transact

b. Dependent Variable: ee_total

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.355	1.247		.285	.777
	transact	.352	.041	.781	8.490	.000

a. Dependent Variable: ee_total

Appendix 9: Regression between Transactional Leadership with Effectiveness

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	transact[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: ef_total

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.785[a]	.616	.608	2.39669

a. Predictors: (Constant), transact

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	415.429	1	415.429	72.322	.000[a]
	Residual	258.486	45	5.744		
	Total	673.915	46			

a. Predictors: (Constant), transact

b. Dependent Variable: ef_total

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.250	1.477		-.169	.867
	transact	.419	.049	.785	8.504	.000

a. Dependent Variable: ef_total

Appendix 10: Regression between Transformational Leadership with Extra Effort

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	transfor[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: ee_total

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.767[a]	.588	.579	2.17293

a. Predictors: (Constant), transfor

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	283.577	1	283.577	60.059	.000[a]
	Residual	198.309	42	4.722		
	Total	481.886	43			

a. Predictors: (Constant), transfor

b. Dependent Variable: ee_total

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.494	1.227		1.218	.230
	transfor	.168	.022	.767	7.750	.000

a. Dependent Variable: ee_total

Appendix 11: Regression between Transformational with Effectiveness

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	transfor[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: ef_total

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.817[a]	.667	.659	2.23641

a. Predictors: (Constant), transfor

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	410.611	1	410.611	82.097	.000[a]
	Residual	205.063	41	5.002		
	Total	615.674	42			

a. Predictors: (Constant), transfor

b. Dependent Variable: ef_total

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.734	1.265		.580	.565
	transfor	.203	.022	.817	9.061	.000

a. Dependent Variable: ef_total

Appendix 12: Regression between Dimensions of Transactional Leadership & Extra Effort (1)

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	mp_total, ma_total, cr_total[a]	.	Enter
2	.	mp_total	Backward (criterion: Probability of F-to-remove >= .100).

a. All requested variables entered.

b. Dependent Variable: ee_total

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792[a]	.627	.602	2.02665
2	.785[b]	.617	.600	2.03203

a. Predictors: (Constant), mp_total, ma_total, cr_total

b. Predictors: (Constant), ma_total, cr_total

ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	304.257	3	101.419	24.692	.000[a]
	Residual	180.722	44	4.107		
	Total	484.979	47			
2	Regression	299.167	2	149.584	36.226	.000[b]
	Residual	185.812	45	4.129		
	Total	484.979	47			

a. Predictors: (Constant), mp_total, ma_total, cr_total

b. Predictors: (Constant), ma_total, cr_total

c. Dependent Variable: ee_total

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.752	1.296		.580	.565
	cr_total	.400	.086	.502	4.633	.000
	ma_total	.392	.117	.359	3.354	.002
	mp_total	.159	.143	.109	1.113	.272
2	(Constant)	1.436	1.145		1.254	.216
	cr_total	.421	.085	.527	4.975	.000
	ma_total	.412	.116	.378	3.562	.001

a. Dependent Variable: ee_total

Excluded Variables[b]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
2	mp_total	.109[a]	1.113	.272	.166	.876

a. Predictors in the Model: (Constant), ma_total, cr_total

b. Dependent Variable: ee_total

Regression between Dimensions of Transact. Leadership & Extra Effort (2)

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	ma_total, cr_total[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: ee_total

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728[a]	.530	.510	2.26828

a. Predictors: (Constant), ma_total, cr_total

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	266.877	2	133.438	25.935	.000[a]
	Residual	236.674	46	5.145		
	Total	503.551	48			

a. Predictors: (Constant), ma_total, cr_total

b. Dependent Variable: ee_total

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.232	1.253		1.782	.081
	cr_total	.397	.094	.494	4.220	.000
	ma_total	.376	.129	.342	2.920	.005

a. Dependent Variable: ee_total

Appendix 13: Regression between Dimensions of Transactional Leadership & Effectiveness (1)

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	mp_total, ma_total, cr_total[a]	.	Enter
2	.	mp_total	Backward (criterion: Probability of F-to-remove >= .100).

a. All requested variables entered.

