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**A CASE-STUDY OF EMPLOYEES' PERCEPTIONS
ABOUT ORGANIZATION, LEADERSHIP &
TEAMWORK**

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CHAPTER 1

INTRODUCTION

Man has enormous potentials. What individuals cannot accomplish alone is possible through organization. Human resource is the critical factor to achieve competitive advantage. Strategic Human Resource Management (SHRM) focuses on proactive management of people. Aligning physical and mental orientation of employees towards common goals is best accomplished by creating conducive environment. Teamwork is an attribute which provides impetus and added traction to group of employees in its march towards excellence. Leadership improves individual and team focus and adds energy and passion to pursuits. Virtually all stakeholders agree to need of team work implying unanimity and complete agreement on intention. But good teamwork is not common, implying problems in action and not intention. There is no dearth of literature or knowhow on teamwork and some lip service to teamwork is common in most enterprises. While a large number of factors is measured and tracked but there is no measure of teamwork in CEOs dashboard of Key performance Indicators (KPIs).

Leadership and teamwork have been recognized as Critical Success Factors (CSFs) for any organization. These two are intertwined and one cannot succeed without the other. Leadership has always been a topic of interest amongst the academicians, philosophers, businesses and the general population. Teamwork, on the other hand has come under discussion only in the last century. However, with each passing generation the phenomenon of leadership-followership has become more and more pronounced. The factors that affect the leaders also trickle down to the team members and eventually the organization of which, both are a constituent.

Organizational performance is directly associated with the quality of leadership and effectiveness of the teamwork. While there are a number of tangibles to measure the success or failure of an organization, it becomes a tricky affair to gauge the value of leadership or teamwork. Involvement of intangible and vague tools makes it important to pay attention to how employees feel about their

leadership the organizational effectiveness.

In today's competitive world, an organization that is not flexible tends to become rigid and dies its own death. External environment coupled with internal culture, decides the future of the organization. The central belief of any organization rests on the notion that the human potential has to be exploited so that the organizational goals are achieved. The pivotal point of this idea is that an organization cannot accomplish unless its workforce exercises its strengths and overcomes its weaknesses, for such an organization would be a learning organization. In the book by, Senge, P. M., Cambron-McCabe, N., Lucas, T., Smith, B., & Dutton, J. (2012), describe the nature of a learning organization as one which is fundamental to the essence of the human nature. Senge also suggests that central to the human nature is to learn, which he refers to as the higher human essence. Learning does not only mean to understand what is happening around but to be able to comprehend, adapt and sustain. This very nature of learning has to be embedded into the organizational culture. With learning comes the very concept of change. Unfortunately most organizations are averse to change. The very question is why should the organizations care about learning and embrace that change? In most economies and markets there is no definite recipe for success and therefore the companies have to continuously look out for ways to succeed.

While the human resource has been acknowledged to be a strategic asset to achieve organizational competitiveness, dealing with the humans is a complex task. People are emotional creatures. Their decision-making and performance are often guided by perceptions. Traditionally, teamwork is realized as a good and desirable attribute but, what is hampering the teamwork, is rarely addressed formally in an organization. This research will attempt to find out the factors affecting leadership and teamwork dynamics and how these factors influence peoples' outlook towards the organization. An enabling environment can only take place when the impediments to teamwork are overcome and the leadership shows resolve and commitment in doing so.

External environment coupled with the internal organizational factors affect how the employees behave. The leadership must know how to adapt to the changing

environments. As managers and leaders, they are required to interact with followers and other team members, without whose support the goals cannot be accomplished. To get this support, the leadership must understand their workforce and motivate them enough to overcome their inhibitions. Humans have needs and they are governed by their values and beliefs. For an organization to succeed, the management must address peoples' needs. One of the major responsibilities of the leaders is to enhance peoples' skills knowledge and abilities, so that the employees remain focused and produce desired results. A recent study Tay, L., & Diener, E. (2011). Needs and subjective well-being around the world. *Journal of personality and social psychology*, 101(2), 354. Discovered that as hypothesized by Maslow, people tend to achieve basic and safety needs before they are ready to move up the hierarchy to other needs. However, in the context of organizational environment, the basic human needs are usually met. It is the other needs up the hierarchy that need to be focused upon. A person's perceptions are influenced by a number of stimuli. Some are personalized like fear, insecurities, accomplishments and health while others are external such as job security, personal growth, career opportunities and expectations from the peers.

In the context of organizational setup, we must first understand that like people, organization also behave in a certain manner. Each organization is unique in its own way, for it carries a particular set of principles and displays a certain set of values and beliefs. This in turn reflects what sort of culture it has. Simplistically speaking, a company is like a person with its own set of habits and personality. For example, an organization like a multinational corporation is quite different in its objectives from a charitable hospital, or a bank from a college. But one thing that is common in all these entities, or for that matter any type of organization, is the presence of a leadership / followership working together to achieve a common goal. Therefore, it is important for us to understand how the organization functions and behaves before we look at the dynamics of leadership-followership relationship. We shall first focus our study on explaining organizational culture, and then move on to describe the relationship of leadership with the employees.

1.1 Statement of the Problem

Many organizations are functioning in routine manner but the energy or spark has been lost while others are constantly exploring new methods to improve. The excitement of challenges and uncertainty has been replaced by bureaucratic entangle and passing the buck. Initiatives are non-starter due to vested interests and status quos is 'order of the day'. The zeal while creating the organization has gone missing and the huge loss is unnoticed. For organizations to become live again, from robotic movements, there is a need to infuse energy of team spirit. Leaders and professionals hold an array of divergent views about external challenges but ignore the problem within; importance of involved and aligned manpower.

1.1.1 Hypothesis. There is a significant relationship between organizational performance, leadership and teamwork.

1.2 Purpose of the Study

This research shall examine the "teamwork" concept to gain improved understanding of cause and effect. The leadership role will also be reviewed, as leader is responsible to create the right environment. Based on the study, a framework shall be developed to examine employee's perceptions about key areas effecting leadership and teamwork. While examining the selected areas in reasonable depth, the framework shall briefly touch upon other human resource (HR) areas, which could impact teamwork including recruitment and selection, training and development, reward and compensation etc.

Since the human resource in such a skill intensive organization is crucial to the success of the company, it is paramount for the management to have a pulse of its people. Understandably members of the organization carry opinions from within an outside, which affect their performance. One of the primary aims of the research work is to see how people view their leadership and how these views affect their performance

as well as that of an organization. This brings us to one of the most challenging and ever interesting topics of leadership. How leadership affects its followership, determines the fate of an organization. During our research, it will be our endeavor to determine how people work within teams and how these teams get affected by the quality of leadership. Also, quite often the perceptions held by the employees about the leadership directly impact the organizational performance. This research has been divided into primary and secondary objectives. While both these levels will help us determine our final objective of gauging employee perceptions, the division has been done so as to move along in a more structured and sequential manner.

Organizational culture essentially depends upon its people. Humans are susceptible to perceptions. It is important to understand that when dealing with humans, perceptions play an important role in determining the organizational culture. How people view their leadership affects how they function as teams. Therefore there is connection between employees' perception of their organization and that of the leadership and teamwork. Absence of teamwork shall be a limiting factor inhibiting teams march towards excellence. The objective of this study is to see if the employees' view of their organization is affected by the perceptions that they hold about their leadership and teamwork. The study would also endeavor to find out what is holding the team from continually improving and striving to be the best (from where it stands) as the best can also improve. The diagnostics can help focus on finding out few vital factors affecting development of teamwork in a given setting, and provide an opportunity for the leadership to improve upon.

The organization's foundation depends upon leadership's philosophy, vision and goals. As a result, the culture of an organization comes into being. It is this very culture of an organization that describes the nature of the leadership, the team dynamics and the interplay of these two. The perceptions carried by the employees' affect the quality of work, which also influences the level of their motivation. As a result of this organizational performance, individual satisfaction and effective leadership takes place. These factors combine together to offer a framework from which the organization operates. Although there are number of models or frameworks that the organization works from, essentially there are four types of

frameworks namely autocratic, custodial, supportive and collegial Clark, D. (2013). *Leadership and Organizational Behavior*. All these models indicate a varying degree of authority from the highest or central authority down to the democratic style of framework. The last one being collegial means that the organization framework is based upon the model of partnership. Although all these models are distinct, it is not possible for any organization to operate exclusively in one model without going back and forth to the other. However there would predominantly be one model essentially guiding the culture of an organization. In today's world of globalization diversified workforce, increased governmental regulations and depleting natural resources dictate that we pay special attention to how the employees feel about their organization in general and leadership in particular.

1.3 Delimitations

While this study will strictly focus on the internal environment of the organization, some extenuating factors may affect the inputs given by the research participants. Therefore in order to be more robust in our research, we may have to ignore external stimuli that could offer a biased result. Moreover the interaction of the employees with the leadership could also affect the feedback. Therefore this study focuses on leadership and teamwork, and might ignore some external factors which affect development of enabling environment. Future study may improve upon the framework as usage can bring out additional points. Keeping in view the scope of the study, the top leadership has been excluded from the list of potential respondents. The reason for this exclusion is simply the assumption that the presence of top leadership may influence the opinions of employees which can lead to a biased feedback.

Since this target company is geographically displaced from where the thesis work is being carried out, this researcher was severely handicapped in getting access to the respondents. However, the survey questionnaire was administered physically by this researcher, as he had the opportunity to visit Pakistan once during the course of this study. Since this was a single shot at getting the data, complete representation of the entire available workforce was not possible. Instead a 'satisficing approach'

was adopted, in that the best available conditions were selected and looking to have ideal ones... Due to the paucity of opportunities to collect data, the top leadership could not be interviewed. Therefore the data collected would be based on the available employees' input only. The length of the questionnaire was kept short, simple and basic so as to extract unfiltered thoughts.

1.4 Definition of Terms

- A. **Culture** is defined¹ as; “The arts and other manifestations of human intellectual achievement regarded collectively”.
- B. “**Leadership** is a process² whereby an individual influences a group of individuals to achieve a common goal
- C. **Organizational culture** is “The values³ and behaviors that contribute to the unique, social and psychological environment of an organization.
- D. **Norms** are defined⁴ as informal guidelines about what is thought to be correct or incorrect (normal verses abnormal).

¹ Oxford Dictionary

² Gandhi Zigarmi, D., Blanchard, K., O'Connor, M., & Edeburn, C. (2005)

³ www.businessdictionary.com

⁴ Schein, E. H. (2010). *Organizational culture and leadership*

CHAPTER 2

REVIEW OF THE LITERATURE

2.1 Organizational Culture

In order to understand organizational culture we must first understand what culture is. There are a number of definitions about the culture, all trying to describe in their own way. Oxford dictionary defines culture as; “*The arts and other manifestations of human intellectual achievement regarded collectively*”. In a broader perspective, the culture is defined as ‘peoples’ **way of life**’. There are various components of a culture such as attitudes, beliefs, customs and traditions etc.

2.2 Components of a Culture

If we take systemic view of a culture, we can essentially categorize culture into; communication component, cognitive component, behavioral component and material component Schein, E. H. (2010). *Organizational culture and leadership* (Vol. 2). John Wiley & Sons. These entire components combine together to form a society which is a reflection of its people. While some of the subsets of these components are universal in nature such as basic human values and emotions, other differ from each other in terms of languages, traditions, rituals and the physical side of the culture. Let’s look at these components one-by-one:

2.2.1 Communication. It basically involves languages and symbols. It is natural for people to have affinity with the other people speaking the same language. In today’s world of globalization, the importance of one’s language is being understood and respected across the societies. On the other hand, the same affinity can also lead to negative feelings by the people not speaking the same language. Each language has a peculiar way of showing emotions, and reflects cultural meanings. The other aspect of communication is symbols. What doesn’t cover in verbal communication comes under symbolic communication. That means that from physical gestures, to one’s way of dressing, all comes

under symbols. At times, symbols become a stronger medium of carrying the message than the language itself. What constitutes as a funny sign in one's society may be construed as a gesture of rudeness or even vulgarity in another culture. Therefore communication is the very foundation of how cultures progress and adapt to the surroundings.

2.2.2 Cognitive. This component of the culture generally entails one's ideas, beliefs, knowledge and values. How the society thinks collectively reflects in the form of ideas that stimulate the societies. These ideas are also the elementary unit of the knowledge which in-turn is the foundation of the society's progress. While beliefs maybe handed down from generation to generation and can vary from one culture to another, values are usually constant throughout the society. These values provide the basic framework for living in a society.

2.2.3 Behavioral. Behavior is defined as the physical manifestation of attitudes. A typical human behavior consists of various types of norms and expectation, which guide the society's conduct. There are rules and standards that define the boundaries of a culture. There are various types of norms such as customs, traditions and folk-ways. One more important norm is the law of the land, be it a modern society or a tribal one, the laws govern the overall balance of the society.

2.2.4 Material. This component of the culture contains the physical side of the culture like; infrastructure, machines, wealth and the local landscape. Cultures emanating from country-side are quite different from those which come from the cosmopolitans. The contours of a capitalistic culture lie in consumption and wealth accumulation, whereas the dynamics of socialist societies indicate pluralistic behaviors and reduced focus on materials.

There are equally abundant studies that have tried to explain organizational culture. In the following paragraphs, we shall try to limit our discussion within the scope of the topic. Before we dwell onto the various aspects of organizational culture,

we must focus our attention towards the definition of the organizational culture. The first recorded formal use of the concept of organizational culture in the extensive studies conducted by English sociologists Barry. A. Turner, which appeared in 1971. Also its roots can be traced back to the earlier works of public administration institutionalisms such as Barnard, Selznick, Kaufman and Thompson Newbold, S. P. (2008). Teaching organization theory from a constitutional perspective: A new twist on an old flame. *Journal of Public Affairs Education*, 335-351. Its roots may also lie in the famous Hawthorne studies conducted at the Western Electric company in 1930's (Tharp, B. M. (2009). Defining "Culture" and "Organizational Culture": From Anthropology to the Office. *Interpretation a Journal of Bible and Theology*, Harworth.

2.3 What is organizational culture?

After having discussed a brief overview of a culture and what it constitutes, we now move onto define organizational culture and what its components are. Organizational culture has many definitions. Every definition reflects its proponent's educational background, work, experience and professional knowledge. It is also difficult for the academicians to agree on one universal definition. However one of the most widely used definitions of organizational culture is "The values and behaviors that contribute to the unique, social and psychological environment of an organization (www.businessdictionary.com). Simplistically speaking, it means "the way we do things around here" (www.uri.edu). Like culture of a society, the organizational culture also comprises certain elements. While each organization has a unique culture, there are certain elements which are common to all the organizations alike. The foundation of a culture is based upon these elements. How the organization behaves, what type of leadership it has and the actions of the workforce are guided by the boundaries set by these very elements. These include; a historical background of the company, communication (top-down, bottom-up/horizontal), award and reward system, norms, behavior and practices and quality/style of leadership. Let's suppose that we work in an organization which has a history of risky business, displays employee ownership and values honesty and professionalism. Based on this small scenario, it can be inferred that the culture of this organization is one of risk-taker, where employees are felt important and the company has the ability to adapt. In order to proceed further, we will discuss

these components one by one.

2.4 Historical Background

The formative years of a company have a lasting effect on its culture. The leadership of a company from the early days leaves behind stories and legacies that are passed on from one generation to the other. Based on these stories, the employees predict the future course of action for the organization and guide their own actions. The underlined message of these legacies helps understand what is encouraged or what is valued at the organization. For example, the enduring effect of Steve Jobs' legacy can be found in the actions taken by the management and the behavior of the people within the organization "Your time is limited, so don't waste it living someone else's life. Don't be trapped by dogma-which is living with the results of other peoples' thinking. Don't let the noise of other's opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition" Jobs, S. (2011). *I, Steve: Steve Jobs in his own words*. Agate Publishing. This very history of Apple guides the e philosophy of the company and can be seen in the products it makes.

2.5 Constituents of Organizational Culture

Following are the constituents:

2.5.1 Communication. One of the most important elements of organizational culture is communication. How does the management talk to the employees, how do the employees communicate with the leadership and how do the organizational members talk with each other, affect the very culture of the company. For example, if the top-down communication is rigid, it leaves less space for the employees to ask for the clarifications and limit feedback. This leads to more hierarchical chain of command, leading to less employee involvement. It also inhibits one's initiative and creativity. On the other hand, if the bottom-up communication is too casual, it may lead to blurring of boundaries, obscuring responsibility area, giving rise to irregularities and overstepping one's official authority. So far we have talked about the formal part of

the communication. The other part which is informal entails symbols and physical gestures. For example, leaving extra parking space for the employees is a visual sign to tell the employees that they are important for the organization.

2.5.2 Award and reward system. Employee motivation is directly affected by how they are evaluated and recognized. A fair and just appraisal system reflects that the merit and performance is valued at the organization. A special award or a bonus makes the employee feel valued at the organization. Peer assessment, consultative performance-appraisal and performance-based compensation signify how an organization values its employees. For example today's financial scandals have roots in management incentives of the high flying 1980's. The financial scandals at Enron, Tyco, WorldCom, and other companies paid huge incentives at the cost of shareholders and employees (www.knowledge.wharton.upenn.edu/).

2.5.3 Norms and practices. Norms are defined as informal guidelines about what is thought to be correct or incorrect (normal verses abnormal). These norms form the bases of collective thinking of a community or a group of people and play a crucial role in guiding everyday activities. Although there are various types of norms, only four types are discussed more commonly “folklore, mores, taboos and laws). Folklores are practices or customs and traditions, which are socially approved and may not be officially significant. For example, the way the juniors sit in front of seniors maybe acceptable in American society, but maybe construed as rude in Asian culture. Mores are essentially about morality. Violating them will offend people but may not be taken as a legal violation. For example, not going for Friday prayers during the official break is not illegal, but may not be endorsed by other employees. Taboos are those customs which are either forbidden or forsaken by the society, like offering pork to Muslims. Laws are formal or documented norms enforced by the management, and all the employees have to abide by them, like abstain from drinking while driving. In the context of organizational environment, these norms can be taken as informal chats and casual interactions. For example, do the employees talk frankly about their failures, or does the management feel that

frank communication will lead to an undesired lax culture. Some of these norms are taken from parents, teachers etc. while others are learned within the organization and the surroundings. Some norms in the organization are healthy and some are even damaging. Because the norms are usually associated and exhibited within a group, undesirable norms may not be noticeable, until seen from the context of another culture.

2.5.4 Leadership. The impact of leadership on organizational culture cannot be over-emphasized. Leaders impact the way people think and act. Employees tend to follow leaders as they are considered role models and are looked up to. The leadership of an organization also sets the agenda. One can have a fair idea of the organizational culture by looking at its leadership. There is a common belief that strong leadership creates a strong culture in the organization. It is also a common belief that the organizations performance depends upon the quality of leadership. “Management is doing things right; leadership is doing the right thing”. Drucker, P. F. (2008). *Managing oneself*. Harvard Business Press.

The nature of business decides the type of culture, and correspondingly the leadership. In a military organization, hierarchy is important and therefore the leadership style is authoritarian. In such an organization, the channels of communications are more formal, top-down and smaller margin for individual’s personal expression. As opposed to this, a research organization will have a flatten hierarchy with a loosely structured leadership model, encouraging openness, innovation and creativity.

Organizational culture is rather abstract in nature. It is difficult to quantify or measure the components of a culture. Different experts have come up with different approaches to define organizational cultures but most have agreed that this is a set of values and beliefs held within the organization. All the elements of an organizational culture interact with each other to give a value to the organization. So in essence, we can say that the organizational culture is its personality. A purely commercial organizational culture will be totally different from that of a not-for-profit organization.

The concept of culture becomes more important when attempting to bring a change within the organization, interact with external environment, or even going across the globe. The employees of an organization will have varying perceptions of the culture. This is particularly true when a comparison is drawn between the top level management and the organizational workforce. . It is important to study organizational culture not only for its narrative but also for predicting a future course of action. An organization's performance, whether commercial or for charity, depends upon how the cultural elements are managed in it. The interest in organizational culture becomes more important when the organization is under-going a change, whether technological, geographical or strategic. If an organization has an unhealthy culture, it will not be able to cope with the competition in the open world and will eventually fade away. Organizational culture has three main functions. Firstly, it helps in predicting a pattern of behavior, secondly it reflects as to where the priorities lie and finally convey expectations. It connects employee's performance with the leader's expectations in the overall ambit of organizational philosophy.

