Walden University

College of Management and Technology

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Felicia Chachere

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Walden University
2015

Abstract

Communication Satisfaction of Charismatic Leaders in Virtual Teams

by

Felicia Chachere

MPH, Armstrong Atlantic State University, 2001

BS, Savannah State University, 1999

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

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Abstract

Over the last 2 decades of advances in technology, organizations have used virtual teams (VTs) as one way to expand globally. Strong leadership and communication skills with followers are essential qualities for successful VTs. It is important to conduct research related to charismatic leadership and communication satisfaction of team members as many organizations now use VTs. The purpose of the survey study was to examine the relationship of perceived charismatic leadership qualities in VT leaders and communication satisfaction in VT members. The research questions examined the association between charismatic leadership qualities and the subdimension of communication satisfaction. Charismatic leadership was the theoretical framework for the study, which posits that leadership and communication are contributing factors to successful VTs. Data were collected from property managers of a major student housing management company ($n = 111$) using convenience sampling. The Conger-Kanungo Charismatic Leadership Questionnaire and Communication Satisfaction Survey were e-mailed to the property managers through Survey Monkey. Multiple regression analysis showed that a number of charismatic leadership qualities were statistically associated with communication satisfaction. Inspiring strategic and organizational goals explained the most variance in conflict resolution ($p < 0.001$). The results may contribute to the body of knowledge on VTs, as the results suggest that a leadership-focused approach can transform VTs into highly communicative teams. Implications for positive social change are that management awareness of charismatic leadership qualities can have a positive effect on the enhancement of communication satisfaction and employee productivity.

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Dedication

My dissertation is dedicated to my mother, Etta Billingslea. She has been very supportive in all that my sister and I have done. As I grew up my mother always instilled in me the importance of education. She was an educator herself. She sacrificed a lot for the betterment and happiness for her family. It was always her dream to obtain her doctorate degree but she made the choice to put her children first and did not chase her dream. It is with great honor that I dedicate my dissertation to her. I love you mom and thank you for all that you have done for us. Most importantly thank you for your love and undying support.

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Table of Contents

i

iv

List of Tables

Chapter 1: Introduction to the Study

The use of teams has enhanced work productivity among organizations for decades. Teams exhibit the essence of diverse skill sets, experiences, and knowledge that yields increased ability within organizations. Berry (2011) defined teams as "a group of individuals who interact interdependently and who are brought together or come together voluntarily to achieve certain outcomes or accomplish particular tasks" (p. 186). Over the years, the structure of organizations has changed as organizations have expanded into global entities. This expansion began the transformation of teams into *virtual* teams (VT). The difference between a team and a VT is that the VT is distributed geographically (Siebdrat, Hoegl, & Ernst, 2009). The advantage of a VT is that, if it is "designed, managed, and implemented effectively it "can harness talent and knowledge from anywhere in the world to solve problems and complete work tasks on a 24/7 schedule" (Berry, 2010, p. 194).

The statistical value of how many VTs exist at any given time is not attainable. However, Zaccaro and Bader (2003) estimated that one in five employees telework and claimed that many teleworkers make up VTs. A special analysis run by Global Workplace Analytics on the latest data from American Community Survey (2012) showed that telecommuting increased by about 80% between the years 2005 and 2012 (globalworkplaceanalytics.com, 2013).

One critical way in which VTs can be successful and productive for organizations is by focusing on leadership and communication. In order for VTs to be successful, its leaders must be strong and communicative. From eight case studies reviewed by

Monalisa, Daim, Mirani, Dash, Khamis, and Bhusari (2008) in their quest to understand management of global/VTs, leadership and communication were among the list of challenges documented.

However, there is a lack of research on the qualities of charismatic leadership and enhancing communication satisfaction among VTs. In this study, surveys on charismatic leadership and communication satisfaction were used to determine whether there was a relationship between leaders and communication satisfaction. By implementing a leadership framework that focused on *charismatic* leadership qualities, leaders could be transformed into charismatic leaders. Charismatic leaders will improve managerial guidance to encourage information sharing and increased communication among team members. VT lead by charismatic leaders will enhance social ties among employees and bring about social networking and positive social change.