b. Dependent Variable: ef_total

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.801[a]	.642	.617	2.36917
2	.798[b]	.636	.620	2.36046

a. Predictors: (Constant), mp_total, ma_total, cr_total

b. Predictors: (Constant), ma_total, cr_total

ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	432.557	3	144.186	25.688	.000[a]
	Residual	241.358	43	5.613		
	Total	673.915	46			
2	Regression	428.756	2	214.378	38.476	.000[b]
	Residual	245.159	44	5.572		
	Total	673.915	46			

a. Predictors: (Constant), mp_total, ma_total, cr_total

b. Predictors: (Constant), ma_total, cr_total

c. Dependent Variable: ef_total

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.421	1.523		.277	.783
	cr_total	.509	.101	.541	5.041	.000
	ma_total	.441	.137	.343	3.230	.002
	mp_total	.140	.170	.080	.823	.415
2	(Constant)	1.024	1.330		.770	.445
	cr_total	.527	.098	.560	5.364	.000
	ma_total	.458	.135	.356	3.408	.001

a. Dependent Variable: ef_total

Excluded Variables[b]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
2	mp_total	.080[a]	.823	.415	.125	.877

a. Predictors in the Model: (Constant), ma_total, cr_total

b. Dependent Variable: ef_total

Regression between Dimensions of Leadership & Effectiveness (2)

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	ma_total, cr_total[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: ef_total

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803[a]	.644	.628	2.33502

a. Predictors: (Constant), ma_total, cr_total

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	443.896	2	221.948	40.707	.000[a]
	Residual	245.354	45	5.452		
	Total	689.250	47			

a. Predictors: (Constant), ma_total, cr_total

b. Dependent Variable: ef_total

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.975	1.290		.756	.454
	cr_total	.529	.097	.561	5.455	.000
	ma_total	.461	.133	.357	3.476	.001

a. Dependent Variable: ef_total

Appendix 14: Regression between Dimensions of Transformational Leadership & Extra Effort (1)

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	is_total, ia_total, im_total, ib_total, ic_total[a]	.	Enter
2	.	is_total	Backward (criterion: Probability of F-to-remove >= .100).
3	.	ib_total	Backward (criterion: Probability of F-to-remove >= .100).
4	.	ia_total	Backward (criterion: Probability of F-to-remove >= .100).

a. All requested variables entered.

b. Dependent Variable: ee_total

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	is_total, ia_total, im_total, ib_total, ic_total[a]	.	Enter
2		is_total	Backward (criterion: Probability of F-to-remove >= .100).
3		ib_total	Backward (criterion: Probability of F-to-remove >= .100).
4		ia_total	Backward (criterion: Probability of F-to-remove >= .100).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	is_total, ia_total, im_total, ib_total, ic_total[a]	.	Enter
2		. is_total	Backward (criterion: Probability of F-to-remove >= .100).
3		. ib_total	Backward (criterion: Probability of F-to-remove >= .100).
4		. ia_total	Backward (criterion: Probability of F-to-remove >= .100).

1	.811[a]	.657	.612	2.08460
2	.810[b]	.656	.620	2.06234
3	.808[c]	.653	.627	2.04417
4	.797[d]	.635	.618	2.06986

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	is_total, ia_total, im_total, ib_total, ic_total[a]	.	Enter
2		is_total	Backward (criterion: Probability of F-to-remove >= .100).
3		ib_total	Backward (criterion: Probability of F-to-remove >= .100).
4		ia_total	Backward (criterion: Probability of F-to-remove >= .100).

a. Predictors: (Constant), is_total, ia_total, im_total, ib_total, ic_total

b. Predictors: (Constant), ia_total, im_total, ib_total, ic_total

c. Predictors: (Constant), ia_total, im_total, ic_total

d. Predictors: (Constant), im_total, ic_total

ANOVA[e]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	316.755	5	63.351	14.578	.000[a]
	Residual	165.132	38	4.346		
	Total	481.886	43			
2	Regression	316.010	4	79.003	18.575	.000[b]
	Residual	165.876	39	4.253		
	Total	481.886	43			
3	Regression	314.741	3	104.914	25.107	.000[c]
	Residual	167.145	40	4.179		
	Total	481.886	43			
4	Regression	306.229	2	153.115	35.738	.000[d]
	Residual	175.657	41	4.284		
	Total	481.886	43			