2.6 Understanding Leadership

Leadership plays crucial role in setting the tone and determining the destiny of organization. A Leader is typically seen as a man with vibrant personality, charisma, stamina, energy, head, heart, and soul and what not. What qualities distinguish leader from common mortals is a subject of interest but literature on subject is often biased as the success of leader comes first and research on causes of success follows and attributes and tails get attached to it. An example is a story attributed to Gandhi on about successfully advising a child to change his behavior is attributed to other great leaders before Gandhi Zigarmi, D., Blanchard, K., O'Connor, M., & Edeburn, C. (2005). The leader within. Brutal dictators try to project soft image. Victors exert influence to paint a favorable picture to help their image in form of biographies or other means. For similar acts and dispositions the winner may be painted as man with strong self-belief, persistence and perseverance while the loser may be termed as stubborn, obstinate and adamant. Jack Welch is highly acclaimed while Rick Wagoner, chairman and CEO, General Motors was shown the door because of results and not the leadership qualities. The later got title

of the worst CEO's of the year with charges like corporate insensitivity, avarice and callousness and without regards to their past achievements. An objective comparison of the two may be a good research on outcome bias or hindsight bias. Nevertheless hero worshipping and study of leadership shall continue to attract attention and only the successful shall be acclaimed.

Leadership has been a topic of interest since the beginning of times. The role of leaders in religion, society and businesses has been discussed from different angles. But of all the theories that have been put forward, most seem to converge on one thing; all leaders have an undying influence over the people resulting in an unwavering support of the followers. Different theories have been proposed to answer the proverbial question as to what it is that makes leader a leader. Is it that the leaders are born or they are made? One more generally accepted belief about the concept of leadership is that it is rather a process by which people an individual influences other people in order to achieve an objective or a shared goal Sharma, M. K., & Jain, M. S. (2013). *Leadership Management: Principles, Models and Theories*. It is this very influence that inspires the followers to work as a team or a group, realize their capabilities and overcome their weaknesses and limitations. Some believe that the leadership is a process by which people are driven through to achieve a desired result.

One of the most intriguing questions is what inspires these people. Is it the charismatic personality of the leader, expertise in the field, the valiant spirit, power, situations, or is it just as simple as 'at the right place at the right time' adage, that explains the becoming of a leader. Whatever the explanation, it is but clear that there is a certain level of trust in the leader that motivates the people in to getting a common goal.

2.7 Leadership Defined

Perhaps the most extensively studied and discussed area of management is leadership. There as many definitions of leadership as there are people interested in this topic. If we go through the literature about leadership, one notion stands out to

be the most recurring feature in almost all the definitions. That is, the influence of a leader on the people. Like in the one of the most widely quoted definition of leadership is that the “Leadership is a process whereby an individual influences a group of individuals to achieve a common goal (Afzal, B., Ur Rehman, S. S. F., & Mehboob, S. A. A. (2010).

2.8 Influence of Leadership

Historically, muscles, horse riding skills, sword and marksmanship skills and public speaking skills were essential leadership traits but as more and more people start mastering these skills a leader had to have more than these to distinguish themselves to command followership and allegiance. Conventional leadership toolkit consists three categories namely: 1) What they are [Be] (such as beliefs and character), 2) what they [know] (such as job, tasks, and human nature) and 3) what they [Do] (such as implementing, motivating, and providing direction), (Hesselbein, F., & Shinseki, E. K. (2004). *Be, know, do: Leadership the Army way*. Jossey-Bass.). (See Appendix ‘A,B’). In this US army model, the word ‘be’ refers to the person himself. The leader should be a true professional who puts service before self he displays highest level of integrity, competence courage and other traits of a strong character. The KNOW part means that the leader should be aware of tasks at hand the job to be done and the competency of his people. He must also be aware of people’s needs, emotions, and the operating environment. As far as the part DO is concern the leader must clearly set a goal carry out planning take decisions and solve problems. Besides doing the four basic functions of management; planning, organizing, leading and controlling, he must motivate his team and provide an enabling environment.

Many styles of leadership are practiced and work and are listed in literature including: Autocratic Leadership, Bureaucratic Leadership, Charismatic Leadership, Democratic Leadership or Participative Leadership, Laissez-Faire Leadership, People-Oriented Leadership or Relations-Oriented Leadership, Servant Leadership, Task-Oriented Leadership, Transactional Leadership and Transformational Leadership. The list is not exhaustive and some other types are also listed which

includes Strategic Leadership, Team Leadership, Facilitative Leadership. Leadership Influence Styles include Cross-Cultural Leadership, Coaching, Level 5 Leadership and Servant Leadership etc. Situational leadership is about choosing the appropriate leadership style to match situation and subordinates skill and commitment level. “It makes no difference whether your organization is a corporation, a nonprofit, a school, or an athletic team”: Heroic Leadership is crucial (Cohen, W. A. (2010). *Heroic leadership: leading with integrity and honor*. John Wiley & Sons.). Attributes such as initiative, trust, openness, helpfulness, flexibility and support are desirable leadership traits.

2.9 Styles of Leadership

Leadership style is determined by the authority gradient and decision-making level. Higher the decision-making, steeper the authority gradient, and more centralized the power. While each style has its own pros and cons, no organization can follow only one type of leadership. More often than not, there is a back and forth movement of leadership styles depending upon the situation, nature of the business and type of an organization. There are numerous models that propose different leadership styles. But the most common factor among the models is the decision totem pole. Going back into the history the earliest account of study on leadership styles has been found by Kurt Lewin in 1939 who spearheaded a set of researchers who found out various styles of leadership Schneider, B., Ehrhart, M. G., Mayer, D. M., Saltz, J. L., & Niles-Jolly, K. (2005).

2.9.1 Autocratic style. At the top of the authority gradient lays autocratic or authoritarian style of leadership. This style is typified by highly directive behavior, very close oversight and very little reliance on others. While this style of leadership may seem highly inappropriate to a lot of people, it may be the best strategy when there is a little margin for thinking or in a highly time compressed environment. For example, in case of war or when there is a patient on a deathbed. This may also be the case where the management has complete information, skill and control with little room for sharing these factors with the employees. This type of leadership style can be

found in those businesses which are run by a family, very hierarchical and very well defined boundaries of communication. The benefit of this style is that it produces swift decision making, closer supervision and fewer employee errors. The disadvantage of this style is that it generates demotivation and resentment amongst employees, and increased absenteeism/turnover. This style is best suited when the job involves lower skill levels, monotony in routine and a low margin for error.

2.9.2 Democratic / Participative style. This style of leadership lies in the center of the authority/decision making gradient. This type of leadership seeks to involve people in the process by including their inputs. Flexible organizations with enhanced emphasis on teamwork tend to follow participative style of leadership. Involvement of the employees improves the comprehension of the problem, and reaches the decisions owned by all those involved in the process. One of the assumptions is that the people prefer collaboration over competition. Collective decision making increases the ownership towards the decision. One of the underlying suppositions is that collective wisdom is better than single person taking on the problem. (A Leadership Perspective of the Ripple Effect, Ronald H. Bordelon, James A. Gordon, Joyce A. Parks, Glenda A. Riley)

2.9.3 Lessiz-Faire (Free reign). On the other end of the totem pole lies a style of leadership with the lowest level of authority. In this domain the employees have complete freedom of decision making and control over their activities. This type of leadership style can be found at research organizations, fashion houses or other such entities where innovativeness and creativity are the driving force.

2.10 Nature or Nurture

‘Leadership is nature or nurture’ is often discussed and while leaders are born (nature) they are also developed (nurtured) as per pre transformational leadership theory. The Trait Theory explains that some personality traits may propel people

gradually into leadership roles. The Great Events Theory explains that challenging situation or important event may cause an ordinary person to rise to the occasion and respond in such a way that brings out extraordinary leadership qualities and instantaneously propel him to leadership position. Transformational or Process Leadership theory applies where people choose to become leaders by learning leadership skills. Supportive leadership is essential requirement for teamwork to exist and flourish. In organizational settings, leadership entails aligning and striking balance between organizational interests, followers' interests and leaders own interests and have to be based on solid principles and fairness (Bass, B. M., & Riggio, R. E. (2012). Transformational leadership. Psychology Press.)

2.11 Leader versus Manager

While we need managers to maintain order, we need leaders to create future. Dera Zegarmi others in 'The Leader Within' has done synthesis of literature on the difference between manager and leader, and summarized the difference into three major categories namely: self-orientation, followers'-orientation and organization's-orientation (See Appendix 'C'). While the manager is too involved in "doing the things right", leader focuses on "doing the right things". The manager is focusing on improving bottom line while leader has eyes on horizon. Managers would want us to be compliant and rob us of the excitement in facing challenges and innovating and experimenting. We surely need managers to run the show but we need leaders to lead the way to carve out future. When a person is a manager and also leader, then whenever he is trying to influence the behavior of someone, he is putting on the leadership hat. Leadership has been defined as "the act of arousing, engaging, and satisfying the motives of followers—in an environment of conflict, competition, or change—that results in the follower taking a course of action toward a mutually shared vision"(Drea Zigrami et al, 2005). Leadership is not about manipulating or exploiting followers. It cannot be faked. It is not about oration and making a historic speech. Such gimmicks can be short-lived and cannot provide durable and enduring relationship. Even rewards-sharing is a single dimensional incentive which cannot be enduring. As W C H Prentice opined in his article articulates about longevity of such approach. (Prentice, W. C. H. (2004). Understanding leadership. *Harvard business*

review, 82(1), 102-109.

2.12 Perception about Leader

“Human beings are not machines with a single set of push buttons. When their complex responses to love, prestige, independence, achievement and group membership are not recognized on the job, they perform at best as robots who bring far less than their maximum efficiency to the task, and at worst as rebellious slaves who consciously or unconsciously sabotage the activities they are supposed to be furthering...”. Conventional managers lack skill or capacity to remove the deep-rooted mistrust between management and employees. Perceptions and suspicions are two-way and a serious baggage to carry. While explaining pitfalls of perception W C H Prentice argues that “for followers to recognize their leader as he really is may be as difficult for him to understand them completely” (WCH Prentice Harvard Business Review, 2004).

2.13 Leadership Capabilities and its Application on Teamwork

A good leader is aware of the background of mutual suspicion between management and workers and recognizes need of regaining trust and is aware of ways of doing so. Leader is a promoter of the group’s aims and advocate of the values of the organization and is always exploring for ways of carving out better techniques for reaching organizational goals efficiently while encouraging and supporting others in similar pursuit. Slick use of social or psychological tricks can indeed persuade others to do your bidding, but they are unfit for continuing relationship. Leader has a task at hand.

2.14 Competencies Matrices

Many organizations are drawing up competency matrices for the challenging position of leader. The Center for Creative Leadership (CCL) focuses on leadership education and research on competencies essential for leaders and recommends 20 competencies for leaders (McCauley, C. D., & Van Velsor, E. (Eds.). (2004). *The*

center for creative leadership handbook of leadership development (Vol. 29). John Wiley & Sons. (Appendix “B”). Leadership competencies are important to exploit organizations HR potentials. CCL leadership competency model is believed to be closely matching to the competencies uncovered by the Hay Group study of leadership values in Indian leaders (Arrowsmith, T. (2005). Distributed leadership: three questions, two answers A review of the Hay Group Education research, July 2004. *Management in Education*, 19(2), 30-33.).

While organizations are undertaking gap analysis to develop and groom present and future leaders, skeptics are critical of the approach of breaking up of leadership into unmanageable list of leadership competencies. The main objections of skeptics are that in trying to summarize leadership into distinct competencies the classic art of leadership loses its anchor as discussed below.

2.14.1 Competencies matrices criticized. While one can have a list of endless attributes for leader but leadership shall remain an art and shall not become a science. The auditor like approach is rightly criticized for being overly reductionist: An accountant’s style balance sheet approach is being applied to leadership which is (not mathematics/science, but) human behavior issue. It has been extensively criticized for weaknesses in its ability to take into account occupations which are characterized by a “high degree of uncertainty, unpredictability and discretion, and it’s arguable tendency – contrary to the aims of the model on which it is based to atomize work roles rather than represent them holistically” (Bolden, R., & Gosling, J. (2004). Leadership and management competencies: lessons from the national occupational standards. *www. leadership-studies. com, Intermittent, 1*. Lester 1994). The main argument of the skeptics to this approach is that in trying to split the leadership role into constituent elements, it is losing the big picture of the integrated whole. It is articulated that standards tend to fragment the leaders role into its elements rather than representing it as a unique whole with overlapping effects of components not as tangible as being presented. While this simplification is indeed the main beauty of the competency approach, the representation is not close to representing leader’s real time

situation.

2.14.2 Size of organization. Another objection pertains to the failure to distinguish between size of organization or position in the organization, or the variation in situations etc. “Standards are criticized for being overly universalistic”. A quote from the Management Standards Centre “whatever the size of your organization, you will find the standards have been written to meet your needs” (MSC website, 2004), All issues individually seem OK but the manner in which standards may actually reinforce rather than challenge traditional ways of thinking about management or leadership, is a cause of concern. The approach seems to be unpractical and is correlated as (Bolden, R., & Gosling, J. (2004). Leadership and management competencies: lessons from the national occupational standards. *www. leadership-studies. com, Internetten, 1.*) Little discretion or flexibility is available to adopt and adjust according to subtle differences in situations, individuals, impact of new technologies and globalization etc. The standards excessive focus on observable behaviors and indicators “to the exclusion of less overt aspects such as values, beliefs and relationships” could be counterproductive and become a cause of discord, cited *ibid* (Bolden, R., & Gosling, J. (2004). Leadership and management competencies: lessons from the national occupational standards. *www. leadership-studies. com, Internetten, 1.* Bell et al., 2002). The warmth of relationships and spirit de corps, the common cause seems to be put on back burner.

2.14.3 Future of competency matrices. The approach may one day combine emotional intelligence with artificial intelligence or other leadership models to improve current work to doable dimensions. A compassionate and relationship based approach is considered more appropriate to unify team members from danger of falling into a bureaucratic tangle presently. The aim of this study is not to accept or reject the competency models but to search for a model that brings out the best in a team. Ideas of teamwork, synergy and continuous improvements cannot flourish under environment of suspicion and mistrust. Leadership must play a role to improve organizational climate and

trust and communication is important in this regards. The authority vested with leader is most potent when it is not used and there is no obvious threat or intent of using the authority. The workforce and management have to be on the same page to make a winning time. “A leader knows thyself”. As leader, we need to appreciate that our values, beliefs, and personality are driving our success -- or our failure and we need to lead in ways that reflect our own values and personality and we do not have to put an act. We act relaxed and natural when and connect comfortably in group settings as well as one-to-one contexts. We discover and liberate personal qualities and energies we never knew we had. We can generate team’s spirit and build stronger, more effective, more joyful organizations by liberating the leader inside us and not emulating someone or his set of rules. Only after knowing our inner self we can learn to truly know others and to be leader one has to know followers.

2.15 Leader’s Awareness of Followers

“Leaders must know their followers well enough to coalesce the followers motives toward a common outcome. This cannot be done for any length of time, unless the follower is offered an opportunity to engage in value based activities. In other words the values and believes of those you wish to influence must be understood, verbalized, and coupled with organizations social purpose”() What few crucial competencies or approach should leader have remains an important question needing answer.

2.16 Attributes of Leader

Heroic Leadership, Leading with integrity and honor (Cohen, W. A. (2010). *Heroic leadership: leading with integrity and honor*. John Wiley & Sons. William A Cohen, 2010) presents eight principles of leadership, 1) Maintain absolute integrity, 2) Know your stuff, 3) Declare your expectations, 4) Show uncommon commitment, 5) Expect positive results, 6) Take care of your people, 7) Put duty before self and 8) Get out in front. The author with tilt towards military leadership does present a set of

traits equally applicable to corporate sector. In the “The Leadership Challenge”, 4th Edition, (James M. Kouzes, 2010) (Kouzes, J. M., Posner, B. Z., & Biech, E. (2010). The Leadership Challenge: Activities Book (Vol. 163). John Wiley & Sons.) has articulated the historically proven and still valid five practices of exemplary leadership namely 1). Model the way; dealing with leading by example, 2) Inspire a shared vision; involving everyone 3). Challenge the process; innovating and exploring 4) Enable others to act; empowerment and involvement 5). Encourage the heart; celebrating and rewarding.

2.17 Outcome of Leadership

The leader’s unique legacy is the creation of valued institutions that survive over time. The most significant contribution leaders make is not simply to today’s bottom line; it is to the long-term development of people and institutions so they can adapt, change, prosper and grow. The integrity or credibility of leader is the sole basis on which people are ready to be led voluntarily. Credibility is not measureable and until proven guilty leaders integrity cannot be questioned. Subordinates perception about leader’s integrity is crucial and often it is also correct so those who fake can do so for little while. Injustice has adverse effect on employee’s perception about organizational justice especially if the outcome has adverse effect on individual. When organization treats leader with injustice it gets noticed by employees more so in cases where high quality relationship existed between leaders and followers. Organizations dealing with leader fairly and leaders dealing with followers appropriately thus form important prerequisite for effective leadership. People want to be guided by those with integrity and a clear sense of direction. Leader must possess a clear sense of direction and articulate a strong vision of the future. A person who fakes commitment to values may look good and get promoted but cannot inspire others. Self-serving leaders are less effective because their subordinates only obey them, and they do not follow them. But as the Hawthorne experiments confirmed, perception of genuine concern about workforce shall move team’s productivity graph in only one direction even when management takes opposite actions.

2.18 Integrity of Leaders

Integrity of managers is important to determine but is a tough ask as it is easy to wear integrity on sleeve through deception (Kaiser, R. B., & Hogan, R. (2010). How to (and how not to) assess the integrity of managers. *Consulting Psychology Journal: Practice and Research*, 62(4), 216.) also emphasizes integrity as a leadership competency for managers and cites previous research showing that subordinates performance gets affected due to low integrity of managers. Deceitful behavior of managers of Enron and Tyco in 2001 was cited as cause of demise of firm but the discovery after the fact is of less value and there is need to preempt such events. The research found that subordinates may not express their true reservations about integrity of managers while we know that their perception degrades their performance as already discussed. The low performing managers scored well on integrity issues along with high performing managers. The researchers then devised an alternative method and inquired on subordinate expectations about the likelihood that their boss could behave unethically responded differently. This method suggested that a much larger segment of subordinates perceive their managers to be having integrity issues and this had correlation with low-performing managers. The manager with integrity is better placed to get results from team members by learning about team dynamics. Simply stated teamwork is about splitting task into constituents and hiring individuals to undertake individual constituents for the task to be completed with leader undertaking function of coordination and control. Studies reveal those effective and efficient teams are rare and minor problems can cause dysfunction to teamwork.

Nations rise and fall due to leadership. Companies that were at the top of the chart came crumbling down because their leaders failed them (Enron, WorldCom, Union Carbide) . When Apple was at the brink of bankruptcy, Steve Jobs rescued the come company single-handedly and made it what it is today. There are different types of leadership, each suitable for a particular situation. From authoritarian style to a free rein type, each one is defined by the how steep the authority gradient is. Concentration of authority leads to totalitarian kind, while democratic / participative style of leadership involves people in decision-making. Each type of leadership style

has its pros and cons. Role of the leadership is direct people into achieving a common goal. The most important aspect of leadership is its ability to influence. Each leader has a unique set of qualities that attracts people. Personality, charisma, expertise and power are but a few attributes/qualities of a leader. Teamwork essentially depends upon leadership. The leadership role is comprehensive and apart from creating a vision and engaging employees, leaders have to ensure that systems are effectively implemented and opportunities are created for employees to actively get involved and deliver. Leaders need to set a positive example and encourage teamwork by rewarding an enabling behavior.