Background of the Study

Within organizations, teams are considered the building blocks of success they are an important part in the performance of the organizations (Bergiel, Bergiel, & Balsmeir, 2008. Through the use of teams, organizations have the potential to be more effective in meeting the goals of the organization because a team offers the diverse skills and viewpoints of many individuals (Staples & Zhoa, 2006). As companies build business relationships and expand their businesses globally, they form VTs (Siebdrat, Hoegl, & Ernst, 2009). VTs are associated with an increased competitive edge and an increase in global talent (Bergiel, Bergiel, & Balsmeier, 2008). The use of VTs has created the opportunity for individuals to work across time zones through the use of technology

(Bergiel, Bergiel, & Balsmeier, 2008). VTs allow organizations to communicate across distances without travel (Bergiel, Bergiel, & Balsmeier, 2008). VTs have yielded increased organizational productivity and decreased organization expenses (Stevenson & McGrath, 2004). A number of companies reported a substantial increase in productivity as a result of VTs. After adopting virtual work, IBM saw productivity increase between 15% and 40% companywide and Hewlett Packard doubled their revenue from sales (Stevenson & McGrath, 2004). This approach appears to be an ideal formula for organizational success.

The success of VTs relies heavily on: trust, communication, leadership, goal setting, and technology (Bergiel, Bergiel, & Balsmeier, 2008). Communication is especially important within virtual teams. VTs do not have the luxury to conduct face-to-face meetings on a routine basis. VTs lack the use of face-to-face interaction, which is an important link to team success and communication.

The team leader plays a fundamental role in shaping and blending VTs. The challenge remains how to successfully address the issue of communication among VTs. There continues to be a substantial amount of research done on the qualities needed to be a successful virtual leader more research is needed on how to successfully address the flow of communication within VTs. In order for leaders to lead effectively, they must be knowledgeable and know how to communicate with team members and encourage effective communication among the entire team.

Problem Statement

While there is research that connects leadership qualities and communication satisfaction, there is a lack of research connecting charismatic leadership with communication satisfaction in VTs. The success of VTs correlates with effective leadership (Derosa, 2009). OnPoint Consulting conducted a study of 48 VTs from 16 different organizations. It found that VT members and stakeholders "overwhelmingly reported that communication is the most important competency for effective leaders of virtual teams" (DeRosa, 2009, p. 10). VTs that lack effective leadership and lack communication are problematic as they affect the outcomes and goals of the organization. Successful VTs have yielded increased organizational productivity and decreased organizational expenses (Stevenson & McGrath, 2004). According to Wakefield, Leidner, and Garrison (2008), VTs function better with managerial guidance. In VTs, leaders understand their roles and a take more active role.

> Organizations must consciously create the conditions for effective virtual
> teamwork, and the success or failure of VTs (or the organization itself) may well
> be a consequence of inept leadership or management more than a consequence of
> technology or other factors. (Berry, 2011, p. 195)

According to a study completed by D'Amato, Eckert, Ireland, Quinn, and Velsor's (2010) on leadership practices for corporate global responsibility, managing communication throughout the organization is the responsibility of leaders.

There have been a large number of studies on VTs suggesting that the lack of communication is a contributing factor to poor productivity among VTs. According to

Staples and Webster (2007), much of the existing research has been conducted on student teams. While there is a substantial amount of research on VTs and communication, there are many areas where additional research can be performed. There are few studies on employees within VTs and an even fewer number within the housing industry. I studied the association between charismatic leadership qualities and communication satisfaction among VTs within the student housing industry.