a. Predictors: (Constant), is_total, ia_total, im_total, ib_total, ic_total

b. Predictors: (Constant), ia_total, im_total, ib_total, ic_total

c. Predictors: (Constant), ia_total, im_total, ic_total

d. Predictors: (Constant), im_total, ic_total

e. Dependent Variable: ee_total

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.814	1.343		1.350	.185
	ia_total	-.253	.169	-.235	-1.495	.143
	ib_total	.087	.148	.108	.592	.558
	ic_total	.530	.170	.675	3.114	.004
	im_total	.313	.152	.338	2.063	.046
	is_total	-.113	.274	-.072	-.414	.681
2	(Constant)	1.767	1.324		1.334	.190

	ia_total	-.237	.163	-.220	-1.454	.154
	ib_total	.079	.145	.097	.546	.588
	ic_total	.497	.149	.632	3.346	.002
	im_total	.291	.141	.314	2.070	.045
3	(Constant)	1.860	1.302		1.429	.161
	ia_total	-.230	.161	-.214	-1.427	.161
	ic_total	.541	.124	.688	4.367	.000
	im_total	.316	.132	.341	2.395	.021
4	(Constant)	1.681	1.312		1.281	.207
	ic_total	.450	.108	.573	4.182	.000
	im_total	.257	.127	.277	2.026	.049

a. Dependent Variable: ee_total

Excluded Variables[d]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
2	is_total	-.072[a]	-.414	.681	-.067	.301
3	is_total	-.058[b]	-.339	.736	-.054	.307
	ib_total	.097[b]	.546	.588	.087	.278
4	is_total	-.004[c]	-.027	.979	-.004	.322
	ib_total	.077[c]	.425	.673	.067	.279
	ia_total	-.214[c]	-1.427	.161	-.220	.387

a. Predictors in the Model: (Constant), ia_total, im_total, ib_total, ic_total

b. Predictors in the Model: (Constant), ia_total, im_total, ic_total

Excluded Variables[d]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
2	is_total	-.072[a]	-.414	.681	-.067	.301
3	is_total	-.058[b]	-.339	.736	-.054	.307
	ib_total	.097[b]	.546	.588	.087	.278
4	is_total	-.004[c]	-.027	.979	-.004	.322
	ib_total	.077[c]	.425	.673	.067	.279
	ia_total	-.214[c]	-1.427	.161	-.220	.387

a. Predictors in the Model: (Constant), ia_total, im_total, ib_total, ic_total

b. Predictors in the Model: (Constant), ia_total, im_total, ic_total

c. Predictors in the Model: (Constant), im_total, ic_total

d. Dependent Variable: ee_total

Regression between Dimensions of Transformational Leadership & Extra Effort (2)

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	im_total, ic_total[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: ee_total

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.787[a]	.619	.602	2.04820

a. Predictors: (Constant), im_total, ic_total

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	307.136	2	153.568	36.606	.000[a]
	Residual	188.781	45	4.195		
	Total	495.917	47			

a. Predictors: (Constant), im_total, ic_total

b. Dependent Variable: ee_total

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.971	1.262		1.562	.125
	ic_total	.430	.104	.555	4.146	.000
	im_total	.259	.121	.285	2.133	.038

a. Dependent Variable: ee_total

Appendix 15: Regression between Dimensions of Transformational Leadership & Effectiveness (1)

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	is_total, ia_total, im_total, ib_total, ic_total[a]	.	Enter
2	.	is_total	Backward (criterion: Probability of F-to-remove >= .100).
3	.	ia_total	Backward (criterion: Probability of F-to-remove >= .100).
4	.	im_total	Backward (criterion: Probability of F-to-remove >= .100).
5	.	ib_total	Backward (criterion: Probability of F-to-remove >= .100).

a. All requested variables entered.