2.19 Teamwork

Common goal is best achieved when individual contributions are synchronized. Delivery of a letter by post-office involves separate actions by various players like acquiring postage stamps, dropping and collection from letterbox, sorting, dispatch to destinations and delivery. The actions are undertaken by individuals separately but failure of one component effects outcome while individual is not dependent on support of others in accomplishing individual role or task. While a surgeon is undertaking a complex surgery or a manufacturing plant is making a complex part, underperformance of one casts effect on effectiveness of others. The interdependence augments need of teamwork which requires understanding how my part of job affects the person and the ultimate goal. Individuals have to look beyond their unique activities and understand the bigger picture for organizational effectiveness. Team and teamwork is no panacea for all ills. Teamwork is no guarantee for success and “social scientists have found it much easier to prove process losses rather than synergy gains due to teamwork” and limits its size to 20 with smaller the better. (Antoni, C. (2005). Management by objectives—an effective tool for teamwork? *The International Journal of Human Resource Management*, 16(2), 174-184.) Cooperation, coordination, and satisfied employees are essential teamwork requirements, including some conditions given at the appendix.

2.20 Advantages and Disadvantages of Teamwork

While autonomy or participation in decision making has long been discussed from a motivational perspective” only its more useful benefits include “advantages of shared mental model and broader input base” at the time of planning. There are 12 advantages of the teamwork alongside 12 disadvantages of teamwork (Biech, E. (Ed.). (2008). *The Pfeiffer book of successful team-building tools: Best of the annuals*. John Wiley & Sons) produced at Appendix “F”. The list depicts how complexity increases due to increased need of coordination, communication and cooperation. Advantages occur due to more brains and physical resources. To make Team successful, environment may be made conducive to exploit the advantages and safeguards be erected against disadvantages. This shall require individual members to be trained looking forward to contribute towards group objectives. Intrinsically satisfied employees can think and act in this direction and managements must focus on having satisfied employees.

2.21 Competencies for Teamwork

Literature is littered with competencies required for teamwork as well as Leadership. Like Be-Know-Do model for leadership (App ‘A’), a Think-Do-Feel model is presented by (J A Canon-Bowers and E Salas (2010) reflecting ‘what team members’ Think-Do-Feel. The competencies required are broken down into Knowledge, Skills and Attitude or KSA. While discussing leadership competencies and Hay groups 75 or CCL’s 20 leadership competencies we cited critics questioning the wisdom of breaking down into constituents as overly simplistic. As leadership is part of teamwork, 130 competencies list are drawn for effective teamwork, and divided these into 8 skill dimensions including adaptability, shared situational awareness, interpersonal skills, and communication skills, in Team Effectiveness and Competencies (J A Canon-Bowers and E Salas (2010).

2.21.1 Knowledge, skill and abilities for teamwork.

Attitude of members and leader is important for teamwork. Winston Churchill said “Attitude is a little thing that makes a big difference”. Mutual respect and trust creates cohesion

which is important for Teamwork. Skills required for team members may broadly be integrated into three categories namely 1) Job specific KSAs; beyond scope of this study, 2) Team Interpersonal KSAs which include conflict management KSAs, Collaborative problem solving KSAs and Communication KSAs 3) Self-Management KSAs which include Goal setting and Performance Management KSAs and Planning and Task Coordination KSAs. People bring individual needs, requirements and aspirations to an organization where the leader helps individuals in their pursuits and align these with organizational objectives. Some characteristic like interpersonal skills play crucial role in team development and team functioning. When people join to accomplish common goals team is formed. Congenial interpersonal relations foster in effective teams where member are freed from problem of having to deal with complicated conflict and process issues. These also lead to active, willing and productive participation on the part of all team members. In the team environment, interpersonal demands are much greater than in individual based environment.

2.22 Conflict in Teamwork

Team effectiveness depends upon ability of individual members to successfully manage interpersonal relations with one another. Interpersonal relation strikes balance between destructive conflict or extremely warm relations, both prohibiting objective communication Interpersonal skills do not evade or ignore conflicts. Skills are required to reach optimum solution from divergent views emerging during day to day functioning. Realization that conflict is important for improvement is well recognized yet not extensively practiced. The ability to effectively manage and resolve conflicts has been recognized by many authors as an important interpersonal attribute for team members. Early organizational thinkers felt all conflicts was negative and saw it as managements failure to streamline processes and went about improving job descriptions and procedures. "Conflict is essential ingredient of teamwork". It leads to improvements. Conflict is something more effective teams welcome. Ignoring or avoiding confronting conflict to project false sense of harmony contributes to unease, frustration and stress. Positive effects from conflicts include airing opinions and dissatisfactions, reducing stress, fostering innovations and stabilizing relationships by removing discord. Feedbacks must always be given and accepted objectively and

positively and timely information sharing must be ensured. Conflicts can have negative as well as positive outcome, depending upon its nature and amount and how it is addressed. Members must contribute in creating environment of trust, appreciating differences and conflicts as legitimate and natural occurrence and encourage dialogue and seek to explore reaching best solution from organizational perspective. Individual team members must see conflict as a natural and positive outcome and encourage positive conflict and discourage negative conflict. Sources of conflict include simple misunderstanding or miscommunication, structural or situational factors, incompatible performance goals or rewards, requirements of joint decision making, differences in values, orientations, or objectives, or physical design of workplace area. Understanding of differences is necessary to apply correct remedy. Conflict originating from misunderstanding and miscommunication requires questioning and listening techniques while conflict arising due to members feeling of discrimination due to distasteful task can be resolved through rotating task assignment schedule.

2.23 Decision-Making in Teamwork

Similarly joint decision making has roots in differences between member's objectives, needs and perceptions. There must be tolerance to allow members to express feelings and ideas. Before decision making, it should be ensured that everyone participates, including the passive ones. "Leadership must show that speaking up is not just safe but mandatory." People do not speak because they think it is waste of time. They think decision has been made and meetings are a show. It is not suggested that all decisions have to undergo same process of deliberations. Decisions could be made on the run but then in meetings we brief how decision was reached and examine pros and cons of the decision instead of faking a discussion to ratify decision. The importance of hearing critical information must be reiterated over and over again to remove misconceptions and misperceptions (Bennis, W., Goleman, D., & O'Toole, J. (2010). *Transparency: How leaders create a culture of candor* (Vol. 157). Individuals shall be biased towards solutions that serve their respective goals better than the organizational goals and they have to acquire skills of Collaborative Problem Solving Skills. Team members require skills to "plan, design and execute a project or task" with shared objectives. They need to understand that plans rarely work as envisaged and they must

also plan to seek feedbacks to test and revise plans while implementing and adhering to “agreed quality standards and specifications”. Members require ability to “select and use appropriate tools and technology” and quickly “adapt to changing requirements and information”. This requires continuous monitoring the progress of project or task and identifying ways to improve. Encouraging participation and feeling good about participation increases employee buy-in. Besides professional job skills members need to develop thinking and problem solving skills to aptly “assess situations and identify problems” and elicit different points of view and undertake fact based unbiased analysis. This requires skills to distinguish and differentiate between “human, interpersonal, technical, scientific and mathematical dimensions of problem” and “identifying its root cause”. Identifying actual root cause and not symptoms require deep pondering and devising solution may require out of box thinking along with use of conventional tools. To examine, observe and “share knowledge, solve problems” and select probable options or solutions. Finally decide in favor of most feasible option by progressively rejecting other options and implementing the selected option and seeking continual improvements.

2.24 Communication Barriers in Teamwork

All these appear good in books and lectures but in real time there are barriers to open and frank exchange of views. There are coalitions, sub-teams lobbying for favorable decisions and objectivity is compromised. The situation calls for special Team Communication Skills where issue is debated on merits. A strange phenomenon is said to exist that “higher the leaders rise, the less honest feedback they get from followers about their leadership, due to this group think of limiting information (Bennis, W., Goleman, D., & Biederman, P. W. (2008). *Creating a transparent culture. Leader to Leader*, 2008(50), 21). Bottom up communication is like moving against gravity and a high power motor of trust and support is required to encourage flow of information upwards. Pre-requisite of correct decision making is smooth upwards flow of information. Lack of candor can be very disastrous. The book recalls the ill-fated Challenger which exploded in mid-air in 1987. NASA did not learn its lesson: In 2003, the events were recreated in shape of the Columbia shuttle disaster. The authors lament NASA’s organizational culture where engineers were afraid to raise safety

concerns with managers who were obsessed about meeting flight schedules. The book is emphasizing on need to nurturing the culture of candor.

2.25 Media Age and its Impact on Teamwork

Transparency is enhanced when an organization's leaders are committed to it. Actually, the authors cited a sobering fact: "Even when leaders resist it, transparency is inescapable in the digital age." Google has it impossible for any candidate to deny past actions or statements. YouTube has changed America's political discourse. In this idea-packed book, leaders and managers will have a roadmap toward transparency—or culture of candor. They speak of three elements to achieve this: Transparency, trust, and speaking truth to power. "Speaking truth to power" is a new phrase in our leadership vocabulary. It means speaking the truth to your superior even if he is ... to shoot the messenger—meaning, you. Communication hinges upon mutual trust between team members. Communication plays crucial role in team effectiveness and lack of communication appears as a frequently emerging factor contributing to deviation and non-compliance. Team communication skills are built on basic communication skills like ability to "read and understand information presented". Importance of listening is often lost and seniors find it appropriate to be reading while listening to an employee. Not only is this discourteous, it discourages the employee, and also affects comprehension. Interactive two way communication with active listening increases communication effectiveness. Active listening includes attention to non-verbal communication and helps in grasping the intent and intensity of situation along with content. Ability to gain attention of team members, by undertaking coordinated speaking and writing, while asking questions and listening to answers and appreciating unexpected and opposing points of view of others is important. Encouraging silent members to participate can be achieved by seeking to hear about agreements or expression of their reservations. This requires intelligent handling of situation and it is important to see that members are not embarrassed while seeking their involvement. People do not openly oppose popular views and privately share their disagreements with selected course of action.

2.26 Mutual Trust and its Impact on Teamwork

Team formation and functioning hinges and sustains on trusting. For team members to trust in the team, they must feel that ; (a) the team is competent enough to accomplish their task, and (b) that the team will not harm the individual or his or her interests (Ilgen, D. R., Hollenbeck, J. R., Johnson, M., & Jundt, D. (2005). Teams in organizations: From input-process-output models to IMOI models. *Annu. Rev. Psychol.*, 56, 517-543.) Team formation often follows the sequence of storming, norming and performing. A team is made up of individuals who have required professional skills to undertake variety of jobs to be undertaken like in a surgery procedure we have surgeon, anesthetist, nurses and etc. who all contribute to effective and efficient outcome. While individual responsibilities vary, every member is committed to contribute to group goal of successful procedure and is willing to support and help each other. The group may have a leader appointed or mutually selected who coordinates and leads as required. There is enabling culture where members openly discuss ideas and express their views in a positive and supportive manner. This includes expressing disagreements and ability to resolve conflicts in constructive fashion. Everyone actively participates in decision making process by giving their inputs and carefully listening to inputs of others. The team critically reviews and monitors its performance and explores new avenues for improvements to continually learn and improve. Members do not hesitate to challenge or question each other's actions in pursuit of team goals maintaining positivity (<http://www.kent.ac.uk/careers/sk/leadership.htm>).

2.27 Indicators of Dysfunctional Teamwork

Indicators and symptoms of dysfunctional team must be known to team leaders and members so that they can apply remedy and treat the team. Some common symptoms include every member not participating and few members dominating agenda leading others to withdraw into oblivion or silence. Member's participation gets reduced and only few people contribute ideas because attention is not given to all members. Majority passively participates and do not contribute and could be "indifferent, bored or afraid to contribute". They may have faced discouragement when

their or other member's ideas were ignored or even ridiculed by laughing it off. Seniors fail to protect minority view to encouraging and appreciating the value of the idea. Members lack the skills to constructively resolve difference of opinion through objective analysis and end up personalizing differences. Ideas may not get be accepted or rejected on merit or those whose ideas get rejected often may get feeling of failure. Members may fake consensus and privately complain about decisions and actions. Instead of undertaking thorough examination of pros and cons of alternative options, voting may be done to reach decisions, leaving members discontented and uncommitted. Deadlines may get flouted and members focus about their tasks, roles and goals get blurred everyone feeling helpless and members evade discussing how the groups working can be improved. To be able to treat such teams we need to develop Understanding of root causes of Dysfunctions of Team. The issue is explained nicely in fable; five dysfunctions of a team (Lencioni, P. (2006). *The five dysfunctions of a team*. John Wiley & Sons), where problem stems from lack of trust among team members. When team members have hidden agenda and prefer individual goals over team goals they find it difficult to openly discuss their own difficulties, mistakes and weaknesses and are busy justifying their actions and contributions. This defensive framework makes it impossible to build trust which leads to second dysfunction which is fear of conflict. The fear of conflict prohibits members from getting into meaningful and passionate discussion over differences and presenting new and meetings and discussions produce little outcome. Avoidance of conflict gives birth to third dysfunction: lack of commitment. When decision making, performance review etc. are conducted with fear of conflict and members do not participate openly, they intrinsically do not buy-in to the decisions on team goals and focus on individual goal. This lack of commitment to team goal lead to fourth dysfunction: avoidance of accountability. When team is not passionately committed to organizational goal or to a clear action plan it lacks the ability of thorough introspection and specially it lacks the ability to examine behaviors and actions of peers. Only through strong commitment can one get rid of avoidance of accountability by thrashing all avenues including challenging peers disregarding fears of conflict. The avoidance of accountability leads to fifth dysfunction: Inattention to results. Team members forge their departments, divisions or personal agenda and while pretending to participate in deliberations they remain reserved and committed to their personal goals. From planning to execution

stage individual goals get undeclared preference and key parameters for organizational goals get obscured.

The five dysfunctions can be avoided when team goals have clear preference over individual goals and members trust each other. They shun fear of conflict and communicate objectively exploring all options to before committing to the appropriate one. Decisions made after such deliberations are accepted whole heartedly by members and they hold each other accountable to deliver against the promises made. The members focus on achieving group goals over sub-groups goals and keep monitoring results/outcomes. An understanding of teams functioning and dysfunction can help in diagnosing problems and improving team efficiency and effectiveness.

Teamwork is a complex phenomenon that needs to be unraveled. There are multi-dimensional factors that influence the functioning of a team. Synergy is achieved when independent individuals become interdependent team members. Teamwork performance is affected by communication barriers, cultural differences, personal inhibitions and unconducive working environment. Shared values, commonality of goal and sound work ethics strengthen team performances. The role of the leadership is comprehensive, and apart from creating a vision and engaging employees, leaders have to ensure that systems are effectively implemented and opportunities created for employees to actively participate. Leaders need to set a positive example and not engage in behavior that may deteriorate trust and adversely affect their credibility. Organizational performance depends upon how leadership influences followership towards achieving a common goal.

CHAPTER 3

METHODOLOGY / RESEARCH DESIGN

Teamwork essentials and leadership desirables are intangibles which need to be measured through employee feedback. Perception of employees was the answer but, is the perception of employees about leadership true representation of the actual condition? Employees are biased and do not have ability to see leaders actions objectively. How can a study be dependent on such perception was the next question. The answer was that perception is more important than reality and its part of leadership responsibility to maintain employee perception. The report shall be of interest for; academicians, leaders, managers, team members and other stake holders, who understand the value of human resource with teamwork attributes in performance of an organization. The study seeks to explore avenues for improvement based on employee perception.

3.1 Data Collection Method

The research is **quantitative**. **Qualitative** research is carried out to collect data on factors that impact teamwork. Other factors that affect organizations working are also included as these can affect the working of an organization. The research has been made as quantitative by collecting employee perception on the issues in the selected organization. A **closed-ended survey questionnaire** has been designed to administer to the potential respondents. The idea is to keep the input quantifiable so that a tangible output could be obtained. A **direct contact approach** was used to administer the survey instrument. Resultantly the questionnaire was given to the potential employees by holding a one-on-one meeting. Fortunately all departments got adequate representation. Before distributing the questionnaire, a short workshop was conducted to the management and the prospective employees for the benefit of the house. Once the questionnaire was handed back, they were sealed in front of them and taken out of the building, so as to keep the data from getting to the unwanted hands. Before the activity, it was promised that the information shall be kept confidential and used only for the purpose of this study. Therefore it was optional for the respondents to write their

personal data on the survey questionnaire (No one Did).

3.2 Target Audience

Initially the instrument was designed to cover various types of industries, types of organizations like government or private and also various department and experience level. Despite the ease in survey due to internet based launch and ease associated with calculations, such methodology was rejected as there has to be focus on sufficient input from same organization. At some stage the study scope may be increased to cover issues of industry

Shaheen AirPort Services or what is commonly known as SAPS has been chosen as a target organization. This is essentially a welfare organization which was founded as a subsidiary of Pakistan Air Force. SAPS deals with providing complete ground-handling services at major airports of Pakistan. There are over 700 employees of the company (www.saps.com.pk), almost all of them with ex-military background. The workforce essentially comprises retired technicians and the management contains retired officers form Pakistan Air Force (PAF). The company offers a wide range of services from: aircraft handling, ramp handling, cargo and mail handling, catering services, passengers and baggage handling and ground support equipment. Today the SAPS is a major player in the industry with a significant market share of over 11,000 flights annually. SAPS is a member of IATA's ground handling council, and thus continuously in sync with the latest developments in the world of aviation. SAPS has been accredited to have above 96 % on-time performance (www.saps.com.pk).

3.3 Criteria for sample Selection

Entire population of the organization was selected. Convenience sample was chosen and a test was dispensed successfully in single sitting from Sample Size shall be 38 out 770, to represent 5% of the population. The reason of selecting one organization and large sample size is to make sure that primary data is reliable and representative of population. The target population is essentially the technicians of the company with a

varying degree of experience and professional background. These include different trades of Aircraft Maintenance, Electronics, Loading, Mechanical Transport, Administration, Accounts and Quality Assurance (QA). Their experience varies from as little as less than 5 years to over 20 years. Since the research is focused on finding perceptions of employees, the top management has been excluded. This workforce reflects across the spectrum of the organization.

3.3.1 Preferred sampling technique. First candidate shall be randomly picked from list of personnel and every 5th person shall be approached for filling the questionnaire. Due to 24 hours operations at the organization, population is split into 4 shifts namely A, B, C, D. The shifts work and are on off as per a roster. During duty hours the population is on the move from reception to check-in counters to passenger lounges to embarkation gate to aircraft boarding area while many are busy in cargo transactions and/or baggage transaction. Validity and reliability shall be established by having structured interview with highly respected industry personalities including corporate personalities and trainers dealing with the subject. Going after individual as per sampling plan becomes a nightmare and hence convenience sampling is a practical compromise. Fortunately all departments got adequate representation.

3.4 Methodology

A 5 point Likert-scale has been selected due to its popularity as well as the fact that instead of proposing a solution or showing a tilt towards a particular option, the scale provides options up to opposite extremes of scale. Likert-scale offers a suitable tool to analyze specific attribute and exact point where statistically the population inertia is and then we can see how and where we wish the shift to take place to improve teamwork.

Few respondents were hesitant in addressing all questions while few did not want to participate. Although the respondents were allowed to do so, after the management's assurances, all agreed to participate fully. Finally no questionnaire returned blank or half-filled. The questionnaire was based on the methodology

developed to assess the fundamentals, essentials and desirables of organizational performance, teamwork and leadership. The Part I of instrument focused on basic policies and essentials of modern organization. Without satisfactory compliance to Part I the question of having good leadership and teamwork will be premature to answer. An organization having failed to address basics may first address the more important issues before going for teamwork excellence. Leadership and Teamwork may fail due to functional factors or dysfunctional elements. Part I of instrument measures perception about organizational effectiveness while part II and Part III probes into leadership and teamwork issues. It is believed that the instrument can identify problem areas holding the organization from becoming great. The report is not all inclusive and primary focus remains on Leadership and Teamwork. However exploratory questions on other disciplines of HR are there to signify that other factors also impact organizational effectiveness.

3.5 Likert-scale

The questionnaire has been divided into three parts: organizational effectiveness, leadership and teamwork. Also, each part has been subdivided into different categories to offer a more wholesome view of the questions within the parts have been structured randomly so as not to lead the respondents to a particular conclusion. Each of these categories has questions selected from all over the first part. For example if there are four questions about gauging employee ownership, then Q1 and Q2 are about it but not Q3 or Q4. In fact Q4 is a standalone question reflecting employees' view about where they place their organization's performance in the industry. In a nutshell, we are trying to determine where the employees place their organization (their contribution towards the organizational achievements) and how they think that the organization is paying them back.