Purpose of the Study

The purpose of this quantitative survey study was to determine the relationship between charismatic leadership qualities, leadership effectiveness, communication, and job satisfaction among virtual team members. Specifically the study (a) determined the association between perceived charismatic leadership qualities and followers' perception of leadership effectiveness, and (b) determined the association between the perceived subdimension of charismatic leadership qualities (sensitivity to members' needs, strategic vision, and articulation) of charismatic leadership qualities and communication satisfaction. As a result of the analysis of the perceptions of VT leaders and VT members, the study revealed the benefits of VTs that are led by charismatic leaders.

Research Questions and Hypotheses

The flow of communication is important within any team, and communication should be the focus of leaders. According to Bergiel and Bergiel (2008), the two factors that affect the success of VTs are communication and leadership. Problems with communication and leadership among VTs can negatively affect work productivity

within organizations. According to Smith (2003), social interaction between employees, coworkers, and expert training encourages positive engagement and support.

There is a lack of knowledge about how leadership and communication relate to the success of VTs. The goal of this study was to identify how VT members perceive charismatic leadership qualities and communication satisfaction among VTs and leaders. Thus, the three research questions to measure charismatic leadership and communication satisfaction among virtual teams members were as follows:

RQ1: Is there an association between charismatic leadership qualities and follower perception of leadership effectiveness among virtual team members?

H_0: There is not an association between perceived charismatic leadership qualities and follower perception of leadership effectiveness among virtual team members.

H_a: There is an association between perceived charismatic leadership qualities and follower perception of leadership effectiveness among virtual team members.

RQ2: Is there an association between the perceived subdimension (sensitivity to members needs, strategic vision, and articulation) of charismatic leadership qualities and communication satisfaction?

H_0: There is not an association between perceived subdimension (sensitivity to members needs, strategic vision, and articulation) of charismatic leadership qualities and communication satisfaction.

H_a: There is an association between perceived subdimension (sensitivity to members needs, strategic vision, and articulation) of charismatic leadership qualities and communication satisfaction.

RQ3: Is there an association between communication satisfaction and job satisfaction among virtual teams?

H_0: There is not an association between communication satisfaction and job satisfaction among virtual team members.

H_a: There is an association between communication satisfaction and job satisfaction among virtual team members.

Theoretical Base

Leadership, one of the most important facets of human behavior (Shastri, Mishra, & Sinha, 2010), means a "relationship between an individual and a group built around some common interest wherein the group behaves in a manner directed or determined by the leader" (Shastri, Mishra, & Sinha, 2010, p. 1946). According to early leadership research, leaders and managers were believed to perform the same function. But in the 1970s, this concept was changed and the two functions were separated (Levine, Muenchen, & Brooks, 2010). Two theories developed from this approach: one focused on inspirational or *transformational* leadership and one focused on visionary or *charismatic* leadership (Levine, Muenchen, & Brooks, 2010). According to Conger and Kanungo (1994), the main factor that distinguished the two theories from one another was the perspective of the leadership phenomena was viewed. Charismatic leadership has to do with leadership behavior (Conger & Kanungo, 1994) and shared vision (Levine,

Muenchen, & Brooks, 2010), while transformational leadership were concerned with follower outcomes (Conger & Kanungo, 1994).

The theoretical basis of this study was charismatic leadership; its qualities enhance the relationships of leaders and followers. In charismatic leadership, the leader has a vision, one that can motivate others (Hayibor, Agle, Sears, Sonnenfield, & Ward, 2011). Charismatic leadership theory is the most appropriate theory to use due to the three constructs of (a) social control and sensitivity to others needs, (b) articulation, (c) inspirational visionary. Charismatic leaders can generate confidence in their followers that leads to productivity (Shastri, Mishra, & Sinha, 2010). The qualities of a charismatic leader are expected to improve communication satisfaction within VTs .