b. Dependent Variable: ef_total

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823[a]	.677	.633	2.31811
2	.823[b]	.677	.643	2.28743
3	.818[c]	.669	.643	2.28755
4	.806[d]	.649	.632	2.32372
5	. 800[e]	.627	.623	2.21755

a. Predictors: (Constant), is_total, ia_total, im_total, ib_total, ic_total

b. Predictors: (Constant), ia_total, im_total, ib_total, ic_total

c. Predictors: (Constant), ia_total, ib_total, ic_total

d. Predictors: (Constant), ia_total, ic_total

e. Predictors: (Constant), ic_total

ANOVA[e]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	416.851	5	83.370	15.515	.000[a]
	Residual	198.824	37	5.374		
	Total	615.674	42			
2	Regression	416.846	4	104.211	19.917	.000[b]
	Residual	198.828	38	5.232		
	Total	615.674	42			
3	Regression	411.592	3	137.197	26.218	.000[c]
	Residual	204.083	39	5.233		
	Total	615.674	42			
4	Regression	399.688	2	199.844	37.011	.000[d]
	Residual	215.986	40	5.400		
	Total	615.674	42			
5	Regression	376.532	1	221.856	39.081	.000[d]
	Residual	215.986	40	5.400		
	Total	592.518	41			

a. Predictors: (Constant), is_total, ia_total, im_total, ib_total, ic_total

b. Predictors: (Constant), ia_total, im_total, ib_total, ic_total

c. Predictors: (Constant), ia_total, ib_total, ic_total

d. Predictors: (Constant), ia_total, ic_total

e. Predictors: (Constant), ic_total

f. Dependent Variable: ef_total

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.138	1.496		.761	.452
	ia_total	.284	.189	.233	1.504	.141
	ib_total	.179	.165	.194	1.088	.284
	ic_total	.302	.190	.338	1.592	.120
	im_total	.158	.169	.150	.935	.356
	is_total	-.009	.306	-.005	-.030	.976
2	(Constant)	1.135	1.472		.771	.446
	ia_total	.285	.181	.234	1.574	.124
	ib_total	.178	.161	.193	1.109	.274
	ic_total	.299	.165	.335	1.816	.077
	im_total	.157	.156	.149	1.002	.323
3	(Constant)	1.970	1.214		1.623	.113
	ia_total	.335	.175	.275	1.918	.062
	ib_total	.230	.152	.249	1.508	.140
	ic_total	.327	.162	.366	2.012	.051
4	(Constant)	2.702	1.130		2.392	.022
	ia_total	.384	.174	.315	2.203	.073
	ic_total	.482	.127	.541	3.783	.001
5	(Constant)	3.502	1.030		3.392	.007
	ic_total	.482	.127	.541	3.783	.000

a. Dependent Variable: ef_total

Excluded Variables[d]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
2	is_total	-.005[a]	-.030	.976	-.005	.300
3	is_total	.052[b]	.324	.748	.052	.343
	im_total	.149[b]	1.002	.323	.160	.386
4	is_total	.106[c]	.681	.500	.108	.367
	im_total	.201[c]	1.427	.161	.223	.430
	ib_total	.249[c]	1.508	.140	.235	.312
5	is_total	.106[c]	.681	.500	.108	.367
	im_total	.201[c]	1.427	.161	.223	.430
	ib_total	.249[c]	1.508	.140	.235	.312
	ia_total	.260[c]	1.578	.136	.238	.327

a. Predictors in the Model: (Constant), ia_total, im_total, ib_total, ic_total

b. Predictors in the Model: (Constant), ia_total, ib_total, ic_total

c. Predictors in the Model: (Constant), ia_total, ic_total

d. Predictors in the Model: (Constant), ic_total

e. Dependent Variable: ef_total

Regression between Dimensions of Transformational Leadership & Effectiveness (2)

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	ic_total[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: ef_total

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823[a]	.677	.663	2.23234

a. Predictors: (Constant), ic_total

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	460.010	2	230.005	46.155	.000[a]
	Residual	219.267	44	4.983		
	Total	679.277	46			

a. Predictors: (Constant), ic_total, ia

b. Dependent Variable: ef_total

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.539	1.036		2.450	.018
	ic_total	.487	.120	.545	4.048	.000

a. Dependent Variable: ef_total