Table 3.1 Likert-scale

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

The questions about department and years of service brackets gave us ability to examine difference in response in terms of various strata of the organization. Such analysis shall allow our initiative to be focused and prudent instead of being generalized. While formulating action plan for the department and the experience level, their perceptions can be revealing and immensely valuable. 5-Point Likert-scale was selected for its ease, popularity and power to express outcome in statistically viable term. Instead of limiting research to its scope of leadership and teamwork, other HR attributes like equity, training and development and etc. were included as defective basic structure cannot be expected to yield true teamwork fruits. PART I questions are about finding out what the employees think of the company, focusing HR issues that affect organizations structure, while Part II and Part III focus on leadership and teamwork areas.

3.6 Questionnaire (General Information)

Table 3.2 Questionnaire (General information)

		D e p a r t m e n t s					
E x p e r i e n c e	Y E A R S	Operations	Cargo	Ramp	Admin	Accts	QA
	< 5						
	5-9						
	10-14						
	15-19						
	20 +						

3.7 Questionnaire Part I: Organizational Performance

Table 3.3 Questionnaire Part I: Organization Effectiveness

S.No.	Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
P1Q1	I feel valued at my organization					
P1Q2	My organization is committed to solving issues					
P1Q3	Coordination and cooperation is great in my organization					
P1Q4	My company is rated amongst the best in the business					
P1Q5	We have harmony in Cross-Functional areas					
P1Q6	There is a fair system of rewards and punishment					
P1Q7	Employee satisfaction is valued					
P1Q8	Management strives for continuous improvement in processes					
P1Q9	Uniformity in salary and compensation policy					
P1Q10	Hardly any disparity between my organizations salary & compensation and its competitors					
P1Q11	My organizations recruitment attracts the best candidates					
P1Q12	Our training & development program are effective					
P1Q13	My organization values human resource as valuable resource					
P1Q14	Exit interviews are conducted to prevent dysfunctional turnover					

3.8 Questionnaire Part II: LEADERSHIP

“Leadership has been successful in:”

Table 3.4 Questionnaire Part II: Leadership

S.No.	Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Agree
P2Q1	finding a common purpose/goal that inspires employees					
P2Q2	articulating a vision cherished by all					
P2Q3	making our company a successful organization that it is today.					
P2Q4	delegating tasks with respect and rationale					
P2Q5	increasing subordinates self-esteem					
P2Q6	promoting initiative and self-confidence					
P2Q7	encouraging values-based actions over short- term gains					
P2Q8	the area of conflict resolution					
P2Q9	cultivating a culture of self-accountability					
P2Q10	showing commitment through actions					
P2Q11	improving relationships between groups and individuals					
P2Q12	fostering the environment of open debate and feedback					

3.9 Part III: TEAMWORK

Table 3.5 Questionnaire Part III: Teamwork

S.No.	Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
P3Q1	Employees are readily willing to sacrifice individual goal for team goal					
P3Q2	Employees collaborate with others wholeheartedly					
P3Q3	Employees communicate with others frankly					
P3Q4	Relationships formed are enduring and lasting					
P3Q5	Disagreements are expressed and resolved objectively (managing conflicts)					
P3Q6	Shy members are encouraged to share their points of view so as to have equitable participation					
P3Q7	Task is allocated to the team members according to their skills and capabilities					
P3Q8	My achievements are possible due to crucial support from members					
P3Q9	Ideas presented during meeting are welcomed and deliberated					
P3Q10	I feel free to express my opinion even if it is in conflict with others (trust/confidence)					
P3Q11	Arguments/differences of opinion are taken as healthy for team work					
P3Q12	Teamwork success is mainly dependent upon the quality of leadership					
P3Q13	Trivial issues are ignored so that the meetings remain focused on Key Performance Indicators					
P3Q14	Cross-functional (e.g. finance & operations together) teams have a great deal of harmony					
P3Q15	Meetings are an effective utilization of time					
P3Q16	Time and resources are duly allocated to the members to carry out their duties					
P3Q17	Teamwork provides opportunities for personal and professional growth					

3.10 Respondents' Feedback Breakdown

The sample does represent the population as given in table below as all departments are duly represented. More importantly, the questionnaire did succeed in getting the answers we were looking for in the research question. Why true teamwork is hard to come in an organization, is better understood after the study and shall be discussed in the coming chapter.

Table 3.6 Respondents' feedback breakdown

S. No	Dept. Name	Total Respondents	Total Employees	Sample
1	Operations	10	205	4.87
2	Cargo	9	195	4.61
3	Ramp	8	180	4.44
4	Admin	4	75	5.33
5	Accounts	5	60	8.33
6	QA	2	5	4.00
TOTAL		38	720	5.27

3.11 Statistical Tool

There are 43 questions, 38 respondents, 6 departments, 5 experience-levels and 3 parts to analyze. **SPSS** software was applied to find out different combinations of the data. Question-wise frequency tables were calculated to find out selective descriptive variables such as: mean, standard deviation, minimum, maximum and sum. The aim was to provide information on the response of each question separately. One-Way ANOVA modules were used for factorial analysis to find out the effects of both department and experience on the part-wise questions. Lastly, bivariate correlation was used to find if there is relationship between organization, leadership and teamwork.

3.12 Limitations

Teamwork appeared to be a novel idea and it was expected that flocks of interested parties would be eager to benefit from the study. What appeared to be a great idea soon hit a difficulty. Teamwork cannot be examined in isolation as leadership is integral part of the episode. Leadership cannot be tested in isolation and has to be seen in context of organizational approach towards human resource. The methodology of testing leadership and teamwork or standard HR issues attracted inhibitions and fear. The organization that initially welcomed the idea and was insisting that test be applied on the most crucial department suddenly backed out and refused to support the research. The fallout of adverse finding was fearsome and inability to collect data could derail the project. The biggest question was how I get access to the data that was crucial to test the idea and concept. Credibility of researcher was not an issue. In fact established credibility and interest in topic was the cause of initial encouragement and support. The organization valued the need of research but and also believed in capability of researcher but was skeptical of fall out of adverse finding and its impact. Seeking a new organization to support research became difficult. The diagnostic framework was liked by professionals but like venereal disease there was sensitivity involved and one cannot allow published research. Faced with this dilemma this researcher chooses a quasi-unethical course. An organization was selected where a fair deal of goodwill was enjoyed. The designed instrument was shown to the top management who appreciated the questionnaire. This was treated as tacit approval and the questionnaire was smoothly administered to a set of employees of various departments. The process highlighted the importance of finalizing data collection methodology and degree of access required. Perfectly good idea may get bogged down for reasons of sensitivity or interest of other party.

Having decided to collect data about employee perception the next question was how to persuade employees to respond objectively and not in a manner where they form expectations of management decisions on the basis of research and feed tainted information. This part was attempted by correctly briefing them that this is not a management sponsored activity but a project of an individual and of pure academic consequence. It is believed that employees accepted this truth on face value.

Problem is likely to be encountered in data collection as managers may disallow survey that may in anyway affect reputation and prestige of organization. Confidentiality of respondents participating in the study is crucial for grant of access to administer the test. Leadership with high self-esteem and self-confidence shall not hesitate in exploring effectiveness of the tool and shall try to accrue benefit from it. Here we shall immediately see the difference in approach of a manager and a leader.

Since the company operates on a 24-hour shift cycle, it was difficult to gather all the potential respondents at any given time. Moreover, the personnel from the core departments spend very less time at the headquarters office. The solution to this problem was to conduct the survey on a Monday, the day of the week kept for maintenance, when all available manpower is supposed to be at the offices. Also there is a time of the day when the shifts are changing and the both the shifts (incoming and outgoing) are together, usually at noon. Therefore, after a lot of coordination with the senior managers, the survey was done on Monday at around the noon time.

CHAPTER 4

REPORT OF FINDINGS

Findings are made by applying three basic tools of SPSS: Frequency tables, One-Way ANOVA and Bivariate Correlation. Frequency tables are performed on every question separately to know how each participant responded to 43 questions. One-Way ANOVA is performed on each part as a whole against departments and experience-levels separately, to know how responses change (if any). Finally, Bivariate Correlation is performed between organizational performance, leadership and teamwork to find relationship between them.

FREQUENCY TABLES

To display the data in a palatable form, we shall follow a building-block approach to reach logical outcome. We have divided each part into sub-categories. Findings from each category will take us through to a key-question of each part, which is “how do you feel about your organization, leadership or teamwork?”. The idea is to see if their observations match the overall opinion about the thesis.

4.1 Organizational Performance (Part I)

4.1.1 Employee ownership

Key concept: Motivation & ownership

Questions: P1Q1, P1Q2, P1Q7 & P1Q13

Finding: Almost 57% of the entire population sample have either agreed or strongly agreed to the notion that their organization owns them. An overall mean of around 3.35 out of 5 indicates that the population's impression (perception) is at a satisfactory level of satisfaction.

Employees feel valued at the organization.

4.1.2 Compensation packages & performance appraisal systems

Key concept: Salary, incentives and appraisal

Questions: P1Q6, P1Q9 & P1Q10

Finding: On the topic of awards and rewards system, the opinion is almost evenly divided. When considering pays and allowances, a significant 80% population (Q9) that believes that there exists a balance within the organization (internal equality). However, when compared to the competitors, a sizeable 44% (Q10) feels that there is a large gap between their salaries and that of the competitors (external equality). There is a gradual decline in how the employees see their organization inside out. Highest ratings are given when considering the internal performance and appraisal system within the department. But when the salaries are compared with the competitors, ratings start to dwindle.

- *Satisfaction prevails amongst the employees, with respect to performance and appraisal systems.*
- *There is a certain degree of discontent among the employees when it comes to salaries and compensation.*

4.1.3 Organizational environment

Key concept. Employee-retention, learning ability, adaptability (external) and harmony (internal).

Question. P1Q3, P1Q5, P1Q8, P1Q11, P1Q12 & P1Q14

Finding. Low score to Q11 and Q14 indicate that the respondents feel that the organization does not have sound employee retention programs, which in turn affects its ability to adapt to environmental changes. Whereas the highest score in Q5 (90%) and Q12 (84%) reflect a sound internal mechanism for training and cross functional areas. A systemic view of the population's scores indicates that the organization's internal requirements are being met satisfactorily but needs to focus more on adapting to the environment.

Most of the employees feel satisfied with their training and development programmes, but a sizeable population perceives company's retention steps as insufficient

4.1.4 Organizational performance (Key-Question)

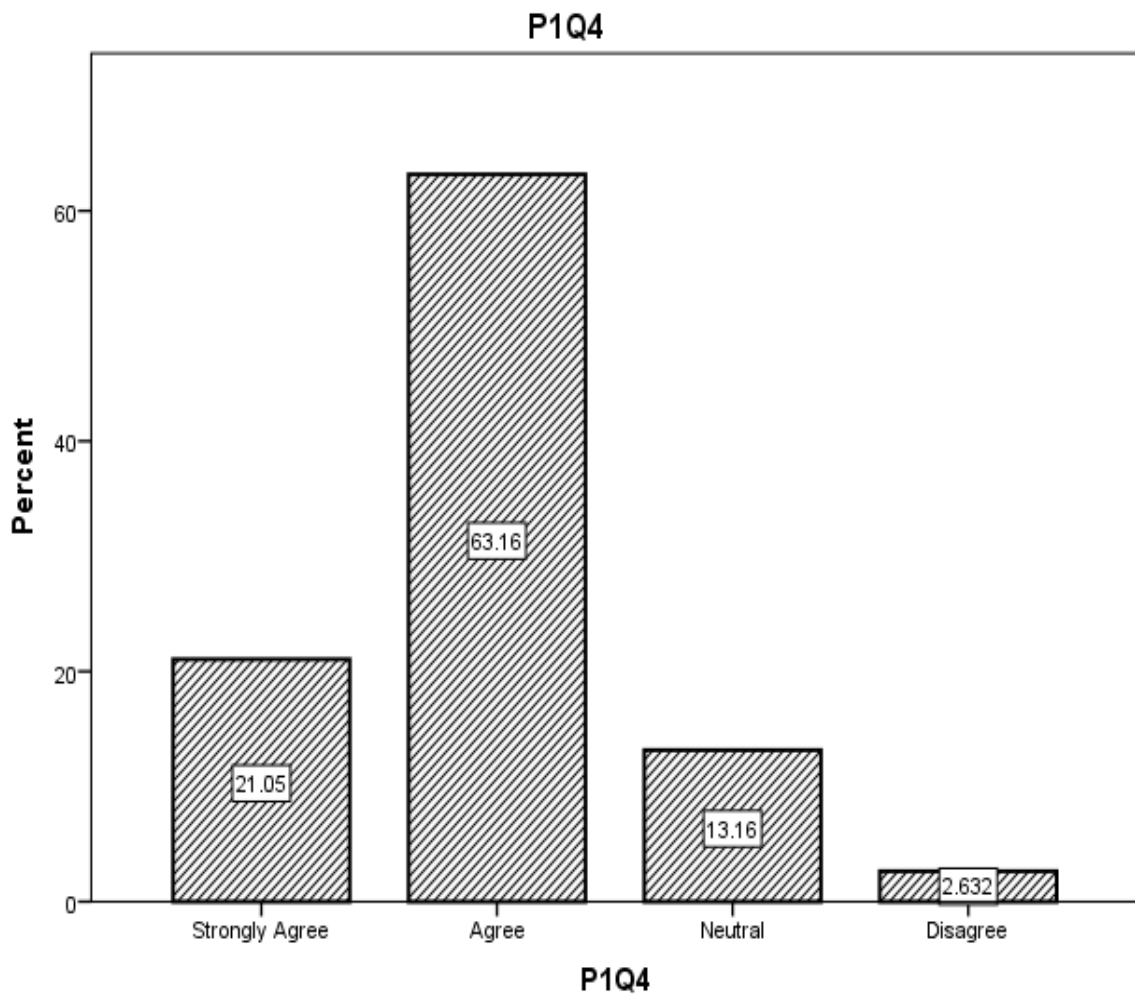
Key concept. Employee's view

Question. P1Q4

Table 4.1 Frequency table statistics P1Q4

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	8	21.1	21.1	21.1
Agree	24	63.2	63.2	84.2
Neutral	5	13.2	13.2	97.4
Strongly Disagree	1	2.6	2.6	100.0
Total	38	100.0	100.0	

Table 4.2 Frequency Distribution Chart P1Q4



Finding: A very significant percentage 84% either agrees or strongly agrees that the company is one of the best in the business. Despite varied opinions about its performance in different areas, the over-all view is that the organization is doing rather well in the industry.

Despite varied opinions about different aspects of the organization, the employees believe that the organization is doing well

Organization is doing well

4.2 Leadership (Part II)

4.2.1 Influence of a leader:

Key concepts: Inspiring the followers, creating self-esteem, promoting self-confidence,

Questions: P2Q1, P2Q2, P2Q5, P2Q6

Finding: As far as developing the sense of direction is concerned, the general population feels that the management is not doing enough (average mean 3.3/5). Although the scores are not bad, but there is a need for the leadership to better articulate organizational goals. However in the area of enhancing self-esteem and promoting initiative, the perception of the employees is doing an excellent job. A whopping 94% in question 5 and around 90% in question 6 indicate that the leadership is especially focused its efforts to keep the employees motivated.

- *Leadership has a very strong positive influence over the employees.*
- *There is a need to provide a clearer sense of direction and commonality of goal*

4.2.2 Attributes of a leader

Key concepts: Values, self-accountability & commitment

Questions: P2Q7, P2Q9, P2Q10

Finding: A mean of 3.1 out of 5 indicates an overall there is no out of the ordinary trend seen in this segment when the entire population is considered.

Average-to-fair perception of the leadership's attributes.

4.2.3 Leadership Style

Key concepts: Empowering employees, style of decision-making, conflict resolution, communication and feedback

Questions: P2Q4, P2Q8, P2Q11, P2Q12

Finding: There is no specific trend emerging out of this segment, with the exception of Q8, which is about managing conflicts. With almost 42% population giving low scores, it is evident that the leadership is not doing an effective job at resolving conflicts. Since scores from other areas of leadership styles indicate no glaringly negative trend, it may be inferred that the feedback is not truly the reflective of this aspect. If the management is offering participative type of decision making fostering the environment of open debate and feedback, and empowering employees by delegating tasks they should be no reason for the leadership not to be able to resolve conflicts amicably. Hence the overall perception of leadership style has a satisfactory level of agreement with employees.

- *Conflict-resolution has come out to be a weak area in the way the leadership is managing it*
- *Overall perception of the leadership style is at a satisfactory level amongst the employees.*

4.2.4 Leadership Contribution (Key-Question)

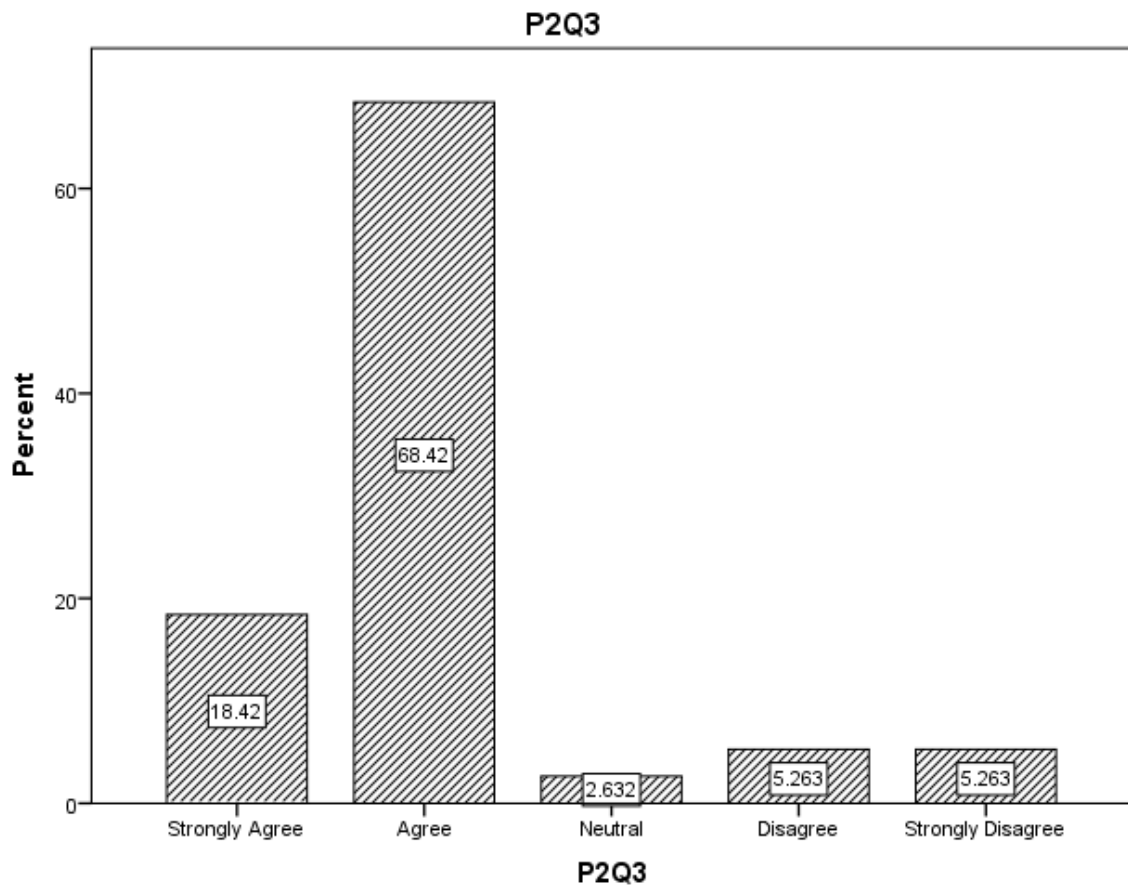
Key concept: Effect of leadership on company's performance

Question: P2Q3

Finding: A mean of almost 3.9 out of 5 reflects that the employees attach a high degree of importance to the role of leadership in company's success. 86% of the population agrees or strongly agrees to the effect of leadership on the overall company's performance.