According to Hayibor, Agle, Sears, Sonnenfeld, and Ward (2011) charismatic leaders are known for their behavioral qualities that motivate their followers toward the vision and goals that are presented to them. According to Conger and Kanungo (1994) the "earlier formulations of charismatic leadership emerging from the fields of sociology and political science were primarily concerned with what *leader behaviors* and *contexts* induced follower responses" (p. 442). Through charismatic leadership the relationship between leader and follower are highlighted. According to Levin, Muenchen, and Brooks (2010) the leader and follower relationship is focused on passion and foresight and emphasized that there were three stages of the leadership process: assessment of environment, sensitivity to the needs of others, and strategic vision and articulation.

Social Control and Sensitivity to Followers' Needs

The first component of the model is social control and sensitivity to followers' needs. According to Grove (2010), who looked at leader's skills and follower attributes, social control is exhibited through charismatic leaders' conscious effort of impression management. Charismatic leaders are focused on "image building to express conviction, self-confidence, and dedication to their vision" (p. 258). This construct is significant to followers. Charismatic leaders use this ability to anticipate social expression as a measure to be sensitive to the needs and values of their followers and in formulating and communicating their vision (Grove, 2010). Conger, Kanungo, and Menon (2000) also stated that one of the main attributes that separate charismatic leaders from other leaders is a greater sensitivity to their followers' needs. Grove (2010) By doing so charismatic leaders are able to sense imperative cues from opponents and craft their message appropriately. Through the use of social control charismatic leaders are able to identify certain signals that are given by followers and adjust their actions accordingly. Leaders of VTs must find a way to connect and stay engaged with their teams. With the skill of social control, charismatic leaders will find a way to determine when their team members /followers are disconnected from the team and address the issue immediately which will be important in enhancing communication satisfaction.

Articulation

According to Riggio (1989), leaders who have social control are more comfortable at public speaking. In order to lead successfully and bring about productive change within an organization, a leader must be able to articulate the company's goals

and vision in a manner that is understandable. Charismatic leaders are known to influence their followers because of how they "interpret and integrate information in positive ways" (Bono & Ilies, 2006, p. 320). According to Shastri, Mishra, and Sinha (2010), charisma is the essence of how charismatic leaders articulate and formulate the vision of the organization to their followers; charisma is done in an inspiring manner. The speech of charismatic leaders has been described as energized and stimulating (Bono & Ilies, 2006). Charismatic leaders have been described as having "high energy, high intelligence, and a high level of interpersonal communication skills" (Levine, Muenchen, & Brooks, p. 580). Articulation is a very important skill for a leader to have, especially one who leads virtually.

Visionary

The last component of the leadership framework is one that brings everything together—the ability to formulate an inspirational vision (Conger, Kanungo, & Menon, 2000). As stated by Shastri, Mishra, and Sinha (2010), charismatic leaders are known for their ability to be a visionary and articulate it to others. According to Worden (2005) "charisma involves the perception of 'energy' and 'connection' because it draws on a 'large matter', such as fundamental principles or visions touching on something felt as real or scared" (p. 223). As charismatic leaders express their vision to their followers they do it in a manner that places emphasis on the values that are shared by both the leader and followers (Hayibor, Agle, Sears, Sonnenfeld, & Ward, 2011). By taking this approach, leaders are able to engage and empower their followers because they are given a sense of involvement.

Nature of the Study

The design of this study was survey research. According to Trochim (2006), the survey research is vital in measuring phenomena in social research. Through the use of surveys researchers are able to gather a substantial amount of data on particular phenomena (Frankfort-Nachimias & Nachmias, 2008). According to Cengage Research Methods Workshops (2005), a survey is the best way to gain insight on participants in the study. Surveys yield information on participants' emotions, beliefs, and attitudes toward an issue.

I used the Conger-Kanungo questionnaire/survey on property managers (in the United States and Canada) to identify the perceptions of charismatic leadership qualities of VT leaders' and the Communication Satisfaction questionnaire to determine the correlation between communication satisfaction and charismatic leadership. The study population consisted of surveying property managers from various locations within the United States and Canada.