Table 4.3 Frequency Distribution Statistics & Graph P2Q3

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	7	18.4	18.4	18.4
Agree	26	68.4	68.4	86.8
Valid Neutral	1	2.6	2.6	89.5
Disagree	2	5.3	5.3	94.7
Strongly Disagree	2	5.3	5.3	100.0
Total	38	100.0	100.0	



There is a general consensus amongst the employees that the leadership has an important role in company's success

Company's performance depends upon the leadership

4.3 Teamwork (Part III)

4.3.1 Communication:

Key concepts: Candid inter-personal communication, support for shy members, free flow of ideas, utilization of meetings

Question: Q3, Q6, Q9 & Q15

Finding: A mean of 3.95 out of 5 indicates that the employees enjoy quite a healthy level of communication with each other. This is the basis of any sound teamwork. This means that the organization fosters open and frank communication culture. This phenomenon is reinforced when we see a higher value of mean (3.82 out of 5) in the area of communications during the meetings. This also means that there is a healthy top-down, bottom-up and horizontal communication channel. However, a very low mean of 2.34 out of 5 in the utilization of meetings indicate that the employees perceive meetings to be a waste of time. A staggering 64 percent of the population either strongly disagrees or disagrees to the utility of these meetings. Therefore it is a moment of concern for the leadership to find out why the employees perceive meetings to be ineffective.

- *Meetings are considered to be a waste of time.*
- *Mid-level employees (11 to 15 years) have a weaker communication link with the senior and the junior members*
- *Senior most members do not acquiesce to the concept of open communication channels*
- *Overall health of communication is at a satisfactory level.*

4.3.2 Mutual Support

Key concepts: Team goal vs individual goal, support to team members, Lasting relationship, help from others, cross-functional harmony,

Questions: P3Q1, P3Q2, P3Q4, P3Q8, P3Q14

Finding: An overall mean of 3.82 indicates that there is a significant level of mutual support for the team members. Amongst the elements of mutual support, a relatively lower score on relationships indicates that the relationships do not last as much. Almost 80 percent of the population either agrees or strongly agrees that the team goals are preferred over individual goals. Meaning that the individuals are ready to sacrifice their individual goals for the sake of achieving the collective goals. This is the strength of the organization and can be highlighted so as to enhance the effectiveness of team work. This also means that the leadership has been successful in articulating the unity of goal and the singleness of the purpose.

Teamwork is at a healthy level

4.3.3 Conflict-Management

Key concepts: Objectivity, trust & differentiation,

Questions: P3Q5, P3Q10, P3Q11, P3Q13

Finding: An overall mean of around 3.5 out of 5 for conflict resolution reflects slightly higher-than-average confidence level of the employees in the management. There is no specific trend that can be seen from the population-wise analysis. Thus it can be said that there isn't one special area that can be singled out.

Conflict-management is satisfactory

4.3.4 Knowledge, Skills, Ability (KSA)

Key Concepts: Task suitability, resource allocation, training programmes

Questions: P3Q7, P3Q16, P3Q17

Finding: An overall mean of around 3.4 out of 5 shows that the employees feel that their knowledge, skills and abilities are just adequate to meet the organizational challenges. For question number 16, which is about allocation of time and resources; only 42% population either agrees or strongly agrees (a meagre 2% out of 42%) that the time and resources are sufficiently allocated. Although this is not a red flag for the leadership, still there is a definite need to increase this percentage.

An overall mean of 3.5 out of 5 signifies that the employees agree that there is a compatibility between teamwork and leadership expectations

4.3.5 Leadership Impact on Teamwork (Key-Question)

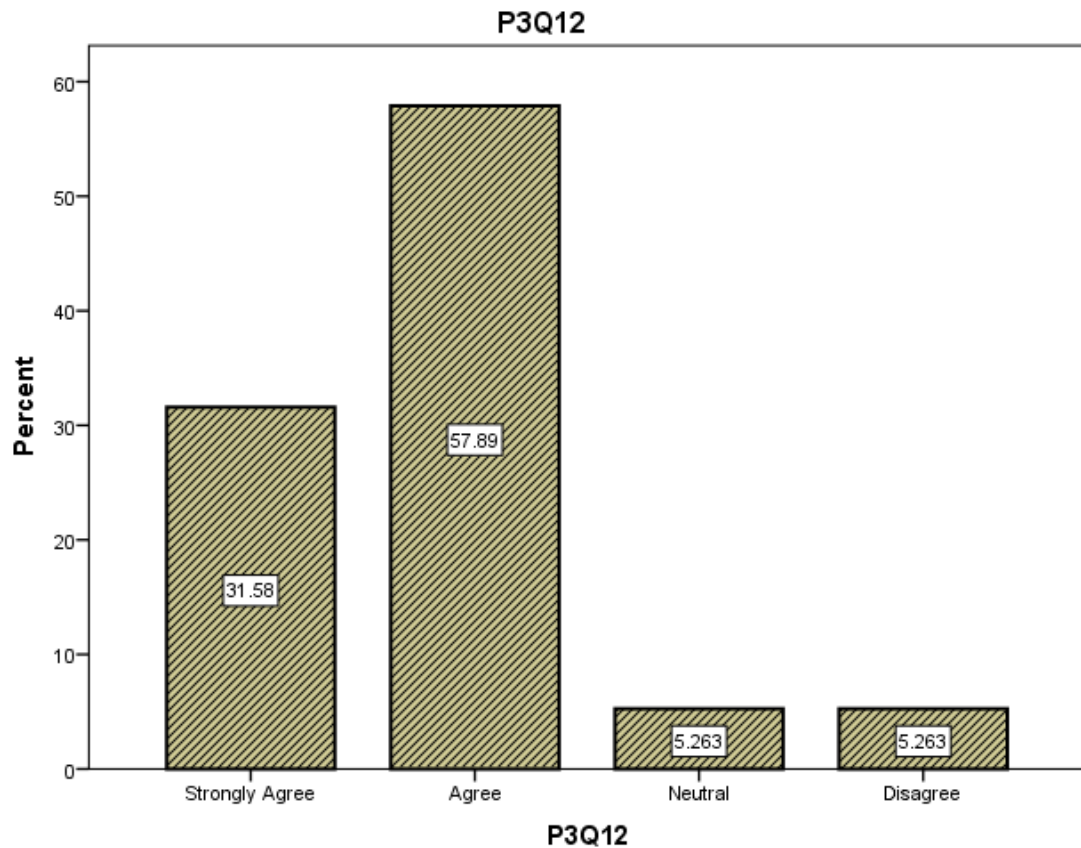
Key Concept: Teamwork performance depends upon its leadership.

Question: P3 Q12.

Table 4.4 Frequency Statistics P3Q12

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	12	31.6	31.6	31.6
Agree	22	57.9	57.9	89.5
Neutral	2	5.3	5.3	94.7
Disagree	2	5.3	5.3	100.0
Total	38	100.0	100.0	

Table 4.5 Frequency Chart P3Q12



Finding: A staggering 89% population agrees that the teamwork success mainly depends upon the leadership with no one strongly disagreeing. A mean of 4.12 out of 5 signifies this vary trend. Although, the mean value of other segments combined (around 3.8 out of 5) is higher than average value, indicates that the employees perception about leadership is in sync with their views about team work performance.

- *Almost 90% of the population agrees that the teamwork performance is mainly affected by the quality of leadership*
- *Employees perceive a strong relationship between leadership quality and teamwork performance*

Teamwork performance mainly depends upon the leadership quality

One-Way ANOVA

All three parts were tested against departments and experience-levels one-by-one. All the questions were kept as dependent variables whereas department and experience were the independent variables.

4.4.1 Department Vs All Three Parts

Independent Variable: Department

Dependent Variable: Questions

Null Hypothesis (H0): *There is no change in the perceptions of employees about organization, leadership and teamwork with the change of departments*

Table 4.6 One-Way ANOVA All three Parts Vs Departments

		Sum of Squares	do	Mean Square	F	Sig.
total_orgn	Between Groups	3917,462	5	783,492	13,763	,000
	Within Groups	1821,617	32	56,926		
	Total	5739,079	37			
total_leader	Between Groups	1766,026	5	353,205	9,616	,000
	Within Groups	1175,342	32	36,729		
	Total	2941,368	37			
total_team	Between Groups	2393,071	5	478,614	15,482	,000
	Within Groups	989,245	32	30,914		
	Total	3382,316	37			

Finding. Since the sig level is less than .05 in all the three parts, there is significant difference to reject the null hypothesis. Further findings from the multiple-comparisons suggest that the difference is between two core-departments and two support departments. Core departments include Operations and Cargo, while the support departments are QA and Accounts.

Employee perceptions differ as departments change

4.4.2 Experience Vs All Three Parts

Independent Variable: Experience

Dependent Variable: Questions

Null Hypothesis (H0): *There is no change in the perception of the employees about organization, leadership and teamwork with the change in the experience –level.*

Table 4.7 One-Way ANOVA All three departments vs Experience

		Sum of Squares	df	Mean Square	F	Sig.
total_orgn	Between Groups	250,638	4	62,660	,377	,824
	Within Groups	5488,440	33	166,316		
	Total	5739,079	37			
total_leader	Between Groups	208,900	4	52,225	,631	,644
	Within Groups	2732,468	33	82,802		
	Total	2941,368	37			
total_team	Between Groups	135,887	4	33,972	,345	,845
	Within Groups	3246,429	33	98,377		
	Total	3382,316	37			

Finding. Since the sig level is more than .05 in all the three parts, there is no significant difference therefore, the null hypothesis is accepted. That is, employees' perceptions do not change significantly as the experience level changes.

4.5 Correlations

Bivariate- Correlation was done on all the three departments to see if there is any significant relationship between organization, leadership and teamwork.

Table 4.8. Correlations All three Departments with each other

		Organization	Leadership	Teamwork
Organization	Pearson Correlation	1	.935**	.887**
	Sig. (2-tailed)		.000	.000
	N	38	38	38
Leadership	Pearson Correlation	.935**	1	.828**
	Sig. (2-tailed)	.000		.000
	N	38	38	38
Teamwork	Pearson Correlation	.887**	.828**	1
	Sig. (2-tailed)	.000	.000	
	N	38	38	38

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

Findings: When we test whether there is a significant relationship between three groups, at the end of the correlation analysis we see significant relationship.

- (a) The correlation coefficient between organization and leadership is 0.94, which suggests that the relation is significant. Moreover, the sig. level of 0.000, which is less than 0.05, also signifies that the relationship between the two is positive.
- (b) Correlation coefficient between organizational performance and teamwork is 0.89, which is high enough to suggest that there is significant relationship. Additionally, the sig. is 0.000 which is less than 0.05, reflects that the relationship is also positive.
- (c) Correlation coefficient between leadership teamwork is 0.84, which is high enough to suggest that there is significant relationship. Additionally, the sig. is 0.000 which is less than 0.05, reflects that the relationship is also positive.

CHAPTER 5

ANALYSIS OF FINDINGS

Each part of the questionnaire was further divided into sub-categories, based on the similarity of questions. This was done for the ease of sifting of data and subsequent analysis. . Each part contained one key question about the three dimensions of the research. The idea was to solicit their unfiltered and direct views on the subject. These questions are directed to answer our hypothesis. These questions analyzed at the end of each part. In the following paragraphs salient features of the study are being discussed

5.1 Common trends in all the three portions

5.1.1 Department-wise: There is a distinct division of perceptions between the core departments and the support departments. Most of the employees from the core department had positive feedback, few giving neutral or negative reviews. Support department employees, on the other hand, were either quite critical or a significant number remained neutral. The reason may be because of the culture from which the workforce is usually inducted. Most of the employees are ex-Air Force, where the people from operations are inherently given preferential treatment. The remnants of that culture may have spilled over to SAPS.

5.1.2 Experience-wise: No particular trend emerged from this category, except that the perceptions were not significantly different from each other across all the experience levels.

5.2 Organizational Performance (Part I)

5.2.1 Employee-ownership: Overall perception about the firm's ownership of employees is quite good. Employees from the core departments tend to evaluate the company higher than those from the supporting departments. Ratings of employees with under fifteen years of service are higher than those with the

more than fifteen years. Probable reason could be that the senior members have seen better times or the firm has performed below its potential. The other reason could be that the firm is failing to meet aspirations of its senior employees.

5.2.2 Performance appraisal, incentives and salaries. Satisfaction prevails amongst the employees, with respect to performance and appraisal systems. The reason may be because it is inherent in the industry to have sound systems, as the aviation industry itself is highly structured and regulated. There is a certain degree of discontent among the employees when it comes to salaries and compensation. This may be the result of the company being a semi-government organization and therefore paying less than the other purely commercial and public limited companies.

5.2.3 Organizational environment: Organization has a good internal environment, but slow to respond to external factors, indicating less adaptability. Supporting departments have a lower view of the organizational environment. Mid-level (5-15 years) experience employees have poorer view of the organization

5.2.4 View about organizational performance (Key question). Despite varied opinions about different aspects of the organization, the employees believe that the organization is doing well

PART I: Organization is doing well

5.3 PART II (Leadership)

5.3.1 Influence of a leader: Leadership has a very strong positive influence over the employees. There is a need to provide a clearer sense of direction and commonality of goal. Core function employees are highly influenced by the leadership, whereas the support group employees are at very low ebb, indicating a

very diluted focus on the support function. It may also point to the organizational culture being partial to a particular kind of function. Employees from 11-15 years' experience level are the least influenced group. It may be because they belong to an area of responsibility that is least exposed to the leadership.

5.3.2 Leadership style: Conflict-resolution has come out to be a weak area in the way the leadership is managing it. Overall perception of the leadership style is at a satisfactory level amongst the employees.

5.3.3 Effect of leadership on company's performance (Key question): There is a general consensus amongst the employees that the leadership has a main role in company's success

PART II : Company's success Depends Upon Leadership

5.4 Part III (Teamwork)

5.4.1 Communication: Meetings are considered to be a waste of time. Mid-level employees (11 to 15 years) have a weaker communication link with the senior and the junior members. Senior most members do not acquiesce to the concept of open communication channels. Overall health of communication is at a satisfactory level

5.4.2 Mutual support: An overall mean of 3.82 indicates that there is a significant level of mutual support for the team members. Amongst the elements of mutual support, a relatively lower score on relationships indicates that the relationships do not last as much. Almost 80 percent of the population either agrees or strongly agrees that the team goals are preferred over

individual goals. Meaning that the individuals are ready to sacrifice their individual goals for the sake of achieving the collective goals. This is the strength of the organization and can be highlighted so as to enhance the effectiveness of team work. This also means that the leadership has been successful in articulating the unity of goal and the singleness of the purpose. There is a continuous decline in scoring as we move from core functions to the support functions. This indicates that the support functions lack effective team work and are more individual oriented functions whereas the core functions which include Operations, Ramp and Cargo have to rely on a greater degree of mutual support and hence better teamwork. Consistent low scores by QA and Accounts reinforce the notion of decreased dependency on mutual support to achieve collective goals. As for the leadership, this means that there is a greater need to instill the values of teamwork and mutual support in the support functions.

5.4.3 Knowledge, skill and ability: There is significant population which is not sure if the team capabilities are compatible with the organizational demands. Employees with 5 to 15 years' experience perceive that there is gap between team capabilities and the leadership expectation. An overall mean of 3.5 out of 5 signifies that the employees agree that there is a compatibility between teamwork and leadership expectations

5.4.4 Teamwork success depends upon leadership (key question): Almost 90% of the population agrees that the teamwork performance is mainly affected by the quality of leadership. Of all the functions, QA's perception about impact of leadership on teamwork performance is weaker than others. Employees perceive a strong relationship between leadership quality and teamwork performance.

5.5 Hypothesis Accepted or Rejected?

H1: “*There is a significant relationship between organizational performance and leadership*”

H2: “*There is a significant relationship between leadership and teamwork*”

H3: “*There is a significant relationship between organizational performance and teamwork*”

- a. **Frequencies.** Employees feel that the success of teamwork, leadership and organization largely depend on one another
- b. **One-Way ANOVA.** There is a positive relationship between organizational performance, leadership quality and teamwork. Employees who feel that the organization is not doing well, also feel that the leadership and the teamwork are not doing as well. Alternatively, those employees who view their organization as fine also hold positive perceptions about leadership and team. Hence a strong relationship.
- c. **Correlation.** Employees’ perceptions reflect there is a strong and positive relationship between three all three areas of the company, which are: organizational performance, leadership quality and teamwork success.

PART III: Teamwork performance depends upon the leadership

All three hypotheses accepted

CHAPTER 6

CONCLUSION

Teamwork comes from shared goals and objectives and leadership creates the environment of goal and/or resource sharing. What appeared to be a great idea soon hit a difficulty as sponsors were looking for outcome that would glorify them and adverse findings would be kept under wrap? Organizations like to avoid addressing concepts of strategic human resource management (SHRM) without being on record. Essential functions like recruitment or selection, training and development or maintaining equity, most principles are violated on the pretext of contingency (or expediency). An organization that does not view its human capital as resource and treats it as expense shall find it difficult to promote team environment. Where HR is not a business partner but an expense, albeit, to save organization from litigation alone cannot hope to be great in teamwork or leadership. So before going into teamwork we have to assess the level of management awareness and adherence to modern practice of exploiting human potentials. Part I of instrument was designed to assess SHRM essentials as a prerequisite for leadership and teamwork.

Leadership is not only about vibrant personality, charisma, and some oratory. Leadership has been defined as “the act of arousing, engaging, and satisfying the motives of followers—in an environment of conflict, competition, or change—that results in the follower taking a course of action toward a mutually shared vision” (Drea Zigrani et al, 2005). Leadership is not about manipulating or exploiting followers. It cannot be faked. “Good leaders don’t ask more than their constituents can give, but they often ask—and get—more than their constituents intended to give or thought it was possible to give.” The leadership role is comprehensive and apart from creating a vision and engaging employees, leaders have to ensure that systems are effectively implemented and opportunities are created for employees to actively get involved and deliver. Leaders need to set a positive example and encourage teamwork by rewarding enabling behavior. Employee perception on about leadership matters has direct bearing on organizations environment and outcome.

The interdependence with conflicting individual goals and common team goals create a situation of tension. Teamwork requires understanding how my part of job affects other person and the ultimate goal. Individuals have to look beyond their unique activities and understand the bigger picture for organizational effectiveness. Communication, mutual trust, decision making and conflict resolution are some essential traits of effective team. To this day I know of no one who disagrees with benefits of teamwork; not even the contrarian's. There is unanimity of views on benefits and importance of teamwork but few achieve desired goal.

6.1 A Systemic Approach

Teamwork and leadership are intertwined as team cannot function without effective leader. Leader unifies team for shared goal and cause. Trust is paramount between leader and member's goals are aligned. Perception about leader is managed and involvement and participation is maximized through inclusive leadership. The study develops a three part framework to gather employees perception about SHRM issues in Part I, Leadership issues in Part II and Teamwork issues in Part III. Statistical analysis quantifies the result. Multi-view of same parameter is possible by viewing it from various angles like response of department and response by experience level. Multi-dimensional view allows better understanding of demography effect on perception and allows for targeted solution for perception alteration/management.

6.2 Results

Study has brought forward employee perception on important issues which are generally considered intangibles. Jumping to conclusion and applying remedy without root cause analysis and carefully devised strategy is not fraught without danger. Things have to change. Top management is too focused on bottom line and on external customer. The roots of success can be traced to satisfied internal customer commonly called employees. Employee's perception about terms of contract, leadership and teamwork variables must find inclusion in leader's dashboard as most results emanate from these intangibles. This study has developed

a framework to address the issues of importance but more research is required on unearthing root cause of such perception through interviews, focus groups or exit interviews etc. Most perceptions could have roots in mistrust and lack of involvement and inadequate communication. Organizational-development practitioners and scientists are invited to take the study forward. The diagnostic may be applied as a starting point and then research be undertaken to diagnose underlying cause. Remedy shall of course follow.

6.3 Suggestion

Since this case-study included the inputs of the employees only, management can also be included to offer a more wholesome picture of the company. Despite the fact that perceptions are rather intangible, their evaluation can be developed to know the employee –feedback. Hence, this study may be utilized as a reference for further research works.

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APPENDICES

LIST OF ABBREVIATIONS

SHRM	Strategic Human Resource Management
CEO	Chief Executive Officer
KPI	Key Performance Indicator
CSF	Critical Success Factor
HR	Human Resource
KSA	Knowledge Skills Ability
CCL	Center for Creative Leadership
MSC	Management Standards Center
SAPS	Shaheen Air Port services
PAF	Pakistan Air Force
IATA	International Air Transport Association
QA	Quality Assurance
SPSS	Statistical Package for the Social Sciences
P1, PII, PIII	Part I, Part II, Part III
Q1, Q2,....., Q17	Question1,
Vs	Versus
H0	Null Hypothesis

Be Know Do

The basis of good leadership is honorable character and selfless service to your organization. In your employees' eyes, your leadership is everything you do that effects the organization's objectives and their well-being.

What they are [**be**] (such as beliefs and character)

what they **know** (such as job, tasks, and human nature)

what they **do** (such as implementing, [motivating](#), and providing [direction](#)).

BE a professional. Examples: Be loyal to the organization, perform selfless service, and take personal responsibility.

BE a professional who possess good [character](#) traits. Examples: Honesty, competence, candor, commitment, integrity, courage, straightforwardness, imagination.

KNOW the four factors of leadership — follower, leader, communication, situation.

KNOW yourself. Examples: strengths and weakness of your character, knowledge, and skills.

KNOW human nature. Examples: Human needs, emotions, and how people respond to stress.

KNOW your job. Examples: be proficient and be able to train others in their tasks.

KNOW your organization. Examples: where to go for help, its climate and culture, who the unofficial leaders are.

DO provide [direction](#). Examples: goal setting, problem solving, decision making, planning.

DO implement. Examples: [communicating](#), coordinating, supervising, evaluating.

DO motivate. Ex: develop morale and esprit de corps in the organization, train, coach, counsel.

A Complete Guide to Leadership

- [Concepts of Leadership](#) (definition, principles, factors, process, etc.)
- [Leadership Models](#) (Four Framework Approach and the Managerial Grid)
- [Human Behavior: Part I](#) (Hierarchy of Needs, Hygiene and Motivation Factors, Theory X/Y)
- [Human Behavior: Part II](#) (ERG and Expectancy Theory)
- [Leading](#) (goal setting, supervision, inspiring, learning, powering and relationships)
- [Direction](#) (planning with the Shewhart Cycle, problem solving)
- [Communication](#) (active listening, feedback, speaking, nonverbal behaviors)
- [Motivation](#) (drive, counseling, value-based self-governance, performance)
- [Character](#) (traits, attributes, principles)
- [Leadership Styles](#) (authoritarian, participative, delegative, forces)
- [Growing A Team](#) (teamwork, team leadership)
- [Matrix Teams](#) (cross-functional teams, forming, storming, norming, performing)
- [Team Leadership Model](#) (Hill's Team Model, interventions)
- [Diversity](#) (Diversity Continuum)
- [Time Management](#) (planning, big picture)
- [Change](#) (acceptance, leading the change)
- [Learning Organization](#) (The Fifth Discipline, includes Learning Organization Profile)
- [Meetings](#) (preparing, conducting, follow-up)
- [Mentoring](#) (types of mentoring, finding a mentor, development, creating a mentorship program)
- [Organizational Behavior](#) (elements, models, Organization Development, action learning)
- [Presentations](#) (preparing for, voice, body, nerves)
- [Strategy & Tactics](#) (command and control)
- [Visioning](#) (creating visions, examples)
- [OODA](#) (observe, orient, decide, act)
- [Ethos and Leadership](#) (Warrior Ethos for organizations)
- [Horizontal Leadership: Bridging the Information Gap](#) (moving beyond

Manager Vs Leader

SELF ORIENTATION

1. Sees self as a conservator and regulator

Existing order for sense of growth

2. Logical and rational
3. Prefers structures approach
4. Risk assessing, prefers plan
5. Uses negotiation; enjoys detail and

Practicality

6. Allows data to define reality
7. Allows people to define reality
8. Is present and status -quo oriented

FOLLOWERS ORIENTATION

1. Focuses on controlling factors (goals and rewards)
2. Emotions create anxiety; detached and inscrutable
3. Sets goals out of necessity and procedures that are deeply embedded in organizational culture
4. Prefers roles to define

SELF ORIENTATION

1. Sees self as separate from environment, self-worth

not dependent upon role.

2. Intuitive and emphatic
3. Prefers unstructured approach
4. Risk-taking, prefers flow
5. Uses conviction; enjoys broad and unusual ideas

6. Uses self to define reality

7. Interprets events, frames contexts for understanding

8. Is future and change oriented

FOLLOWERS ORIENTATION

1. Focuses on creating a vision that causes people to enroll and resonate with own beliefs.
2. Likes emotions because it implies involvement, shows and attracts strong emotions
3. Sets goals out of belief and enjoys what is possible in future
4. Prefers emotional attachments to define relationships
5. Seeks win/win for everyone
6. Focuses on what decisions to make: context

- relationships
5. Seeks balance of power and compromise
 6. Focuses on how to make decision process
 7. Gives indirect signals with high ambiguity to lessen emotion
 8. Plays for time to allow compromise and allow additional issues to supersede

ORGANIZATIONAL ORIENTATION

1. To perpetuate culture
2. Short term results
3. Focuses on tangibles
4. Parts and component oriented, does not emphasize relationships
5. Pursues same game
6. Creates an emotional tone of satisfaction in the organization, which involves employees in decision making/participation

Source: Table 6.1 Managers and Leaders,

The Leader Within By Drea Zigarmi, Ken Blanchard, Michael D' Connor & Carl Edeburn

7. Gives clear messages in order to generate and confront emotions
8. Uses time to bring issues to conclusion and to keep focus on limited number of issues

ORGANIZAATIONAL ORIENTATION

1. To create cultures
2. Long term results
3. Focuses on search for intangibles
4. Holistic total systems perspective looks after good of the whole
5. Formulates new game strategies
6. Creates emotional tones of excitement in the organization, which involves employees in values related activities

Advantages and Disadvantages of Teamwork

12 Disadvantages of teamwork

1. Teamwork requires more time.
2. Teamwork can lead to many meetings.
3. Teamwork often difficult to schedule meetings.
4. Teamwork requires individuals to give more of themselves
5. May take longer to make a decision.
6. May be used as an excuse for a lack of individual performance.
7. Personality conflicts are magnified.
8. Disagreements can cause strained relationships.
9. Potentials for subgroups to form.
10. Teams can become exclusive rather than inclusive.
11. May lead to unclear roles.
12. 'Groupthink' can limit innovations.

12 Advantages of teamwork

1. More inputs lead to better decisions.
2. Higher quality output.
3. Involvement of everyone in the process/
4. Increased ownership and buy-in by members,
5. Higher likelihood of implementation of new ideas.
6. Widens the circle of communication.
7. Shared information means increased learning.
8. Increased understanding of other people's perspectives.
9. Increased opportunity to draw on individual strengths.
10. Ability to compensate for individual weaknesses,
11. Provides a sense of security.
12. Develops personal relationships.

RESULTS

FREQUENCY DISTRIBUTION TABLE

S. No	Dept. Name	Total Respondents	Total Employees	Sample
1	Operations	10	205	4.87
2	Cargo	9	195	4.61
3	Ramp	8	180	4.44
4	Admin	4	75	5.33
5	Accounts	5	60	8.33
6	QA	2	5	4.00
TOTAL		38	720	5.27

PART I : ORGANIZATIONAL EFFECTIVENESS

Q. No	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	6	17	4	9	2	38
2	3	18	6	8	3	38
3	4	21	8	4	1	38
4	8	24	6	1	0	38
5	12	24	2	0	0	38
6	14	20	2	2	0	38
7	4	17	13	3	1	38
8	6	20	5	4	3	38
9	4	10	13	6	5	38
10	1	11	9	8	9	38
11	3	11	12	5	7	38
12	8	20	7	2	1	38
13	4	18	6	6	4	38
14	1	8	21	6	2	38

PART II : LEADERSHIP

Q. No	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	2	22	7	5	2	38
2	2	10	15	8	3	38
3	4	22	6	4	2	38
4	4	19	12	2	1	38
5	2	16	12	6	2	38
6	7	15	9	4	3	38
7	3	14	12	7	2	38
8	5	8	9	8	8	38
9	1	14	12	9	2	38
10	2	17	7	8	4	38
11	9	7	6	9	7	38
12	4	16	10	5	1	38

Statistics

	P1Q 1	P1Q 2	P1Q 3	P1Q 4	P1Q 5	P1Q 6	P1Q 7	P1Q 8	P1Q 9	P1Q 10	P1Q 11	P1Q 12	P1Q 13	P1Q 14
Valid	38	38	38	38	38	38	38	38	38	38	38	38	38	38
Missing	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mean	3.42	3.26	3.58	4.03	4.16	4.21	3.53	3.58	3.05	2.66	2.97	3.84	3.32	3.00
Std. Deviation	1.177	1.131	.889	.677	.886	.777	.893	1.130	1.184	1.214	1.241	.916	1.188	.838
Sum	130	124	136	153	158	160	134	136	116	101	113	146	126	114

Frequency Table

P1Q1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	6	15.8	15.8	15.8
Valid Agree	17	44.7	44.7	60.5
Valid Neutral	4	10.5	10.5	71.1
Valid Disagree	9	23.7	23.7	94.7
Valid Strongly Disagree	2	5.3	5.3	100.0
Total	38	100.0	100.0	

P1Q2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	3	7.9	7.9	7.9
Valid Agree	18	47.4	47.4	55.3
Valid Neutral	6	15.8	15.8	71.1
Valid Disagree	8	21.1	21.1	92.1
Valid Strongly Disagree	3	7.9	7.9	100.0
Total	38	100.0	100.0	

P1Q3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	3	7.9	7.9	7.9
Valid Agree	22	57.9	57.9	65.8
Valid Neutral	8	21.1	21.1	86.8
Valid Disagree	4	10.5	10.5	97.4
Valid Strongly Disagree	1	2.6	2.6	100.0
Total	38	100.0	100.0	

P1Q4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	8	21.1	21.1	21.1
Agree	24	63.2	63.2	84.2
Neutral	5	13.2	13.2	97.4
Disagree	1	2.6	2.6	100.0
Total	38	100.0	100.0	

P1Q5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	12	31.6	31.6	31.6
Agree	24	63.2	63.2	94.7
Strongly Disagree	2	5.3	5.3	100.0
Total	38	100.0	100.0	

P1Q6

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	14	36.8	36.8	36.8
Agree	20	52.6	52.6	89.5
Neutral	2	5.3	5.3	94.7
Disagree	2	5.3	5.3	100.0
Total	38	100.0	100.0	

P1Q7

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	4	10.5	10.5	10.5
Valid Agree	17	44.7	44.7	55.3
Valid Neutral	13	34.2	34.2	89.5
Valid Disagree	3	7.9	7.9	97.4
Valid Strongly Disagree	1	2.6	2.6	100.0
Total	38	100.0	100.0	

P1Q8

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	6	15.8	15.8	15.8
Valid Agree	20	52.6	52.6	68.4
Valid Neutral	5	13.2	13.2	81.6
Valid Disagree	4	10.5	10.5	92.1
Valid Strongly Disagree	3	7.9	7.9	100.0
Total	38	100.0	100.0	

P1Q9

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	4	10.5	10.5	10.5
Valid Agree	10	26.3	26.3	36.8
Valid Neutral	13	34.2	34.2	71.1
Valid Disagree	6	15.8	15.8	86.8
Valid Strongly Disagree	5	13.2	13.2	100.0
Total	38	100.0	100.0	

P1Q10

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	1	2.6	2.6	2.6
Valid Agree	11	28.9	28.9	31.6
Valid Neutral	9	23.7	23.7	55.3
Valid Disagree	8	21.1	21.1	76.3
Valid Strongly Disagree	9	23.7	23.7	100.0
Total	38	100.0	100.0	

P1Q11

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	3	7.9	7.9	7.9
Valid Agree	12	31.6	31.6	39.5
Valid Neutral	11	28.9	28.9	68.4
Valid Disagree	5	13.2	13.2	81.6
Valid Strongly Disagree	7	18.4	18.4	100.0
Total	38	100.0	100.0	

P1Q12

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	8	21.1	21.1	21.1
Valid Agree	20	52.6	52.6	73.7
Valid Neutral	7	18.4	18.4	92.1
Valid Disagree	2	5.3	5.3	97.4
Valid Strongly Disagree	1	2.6	2.6	100.0
Total	38	100.0	100.0	

P1Q13

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	4	10.5	10.5	10.5
Valid Agree	18	47.4	47.4	57.9
Valid Neutral	6	15.8	15.8	73.7
Valid Disagree	6	15.8	15.8	89.5
Valid Strongly Disagree	4	10.5	10.5	100.0
Valid Total	38	100.0	100.0	

P1Q14

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	1	2.6	2.6	2.6
Valid Agree	8	21.1	21.1	23.7
Valid Neutral	21	55.3	55.3	78.9
Valid Disagree	6	15.8	15.8	94.7
Valid Strongly Disagree	2	5.3	5.3	100.0
Valid Total	38	100.0	100.0	

Statistics

	P2Q1	P2Q2	P2Q3	P2Q4	P2Q5	P2Q6	P2Q7	P2Q8	P2Q9	P2Q10	P2Q11	P2Q12
N Valid	38	38	38	38	38	38	38	38	38	38	38	38
Missing	0	0	0	0	0	0	0	0	0	0	0	0
Mean	3.45	3.03	3.89	3.55	3.26	3.50	3.24	2.84	3.08	3.13	3.05	3.47
Std. Deviation	.978	1.000	.953	.950	.978	1.157	1.025	1.346	.969	1.143	1.469	1.006
Sum	131	115	148	135	124	133	123	108	117	119	116	132

Frequency Table

P2Q1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	2	5.3	5.3	5.3
Agree	22	57.9	57.9	63.2
Neutral	7	18.4	18.4	81.6
Disagree	5	13.2	13.2	94.7
Strongly Disagree	2	5.3	5.3	100.0
Total	38	100.0	100.0	

P2Q2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	2	5.3	5.3	5.3
Agree	10	26.3	26.3	31.6
Neutral	16	42.1	42.1	73.7
Disagree	7	18.4	18.4	92.1
Strongly Disagree	3	7.9	7.9	100.0
Total	38	100.0	100.0	

P2Q3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	7	18.4	18.4	18.4
Valid Agree	26	68.4	68.4	86.8
Valid Neutral	1	2.6	2.6	89.5
Valid Disagree	2	5.3	5.3	94.7
Valid Strongly Disagree	2	5.3	5.3	100.0
Valid Total	38	100.0	100.0	

P2Q4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	4	10.5	10.5	10.5
Valid Agree	19	50.0	50.0	60.5
Valid Neutral	11	28.9	28.9	89.5
Valid Disagree	2	5.3	5.3	94.7
Valid Strongly Disagree	2	5.3	5.3	100.0
Valid Total	38	100.0	100.0	

P2Q5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	2	5.3	5.3	5.3
Valid Agree	16	42.1	42.1	47.4
Valid Neutral	12	31.6	31.6	78.9
Valid Disagree	6	15.8	15.8	94.7
Valid Strongly Disagree	2	5.3	5.3	100.0
Valid Total	38	100.0	100.0	

P2Q6

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	7	18.4	18.4	18.4
Valid Agree	15	39.5	39.5	57.9
Valid Neutral	9	23.7	23.7	81.6
Valid Disagree	4	10.5	10.5	92.1
Valid Strongly Disagree	3	7.9	7.9	100.0
Valid Total	38	100.0	100.0	

P2Q7

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	3	7.9	7.9	7.9
Valid Agree	14	36.8	36.8	44.7
Valid Neutral	12	31.6	31.6	76.3
Valid Disagree	7	18.4	18.4	94.7
Valid Strongly Disagree	2	5.3	5.3	100.0
Valid Total	38	100.0	100.0	

P2Q8

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	5	13.2	13.2	13.2
Valid Agree	8	21.1	21.1	34.2
Valid Neutral	9	23.7	23.7	57.9
Valid Disagree	8	21.1	21.1	78.9
Valid Strongly Disagree	8	21.1	21.1	100.0
Valid Total	38	100.0	100.0	

P2Q9

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	1	2.6	2.6	2.6
Valid Agree	14	36.8	36.8	39.5
Valid Neutral	12	31.6	31.6	71.1
Valid Disagree	9	23.7	23.7	94.7
Valid Strongly Disagree	2	5.3	5.3	100.0
Total	38	100.0	100.0	

P2Q10

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	2	5.3	5.3	5.3
Valid Agree	17	44.7	44.7	50.0
Valid Neutral	7	18.4	18.4	68.4
Valid Disagree	8	21.1	21.1	89.5
Valid Strongly Disagree	4	10.5	10.5	100.0
Total	38	100.0	100.0	

P2Q11

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	9	23.7	23.7	23.7
Valid Agree	7	18.4	18.4	42.1
Valid Neutral	6	15.8	15.8	57.9
Valid Disagree	9	23.7	23.7	81.6
Valid Strongly Disagree	7	18.4	18.4	100.0
Total	38	100.0	100.0	

P2Q12

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	5	13.2	13.2	13.2
Valid Agree	16	42.1	42.1	55.3
Valid Neutral	10	26.3	26.3	81.6
Valid Disagree	6	15.8	15.8	97.4
Valid Strongly Disagree	1	2.6	2.6	100.0
Total	38	100.0	100.0	

Bar Chart



Statistics

	P3Q1	P3Q2	P3Q3	P3Q4	P3Q5	P3Q6	P3Q7	P3Q8	P3Q9
N Valid	38	38	38	38	38	38	38	38	38
N Missing	0	0	0	0	0	0	0	0	0
Mean	4.08	3.84	3.95	3.45	3.32	3.21	3.47	3.84	
Std. Deviation	.969	.823	.804	.860	.873	.905	1.133	.973	
Sum	155	146	150	131	126	122	132	146	

P3Q1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	15	39.5	39.5	39.5
Agree	15	39.5	39.5	78.9
Neutral	4	10.5	10.5	89.5
Disagree	4	10.5	10.5	100.0
Total	38	100.0	100.0	

P3Q2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	7	18.4	18.4	18.4
Agree	21	55.3	55.3	73.7
Neutral	7	18.4	18.4	92.1
Disagree	3	7.9	7.9	100.0
Total	38	100.0	100.0	

P3Q3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	9	23.7	23.7	23.7
Agree	20	52.6	52.6	76.3
Neutral	7	18.4	18.4	94.7
Disagree	2	5.3	5.3	100.0
Total	38	100.0	100.0	

P3Q4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	3	7.9	7.9	7.9
Valid Agree	17	44.7	44.7	52.6
Valid Neutral	12	31.6	31.6	84.2
Valid Disagree	6	15.8	15.8	100.0
Total	38	100.0	100.0	

P3Q5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	1	2.6	2.6	2.6
Valid Agree	18	47.4	47.4	50.0
Valid Neutral	12	31.6	31.6	81.6
Valid Disagree	6	15.8	15.8	97.4
Valid Strongly Disagree	1	2.6	2.6	100.0
Total	38	100.0	100.0	

P3Q6

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	1	2.6	2.6	2.6
Valid Agree	15	39.5	39.5	42.1
Valid Neutral	15	39.5	39.5	81.6
Valid Disagree	5	13.2	13.2	94.7
Valid Strongly Disagree	2	5.3	5.3	100.0
Total	38	100.0	100.0	

P3Q7

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	9	23.7	23.7	23.7
Valid Agree	8	21.1	21.1	44.7
Valid Neutral	15	39.5	39.5	84.2
Valid Disagree	4	10.5	10.5	94.7
Valid Strongly Disagree	2	5.3	5.3	100.0
Valid Total	38	100.0	100.0	

P3Q8

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	9	23.7	23.7	23.7
Valid Agree	19	50.0	50.0	73.7
Valid Neutral	6	15.8	15.8	89.5
Valid Disagree	3	7.9	7.9	97.4
Valid Strongly Disagree	1	2.6	2.6	100.0
Valid Total	38	100.0	100.0	

P3Q9

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	9	23.7	23.7	23.7
Valid Agree	15	39.5	39.5	63.2
Valid Neutral	12	31.6	31.6	94.7
Valid Disagree	2	5.3	5.3	100.0
Valid Total	38	100.0	100.0	