The use of e-mail survey research was appropriate for this study because it was confidential and cost-effective and it produced the data needed from the participants in the study and among other qualities it provides privacy in response. The survey was an email survey. The survey was used to measure property manager's perception of their regional manager's charismatic leadership qualities and communication satisfaction among virtual teams.

Definition of Terms

Charismatic Leadership: Leadership that encompass qualities that enhance leaders and follower relationships. Charismatic leadership is seen a leader that has a vision, one that is able to motivate others through their actions and behaviors. (Hayibor, Agle, Sears, Sonnenfield, & Ward, 2011).

Communication Effectiveness: The flow of communication that is perceived as a two-way process. It is the essence of presenting information and that is understood and received properly by others.

Communication Satisfaction: The overall contentment of an individual's perception of their communication environment.

Virtual Teams: A virtual team is one that includes groups of individuals within an organization that are distributed geographically into teams to accomplish the goals of an organization (Siebdrat, Hoegl, & Ernst, 2009).

Assumptions

This study was subject to four assumptions: I assumed that (a) each of the participants to the online survey was indeed the property manager; (b) the responses on the survey in regard to their perception of their virtual team leader were honest; (c) the participants understood the concept of virtual teaming; and (d) lastly, I also assumed that the best method to determine if there is a relationship between charismatic leadership and communication satisfaction is through a quantitative survey.

Scope and Delimitations

A quantitative survey approach was used to gauge the perception of managers about charismatic leadership qualities and knowledge management on the enhancement of communication in virtual teaming. The intention was not to delimit the use of other research approaches; however, the study was completed under the assumption that the best approach for the study was a survey. The participants of the study were regional managers and property managers of a student housing management company. Regional managers supervise and guide property managers in a virtual environment. The regional managers are extensions of the corporate office and are charged with ensuring that all company policies and procedures are fully implemented. In an effort to get complete participation in the study, all property managers were included. The online survey of 46 questions was administered to 155 property managers.

Limitations

This study was subject to the following limitations that should be considered in regard to the study.

- The participants of the study were not required to complete the survey; their participation was solely up to them, which created a participation issue.
- The study may be limited because the measures were the perception of situations, which was based on their personal opinions, and thoughts, which could be inaccurate or misleading.

- Another limitation worthy of discussing was that the results of the study could not be generalizable beyond the participants that completed the survey

- Other limitations to the study include: small sample size, geographically area where participants' were drawn from, and the type of organizations they came from as well.

- Lastly, because the survey was administered via the Internet, participants were not able to ask questions for clarity; therefore, participants possibly responded to the survey without fully understanding the questions that were being asked.

Significance of the Study

The goal of this study was to research whether there is a relationship between charismatic leadership qualities and communication satisfaction among property managers that work in a VT. If it is determined that a relationship exists, then organization leaders could use this information to enhance their regional managers' leadership qualities and increase organization performance. Organizations would benefit by gaining knowledge needed to transform virtual leaders into charismatic leaders, which has been linked to the ability to forcefully articulate and inspire vision and communicate to followers the sense of urgency and ownership of the organization vision that requires change. The use of VTs provides organizations the opportunity to ensure information flows throughout the organization. There is a lack of specific knowledge with regard to how leadership and communication satisfaction relates to the success of VTs.

This study has implications for social change. It was assumed that the study enhanced awareness of charismatic leadership qualities and its potential to enhance communication satisfaction among VT members. If so, this would enhance social ties among employees and bring about social networking. The end result would be a stronger bond between mangers and VT members. This, in return, would yield individuals who could go out into the community with a different look on communication as a whole and exercise the skills they learned within society.

Summary

In the study I analyzed whether a relationship exists between charismatic leadership qualities and communication satisfaction among VTs. Within Chapter 1, background information on the research direction was provided, which addressed: the problem, the purpose, research questions, theoretical framework, and the significance of the study. The background information demonstrated the usage of VTs; however, there remains a gap in research that specifically provides knowledge and understanding on how charismatic leadership qualities can be applied to reach VT satisfaction, specifically as it pertains to communication.