P3Q10

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	7	18.4	18.4	18.4
Valid Agree	18	47.4	47.4	65.8
Valid Neutral	6	15.8	15.8	81.6
Valid Disagree	7	18.4	18.4	100.0
Total	38	100.0	100.0	

P3Q11

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	5	13.2	13.2	13.2
Valid Agree	21	55.3	55.3	68.4
Valid Neutral	6	15.8	15.8	84.2
Valid Disagree	4	10.5	10.5	94.7
Valid Strongly Disagree	2	5.3	5.3	100.0
Total	38	100.0	100.0	

P3Q12

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	12	31.6	31.6	31.6
Valid Agree	22	57.9	57.9	89.5
Valid Neutral	2	5.3	5.3	94.7
Valid Disagree	2	5.3	5.3	100.0
Total	38	100.0	100.0	

P3Q13

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	5	13.2	13.2	13.2
Valid Agree	14	36.8	36.8	50.0
Valid Neutral	12	31.6	31.6	81.6
Valid Disagree	6	15.8	15.8	97.4
Valid Strongly Disagree	1	2.6	2.6	100.0
Total	38	100.0	100.0	

P3Q14

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	10	26.3	26.3	26.3
Valid Agree	17	44.7	44.7	71.1
Valid Neutral	9	23.7	23.7	94.7
Valid Disagree	2	5.3	5.3	100.0
Total	38	100.0	100.0	

P3Q15

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	4	10.5	10.5	10.5
Valid Agree	3	7.9	7.9	18.4
Valid Neutral	6	15.8	15.8	34.2
Valid Disagree	14	36.8	36.8	71.1
Valid Strongly Disagree	11	28.9	28.9	100.0
Total	38	100.0	100.0	

P3Q16

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1	2.6	2.6	2.6
	Agree	16	42.1	42.1	44.7
	Neutral	11	28.9	28.9	73.7
	Disagree	10	26.3	26.3	100.0
	Total	38	100.0	100.0	

P3Q17

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	8	21.1	21.1	21.1
	Agree	13	34.2	34.2	55.3
	Neutral	7	18.4	18.4	73.7
	Disagree	10	26.3	26.3	100.0
	Total	38	100.0	100.0	

Descriptives

Organization

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					Operations	11		
Cargo	10	54.2000	8.89194	2.81188	47.8391	60.5609	37.00	66.00
Ramp	7	46.4286	10.06408	3.80386	37.1208	55.7363	28.00	56.00
Admin	4	42.0000	2.94392	1.47196	37.3156	46.6844	39.00	45.00
Accounts	3	28.0000	8.18535	4.72582	7.6665	48.3335	19.00	35.00
QA	3	29.3333	6.42910	3.71184	13.3626	45.3041	22.00	34.00
Total	38	48.6053	12.45433	2.02036	44.5116	52.6989	19.00	67.00

[DataSet1] G:\SPSS\ABID ZIA SPSS ULTIMATE.sav

ANOVA

Organization

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3917.462	5	783.492	13.763	.000
Within Groups	1821.617	32	56.926		
Total	5739.079	37			

Post Hoc Tests

Multiple Comparisons

Dependent Variable: Organization

Tukey HSD

(I) Department	(J) Department	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Operations	Cargo	3.98182	3.29660	.830	-6.0041	13.9678
	Ramp	11.75325*	3.64791	.032	.7031	22.8034
	Admin	16.18182*	4.40527	.010	2.8375	29.5261
	Accounts	30.18182*	4.91429	.000	15.2956	45.0680
	QA	28.84848*	4.91429	.000	13.9623	43.7347
Cargo	Operations	-3.98182	3.29660	.830	-13.9678	6.0041
	Ramp	7.77143	3.71817	.318	-3.4915	19.0344
	Admin	12.20000	4.46362	.096	-1.3210	25.7210
	Accounts	26.20000*	4.96666	.000	11.1552	41.2448
	QA	24.86667*	4.96666	.000	9.8218	39.9115
Ramp	Operations	-11.75325*	3.64791	.032	-22.8034	-.7031
	Cargo	-7.77143	3.71817	.318	-19.0344	3.4915
	Admin	4.42857	4.72902	.934	-9.8964	18.7535
	Accounts	18.42857*	5.20648	.014	2.6573	34.1998
	QA	17.09524*	5.20648	.027	1.3240	32.8665
Admin	Operations	-16.18182*	4.40527	.010	-29.5261	-2.8375
	Cargo	-12.20000	4.46362	.096	-25.7210	1.3210
	Ramp	-4.42857	4.72902	.934	-18.7535	9.8964
	Accounts	14.00000	5.76251	.176	-3.4556	31.4556
	QA	12.66667	5.76251	.267	-4.7889	30.1223
Accounts	Operations	-30.18182*	4.91429	.000	-45.0680	-15.2956
	Cargo	-26.20000*	4.96666	.000	-41.2448	-11.1552
	Ramp	-18.42857*	5.20648	.014	-34.1998	-2.6573
	Admin	-14.00000	5.76251	.176	-31.4556	3.4556
	QA	-1.33333	6.16039	1.000	-19.9941	17.3275
QA	Operations	-28.84848*	4.91429	.000	-43.7347	-13.9623
	Cargo	-24.86667*	4.96666	.000	-39.9115	-9.8218

Ramp	-17.09524*	5.20648	.027	-32.8665	-1.3240
Admin	-12.66667	5.76251	.267	-30.1223	4.7889
Accounts	1.33333	6.16039	1.000	-17.3275	19.9941

*. The mean difference is significant at the 0.05 level.

Homogeneous Subsets

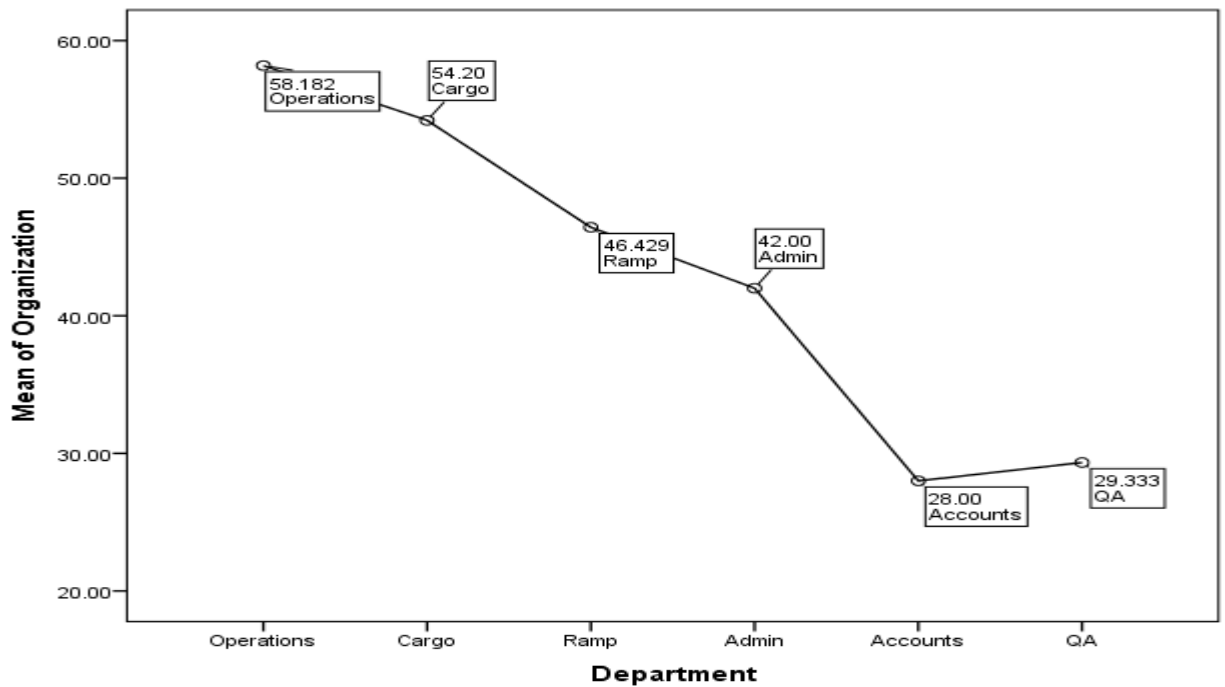
Organization

Tukey HSD

Department	N	Subset for alpha = 0.05		
		1	2	3
Accounts	3	28.0000		
QA	3	29.3333		
Admin	4	42.0000	42.0000	
Ramp	7		46.4286	46.4286
Cargo	10		54.2000	54.2000
Operations	11			58.1818
Sig.		.071	.153	.182

Means for groups in homogeneous subsets are displayed.

- a. Uses Harmonic Mean Sample Size = 4.798.
- b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.



Organization

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for		Minimum	Maximum
					Mean			
					Lower Bound	Upper Bound		
Less than 5 Years	4	53.7500	7.50000	3.75000	41.8158	65.6842	44.00	62.00
5-10 Years	3	49.0000	8.54400	4.93288	27.7755	70.2245	40.00	57.00
11-15 Years	7	44.8571	14.08816	5.32482	31.8278	57.8865	19.00	59.00
16-19 Years	6	51.1667	15.25014	6.22584	35.1626	67.1707	22.00	67.00
20 Years or more	18	48.0000	12.87953	3.03573	41.5952	54.4048	28.00	66.00
Total	38	48.6053	12.45433	2.02036	44.5116	52.6989	19.00	67.00

ANOVA

Organization

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	250.638	4	62.660	.377	.824
Within Groups	5488.440	33	166.316		
Total	5739.079	37			

Multiple Comparisons

Dependent Variable: Organization

Tukey HSD

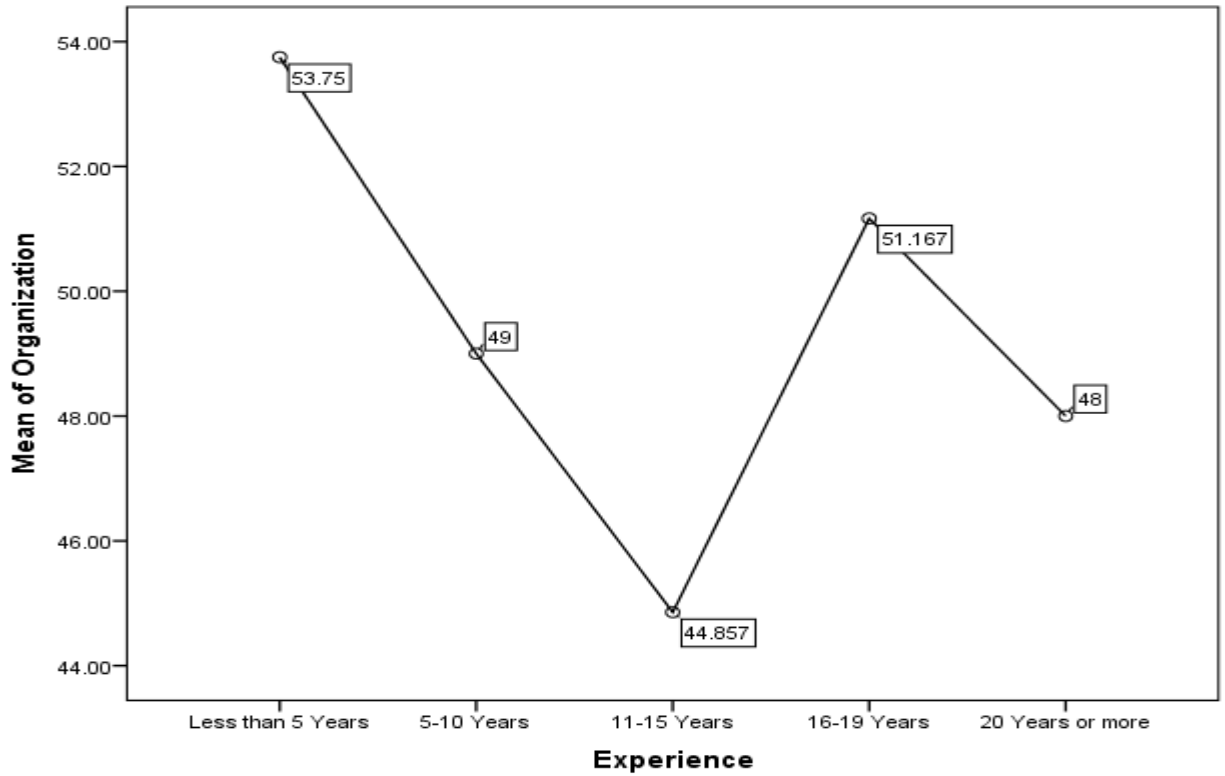
(I) Experience	(J) Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Less than 5 Years	5-10 Years	4.75000	9.84977	.988	-23.6598	33.1598
	11-15 Years	8.89286	8.08323	.805	-14.4217	32.2074
	16-19 Years	2.58333	8.32457	.998	-21.4274	26.5940
	20 Years or more	5.75000	7.12874	.927	-14.8115	26.3115
5-10 Years	Less than 5 Years	-4.75000	9.84977	.988	-33.1598	23.6598
	11-15 Years	4.14286	8.89934	.990	-21.5257	29.8114
	16-19 Years	-2.16667	9.11911	.999	-28.4691	24.1357
	20 Years or more	1.00000	8.04230	1.000	-22.1965	24.1965
11-15 Years	Less than 5 Years	-8.89286	8.08323	.805	-32.2074	14.4217
	5-10 Years	-4.14286	8.89934	.990	-29.8114	21.5257
	16-19 Years	-6.30952	7.17488	.902	-27.0041	14.3851
	20 Years or more	-3.14286	5.74450	.982	-19.7118	13.4261
16-19 Years	Less than 5 Years	-2.58333	8.32457	.998	-26.5940	21.4274
	5-10 Years	2.16667	9.11911	.999	-24.1357	28.4691
	11-15 Years	6.30952	7.17488	.902	-14.3851	27.0041
	20 Years or more	3.16667	6.07941	.985	-14.3683	20.7016
20 Years or more	Less than 5 Years	-5.75000	7.12874	.927	-26.3115	14.8115
	5-10 Years	-1.00000	8.04230	1.000	-24.1965	22.1965
	11-15 Years	3.14286	5.74450	.982	-13.4261	19.7118
	16-19 Years	-3.16667	6.07941	.985	-20.7016	14.3683

Organization

Tukey HSD

Experience	N	Subset for alpha =
		0.05
		1
11-15 Years	7	44.8571
20 Years or more	18	48.0000
5-10 Years	3	49.0000
16-19 Years	6	51.1667
Less than 5 Years	4	53.7500
Sig.		.795

Means Plots



eway

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					Operations	11		
Cargo	10	42.8000	7.56894	2.39351	37.3855	48.2145	28.00	54.00
Ramp	7	39.2857	9.21438	3.48271	30.7638	47.8076	23.00	51.00
Admin	4	32.2500	3.40343	1.70171	26.8344	37.6656	28.00	35.00
Accounts	3	26.0000	5.56776	3.21455	12.1689	39.8311	21.00	32.00
QA	3	26.0000	1.00000	.57735	23.5159	28.4841	25.00	27.00
Total	38	39.5000	9.57404	1.55311	36.3531	42.6469	21.00	54.00

ANOVA

Leadership

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1973.176	5	394.635	8.904	.000
Within Groups	1418.324	32	44.323		
Total	3391.500	37			

Multiple Comparisons

(I) Department	(J) Department	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Operations	Cargo	3.83636	2.90888	.773	-4.9751	12.6478
	Ramp	7.35065	3.21887	.230	-2.3998	17.1011
	Admin	14.38636*	3.88716	.010	2.6115	26.1612
	Accounts	20.63636*	4.33630	.001	7.5010	33.7717
	QA	20.63636*	4.33630	.001	7.5010	33.7717
Cargo	Operations	-3.83636	2.90888	.773	-12.6478	4.9751
	Ramp	3.51429	3.28086	.889	-6.4240	13.4526
	Admin	10.55000	3.93864	.108	-1.3808	22.4808
	Accounts	16.80000*	4.38252	.007	3.5246	30.0754
	QA	16.80000*	4.38252	.007	3.5246	30.0754
Ramp	Operations	-7.35065	3.21887	.230	-17.1011	2.3998
	Cargo	-3.51429	3.28086	.889	-13.4526	6.4240
	Admin	7.03571	4.17282	.550	-5.6044	19.6759
	Accounts	13.28571	4.59413	.068	-.6306	27.2021
	QA	13.28571	4.59413	.068	-.6306	27.2021
Admin	Operations	-14.38636*	3.88716	.010	-26.1612	-2.6115
	Cargo	-10.55000	3.93864	.108	-22.4808	1.3808
	Ramp	-7.03571	4.17282	.550	-19.6759	5.6044
	Accounts	6.25000	5.08477	.819	-9.1526	21.6526
	QA	6.25000	5.08477	.819	-9.1526	21.6526
Accounts	Operations	-20.63636*	4.33630	.001	-33.7717	-7.5010
	Cargo	-16.80000*	4.38252	.007	-30.0754	-3.5246
	Ramp	-13.28571	4.59413	.068	-27.2021	.6306
	Admin	-6.25000	5.08477	.819	-21.6526	9.1526
	QA	.00000	5.43585	1.000	-16.4661	16.4661
QA	Operations	-20.63636*	4.33630	.001	-33.7717	-7.5010
	Cargo	-16.80000*	4.38252	.007	-30.0754	-3.5246

Ramp	-13.28571	4.59413	.068	-27.2021	.6306
Admin	-6.25000	5.08477	.819	-21.6526	9.1526
Accounts	.00000	5.43585	1.000	-16.4661	16.4661

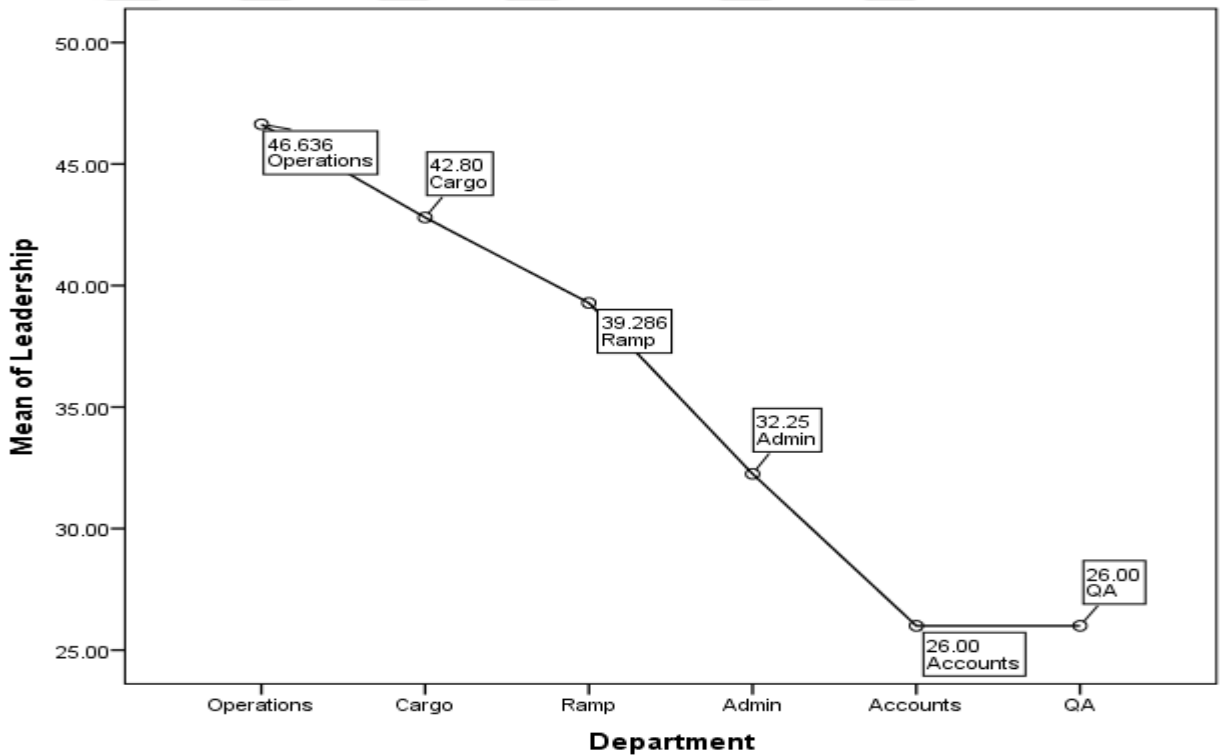
Homogeneous Subsets

Leadership

Tukey HSD

Department	N	Subset for alpha = 0.05		
		1	2	3
Accounts	3	26.0000		
QA	3	26.0000		
Admin	4	32.2500	32.2500	
Ramp	7		39.2857	39.2857
Cargo	10		42.8000	42.8000
Operations	11			46.6364
Sig.		.695	.168	.535

Means Plots



	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for		Minimum	Maximum
					Mean			
					Lower Bound	Upper Bound		
Operations	11	67.0000	2.82843	.85280	65.0998	68.9002	63.00	73.00
Cargo	10	66.6000	5.91044	1.86905	62.3719	70.8281	56.00	74.00
Ramp	7	58.7143	8.11817	3.06838	51.2062	66.2223	45.00	69.00
Admin	4	56.7500	6.34429	3.17214	46.6548	66.8452	49.00	64.00
Accounts	3	46.0000	6.24500	3.60555	30.4866	61.5134	39.00	51.00
QA	3	43.6667	.57735	.33333	42.2324	45.1009	43.00	44.00
Total	38	60.7895	9.56106	1.55101	57.6468	63.9321	39.00	74.00

ANOVA

Teamwork

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2393.071	5	478.614	15.482	.000
Within Groups	989.245	32	30.914		
Total	3382.316	37			

Multiple Comparisons

(I) Department	(J) Department	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Operations	Cargo	.40000	2.42935	1.000	-6.9589	7.7589
	Ramp	8.28571*	2.68824	.044	.1426	16.4288
	Admin	10.25000*	3.24636	.037	.4163	20.0837
	Accounts	21.00000*	3.62146	.000	10.0300	31.9700
	QA	23.33333*	3.62146	.000	12.3633	34.3033
Cargo	Operations	-.40000	2.42935	1.000	-7.7589	6.9589
	Ramp	7.88571	2.74001	.070	-.4142	16.1857
	Admin	9.85000	3.28936	.054	-.1140	19.8140
	Accounts	20.60000*	3.66006	.000	9.5131	31.6869
	QA	22.93333*	3.66006	.000	11.8464	34.0202
Ramp	Operations	-8.28571*	2.68824	.044	-16.4288	-.1426
	Cargo	-7.88571	2.74001	.070	-16.1857	.4142
	Admin	1.96429	3.48493	.993	-8.5921	12.5207
	Accounts	12.71429*	3.83678	.025	1.0920	24.3365
	QA	15.04762*	3.83678	.005	3.4254	26.6699
Admin	Operations	-10.25000*	3.24636	.037	-20.0837	-.4163
	Cargo	-9.85000	3.28936	.054	-19.8140	.1140

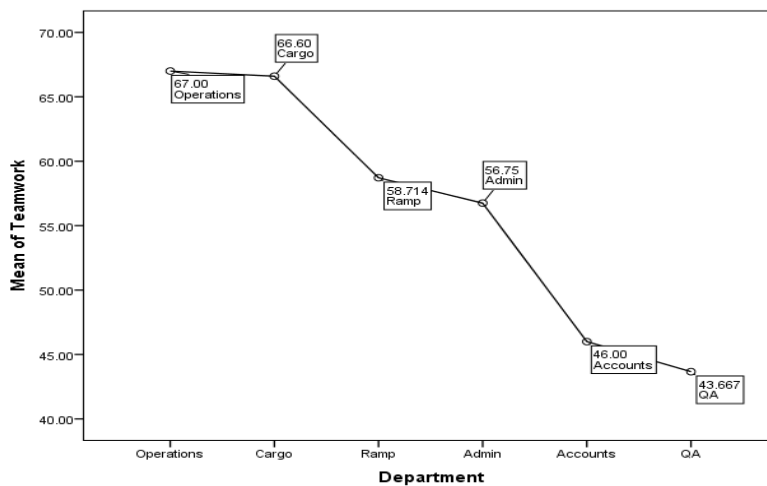
	Ramp	-1.96429	3.48493	.993	-12.5207	8.5921
	Accounts	10.75000	4.24654	.145	-2.1135	23.6135
	QA	13.08333*	4.24654	.044	.2199	25.9468
	Operations	-21.00000*	3.62146	.000	-31.9700	-10.0300
	Cargo	-20.60000*	3.66006	.000	-31.6869	-9.5131
Accounts	Ramp	-12.71429*	3.83678	.025	-24.3365	-1.0920
	Admin	-10.75000	4.24654	.145	-23.6135	2.1135
	QA	2.33333	4.53974	.995	-11.4183	16.0850
	Operations	-23.33333*	3.62146	.000	-34.3033	-12.3633
	Cargo	-22.93333*	3.66006	.000	-34.0202	-11.8464
QA	Ramp	-15.04762*	3.83678	.005	-26.6699	-3.4254
	Admin	-13.08333*	4.24654	.044	-25.9468	-.2199
	Accounts	-2.33333	4.53974	.995	-16.0850	11.4183

Homogeneous Subsets

Teamwork

Tukey HSD

Department	N	Subset for alpha = 0.05		
		1	2	3
QA	3	43.6667		
Accounts	3	46.0000	46.0000	
Admin	4		56.7500	56.7500
Ramp	7			58.7143
Cargo	10			66.6000
Operations	11			67.0000
Sig.		.986	.054	.074



Oneway

Descriptives

Teamwork

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Less than 5 Years	4	64.5000	8.42615	4.21307	51.0921	77.9079	56.00	74.00
5-10 Years	3	60.3333	9.86577	5.69600	35.8254	84.8413	49.00	67.00
11-15 Years	7	58.7143	10.38772	3.92619	49.1072	68.3213	39.00	70.00
16-19 Years	6	63.3333	9.81156	4.00555	53.0367	73.6299	44.00	71.00
20 Years or more	18	60.0000	10.02937	2.36394	55.0125	64.9875	43.00	73.00
Total	38	60.7895	9.56106	1.55101	57.6468	63.9321	39.00	74.00

ANOVA

Teamwork

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	135.887	4	33.972	.345	.845
Within Groups	3246.429	33	98.377		
Total	3382.316	37			

Multiple Comparisons

Dependent Variable: Teamwork

Tukey HSD

(I) Experience	(J) Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Less than 5 Years	5-10 Years	4.16667	7.57538	.981	-17.6831	26.0165
	11-15 Years	5.78571	6.21675	.883	-12.1454	23.7168
	16-19 Years	1.16667	6.40236	1.000	-17.2998	19.6331
	20 Years or more	4.50000	5.48266	.922	-11.3137	20.3137

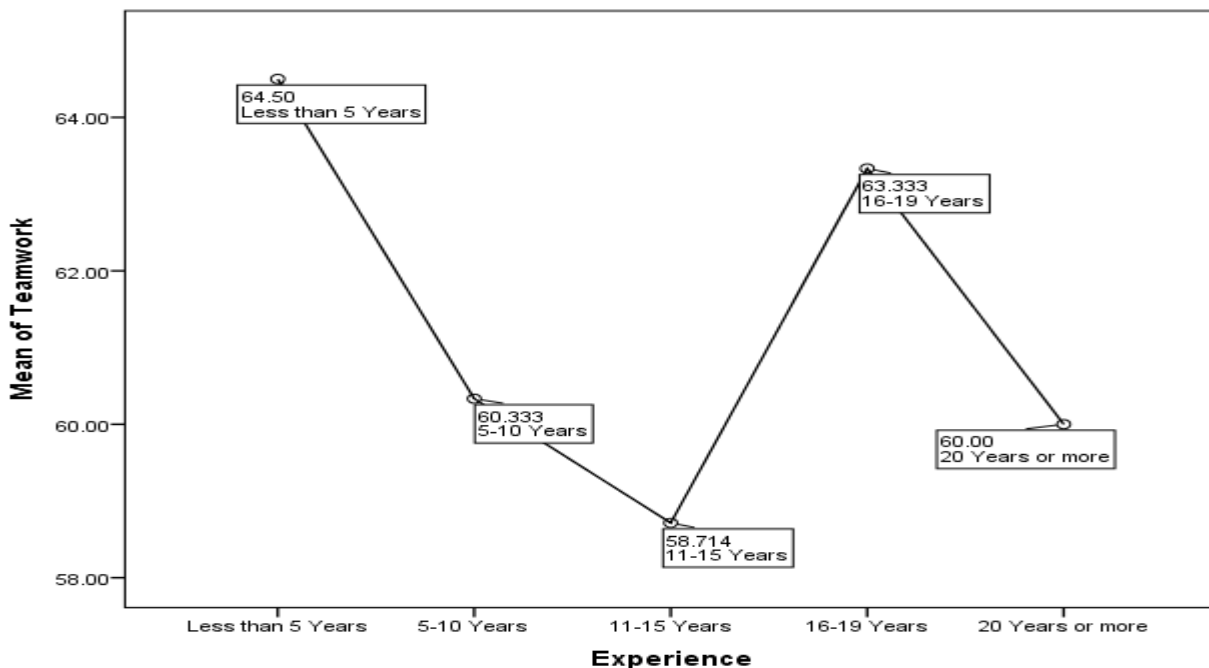
	Less than 5 Years	-4.16667	7.57538	.981	-26.0165	17.6831
5-10 Years	11-15 Years	1.61905	6.84441	.999	-18.1224	21.3605
	16-19 Years	-3.00000	7.01344	.993	-23.2290	17.2290
	20 Years or more	.33333	6.18527	1.000	-17.5069	18.1736
11-15 Years	Less than 5 Years	-5.78571	6.21675	.883	-23.7168	12.1454
	5-10 Years	-1.61905	6.84441	.999	-21.3605	18.1224
	16-19 Years	-4.61905	5.51814	.917	-20.5351	11.2970
	20 Years or more	-1.28571	4.41805	.998	-14.0288	11.4573
16-19 Years	Less than 5 Years	-1.16667	6.40236	1.000	-19.6331	17.2998
	5-10 Years	3.00000	7.01344	.993	-17.2290	23.2290
	11-15 Years	4.61905	5.51814	.917	-11.2970	20.5351
	20 Years or more	3.33333	4.67563	.952	-10.1526	16.8193
20 Years or more	Less than 5 Years	-4.50000	5.48266	.922	-20.3137	11.3137
	5-10 Years	-.33333	6.18527	1.000	-18.1736	17.5069
	11-15 Years	1.28571	4.41805	.998	-11.4573	14.0288
	16-19 Years	-3.33333	4.67563	.952	-16.8193	10.1526

Teamwork

Tukey HSD

Experience	N	Subset for alpha =
		0.05
		1
11-15 Years	7	58.7143
20 Years or more	18	60.0000
5-10 Years	3	60.3333
16-19 Years	6	63.3333
Less than 5 Years	4	64.5000
Sig.		.876

Means Plots



Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Organization	48.6053	12.45433	38
Leadership	39.5000	9.57404	38
Teamwork	60.7895	9.56106	38

Correlations

		Organization	Leadership	Teamwork
Organization	Pearson Correlation	1	.935**	.887**
	Sig. (2-tailed)		.000	.000
	N	38	38	38
Leadership	Pearson Correlation	.935**	1	.828**
	Sig. (2-tailed)	.000		.000
	N	38	38	38
Teamwork	Pearson Correlation	.887**	.828**	1
	Sig. (2-tailed)	.000	.000	
	N	38	38	38

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

ABSTRACT

It is often said that perceptions are stronger than reality. How people perceive things affect their actions, behavior and decision-making process. There may be a gap between how things are and how people view them. Emotions, personality, environment, culture and numerous other factors shape one's acuties. Perceptions are loosely defined as the way people understand and interpret things around them. In the context of organizations, how its employees view their leadership and peers, affect their perception about the performance of their organization.

The aim of this study is to assess employees' perceptions about leadership and teamwork and whether or not, these perceptions affect their views about the performance of an organization. Performance of a team largely depends upon its leadership. The underlying assumption is that if the leadership is good, the teamwork is good. If the teamwork is good, the performance of an organization is also good. Our hypothesis is to see if there is a significant relationship amongst all three:, teamwork, leadership and organizational performance.

For the purpose of this research, Shaheen Air Port Services (SAPS) was chosen as the company of interest. It provides ground handling services at the major airports of Pakistan, catering to the needs of national and international airlines. The company was established in 1981 as a subsidiary of Pakistan Air Force (PAF), for the welfare of its retired employees. Almost the entire workforce is recruited from the PAF. Officers are employed at the managerial (leadership) positions, whereas the technicians are taken in the technical and skilled cadre. Company's activities are divided into core functions and support functions. Ramp, Cargo and Operations fall under core functions, whereas: Accounts, Administration and Quality Assurance (QA) come under support. Although this division is not a formal setup, this is how company's working philosophy has evolved overtime. During the administering of the survey tool, it was attempted to have equitable representation from all the functions.

A combination of both quantitative and qualitative research types were chosen to undertake the study. Quantitative part was used to acquire personal data of the employees, while the qualitative-research was meant to gauge their perceptions. A three-part, closed-ended questionnaire was designed on the basis of Likert-scale. The questionnaire was administered in a single sitting to all the core and support departments. Convenience-sampling was done, and a sample-size of 5% was chosen to represent the target-population. Since the furnishing of personal data was optional, no one chose to reveal their identity. The format of the questionnaire was kept in reverse order. That is, first the respondents were asked about their views of the company. Then the second portion was aimed at finding how they felt about the leadership and that if the leadership is responsible for the company's success or failure. The last part was meant to reveal employees' views about the teamwork. The idea was to connect the dots backwards. That is, whether or not there is a connection between organizational performance with leadership, and the effect of leadership on teamwork.

SPSS Tool was used to analyze data. Frequencies, One-Way ANOVA and Correlations were applied to find out about: employees' views, their relationships with departments and experience-levels, and the link of three parts of the research focus with one another. Findings from the frequencies revealed that majority of employees viewed positively about organizational performance, leadership and teamwork. Recommendations are made at the end of study. From One-Way ANOVA it was revealed that core departments had a more positive view of all the three focus areas, whereas the support departments had an overall divisive view. So there is a direct relationship between all the three areas. If feedback is positive about one aspect, views about others are also positive, and the converse is true as well. Correlations testing have shown that there is significant and direct relationship between all the three groups. Hence the hypothesis that there is significant relationship between organizational performance, leadership and teamwork holds true.

Human resource is a strategic asset for the company. Organizations which understand the importance of this asset also yield higher dividends. At the same time, dynamics of teamwork and expectations from the leadership can also make this aspect

equally challenging. The target company may utilize this study to sharpen its focus where it's needed and positively reinforce where it is strong. Findings of this study may also be utilized for subsequent studies.



ÖZET

Genellikle algıları gerçekte daha güçlü olduğu söyleniyor. İnsanlar nasıl işler onların eylemleri, davranış ve karar verme sürecini etkileyen algılar. Şeyler vardır ve insanlar bunları nasıl görebilirim arasında nasıl bir boşluk olabilir. Duygular, kişilik, çevre, kültür ve sayısız diğer faktörler kişinin keskinliği şekil. Algıları gevşek insanları anlamak ve çevrelerindeki şeyleri yorumlamak yolu olarak tanımlanır. Çalışanları liderlik ve akranlarını görüntülemek nasıl kuruluşların bağlamında, onların organizasyonun performansı hakkında kendi algılarını etkiler.

Bu çalışmanın amacı, liderlik ve takım çalışması ve ilgili olsun veya olmasın çalışanların algılarını değerlendirmek, bu algıların bir örgütün performansı hakkında görüşlerini etkileyebilir. Bir takımın performans büyük ölçüde liderlik bağlıdır. Bu varsayım altında liderlik iyi ise, takım çalışması iyi olmasıdır. Takım çalışması iyiye, bir örgütün performansı da iyidir. Bizim hipotezi her üç :, ekip çalışması, liderlik ve örgütsel performans arasında anlamlı bir ilişki olup olmadığını görmek için.

Bu araştırmanın amacı için, Shaheen Air Liman Hizmetleri (SAPS) ilgi şirketi olarak seçildi. Ulusal ve uluslararası havayollarının ihtiyaçlarına catering, Pakistan büyük havalimanlarında yer hizmetleri sunmaktadır. Şirket emekli çalışanlarının refahı için, Pakistan Hava Kuvvetleri (PAF) bir iştiraki olarak 1981 yılında kuruldu. Neredeyse bütün işgücünün PAF gelen işe. Teknisyenleri, teknik ve yetenekli kadro alınır ise Subaylar, yönetsel (liderlik) pozisyonlarda istihdam edilmektedir. Şirket faaliyetleri, temel fonksiyonları ve destek fonksiyonları ayrılır. Rampa, Kargo ve Operasyonlar ise, temel fonksiyonların kapsamına girer: Hesaplar, Yönetim ve Kalite Güvencesi (QA) desteği altında gelir. Bu bölünme resmi kurulum olmamasına rağmen, bu şirketin çalışma felsefesi mesai geliştirdi nasıl. Anket aracı idare etmek sırasında tüm fonksiyonlardan eşit temsilini sahip çalışılmıştır.

Hem nicel hem de nitel araştırma türleri bir arada çalışmayı yapabilmek için seçildi. Nitel araştırma algılarını ölçmek gerekiyordu iken nicel kısmı, çalışanların kişisel verileri elde etmek için kullanılmıştır. Üç parçalı, kapalı uçlu anket Likert ölçekli temelinde tasarlanmıştır. Anket, tüm çekirdek ve destek departmanları tek bir oturuşta verildi. Kolaylık örneği alındı ve % 5 bir numune boyutu hedef popülasyonunu temsil etmek üzere seçildi. Kişisel verilerin mobilya isteğe bağlı olduğundan, hiç kimse

kendi kimliğini ortaya çıkarmak için seçti. Anketin biçimi ters tutuldu. Bu ilk katılımcıların şirketin kendi görüşleri sorulmuştur vardır. Sonra ikinci kısım onlar liderlik hakkında ve liderlik şirketin başarı veya başarısızlık sorumlu olduğunu hissettim nasıl bulmak amaçlanmıştır. Son bölümü takım çalışması hakkında çalışanların görüşlerini ortaya çıkarmak gerekiyordu. Fikir geriye noktalar bağlamak oldu. Bu liderlik ile örgütsel performans arasında bir bağlantı, ve ekip liderlik etkisinin olup olmadığını ya da değil, olduğunu.

SPSS Aracı verilerini analiz etmek için kullanılmıştır. Çalışanların görüşleri, departmanlar ve deneyim düzeyleri ve birbirleriyle araştırma odak üç bölümden link ile ilişkileri: Frekanslar, Tek Yönlü Varyans Analizi ve korelasyon öğrenmek için uygulanmıştır. Frekanslarda elde edilen bulgular örgütsel performans, liderlik ve takım çalışması hakkında olumlu inceledi çalışanların büyük çoğunluğunun ortaya koymuştur. Öneriler Çalışmanın sonunda yapılır. Tek Yönlü ANOVA bakıldığında destek departmanları genel bölücü bir görünümü vardı oysa çekirdek bölümleri, tüm üç odak alanlarında daha olumlu görünümü olduğu ortaya çıktı. Böylece tüm üç alanlar arasında doğrudan bir ilişki vardır. Geribildirim bir yönü hakkında olumlu ise, başkaları hakkında görüşlerini de olumlu ve tersi de doğrudur. Korelasyon testi her üç grup arasında anlamlı ve doğrudan bir ilişki olduğunu göstermiştir. Bu nedenle örgütsel performans, liderlik ve takım çalışması arasında anlamlı bir ilişki olduğu hipotezi geçerlidir.

İnsan kaynakları şirketi için stratejik bir varlık. Bu varlığın önemini anlamak kuruluşlar da yüksek temettü verim. Aynı zamanda, liderlik ekip dinamikleri ve beklentileri de bu yönü eşit zorlu yapabilirsiniz. Hedef şirketin gerekli ve güçlü olduğu olumlu takviye ediyor odağını keskinleştirmek için bu çalışmayı kullanabilir. Bu çalışmanın bulguları da daha sonraki çalışmalar için kullanılabilir.