Chapter 2 is a review of the literature on VTs, charismatic leadership qualities, and communication. The literature review critically analyzes and evaluates research and concepts presented by other researchers on charismatic leadership and communication. Chapter 3 describes the research methodology and the instrument used for measuring the perception of charismatic leadership qualities and communication. Chapter 3 also includes information on the choice of population and sample procedure. The data is

interpreted in Chapter 4. Chapter 5 provides the conclusion, recommendations for future studies and practice and the social significance of the research.

Chapter 2: Literature Review

One of the main problems with virtual teaming in organizations is communication. The current study, based on the problem statement and research questions, was designed to examine the perception that property managers had of charismatic leadership qualities of regional managers and its possible relationship to communication satisfaction among VTs. This literature review concentrated on the following topics: VTs, and the constructs of charismatic leadership and communication.

Literature Search Strategy

The strategy used to search for resources for related information was done using key words to search for relevant peer-reviewed articles and dissertations on charismatic leadership qualities and communication satisfaction, the following databases were used: ERIC, ProQuest, Sage, and Thoreau. Thoreau database provided a number of resources such as scholarly journals and dissertations from multiple databases. While many views of leadership and communication were relevant in the literature, the most significant area in this study was determined to focus on charismatic leadership qualities and communication satisfaction of virtual teams. The following keywords were used: *VTs, charismatic leadership, communication, managers,* and *leaders*. The following sections will provide and in-depth overview of VT, charismatic leadership, and communication.

Virtual Teams (VT)

A VT is one that includes groups of individuals in an organization that are distributed geographically into teams to accomplish the goals of an organization (Siebdrat, Hoegl, & Ernst, 2009). According to the VT project of Gatlin-Watts, Carson,

Horton, Maxwell, and Maltby (2007) a VT approach is an inexpensive means to internationalized learning. VTs allow organizations to communicate across distances without travel; technology is credited for such opportunities (Bergiel, Bergiel, & Balsmeier, 2008). Businesses have moved towards VTs for efficiency reasons: reduced real estate expense, increased productivity, higher profits, improved customer service, access to global markets, and environmental benefits (Nydegger & Nydegger, 2010).

Bergiel, Bergiel, and Balsmeier (2008) conducted a study that was grounded by in the literature and based on interviews with experts in the field of leadership and VTs. Their goal was to identify and discuss the advantages and problems associated with managing VTs (Bergiel, Bergiel, & Balsmeier ,2008). They identified five factors in the success of VTs: trust, communication, leadership, goal setting, and technology.

A study by Lu, Wabtson-Manheim, Chudoba, and Wynn (2006) came up with similar results of the study from Bergiel, Bergiel, and Balsmeier (2008). According to Lu et al. (2006), four areas affect the vitality of teamwork: communication, trust, team participation and coordination, and work outcomes. Lu et al. (2006) surveyed 1200 employees at Intel. They also conducted in-depth interviews as a measure to understand the aspects of virtual effect on team performance (Lu et al., 2006). The study used the following areas that were identified as areas that are affected by virtuality: communication, coordination, trusts, and work performance. The results of the study were that distance did not create adverse affect on teamwork. There were a number of practices that were identified that affect and interfere with the areas identified. The use of different information and communication technology was noted to reduce work

performance. The uses of multiple different ICTs created the challenge for VTs. The switching back and forth of tools to complete tasks created the challenge. The authors implied that serious consideration should be given to the number of members placed in VTs and evaluation of the ICT tools that will be used.

Communication is important within VTs. Largely due to the fact, VTs do not have the opportunity to conduct face-to-face meetings therefore it is vital for other provisions to be done to ensure a productive means to communicate. According to Bergiel et al. (2008) technical tactics such as telephone, teleconference, videoconference, team chat rooms, voice-mail, e-mail, faxes and computer-mediated conferencing (CMC) are great mechanisms to use to create positive environment for communication. In the research of Nydegger and Nydegger (2010) they discussed similar findings; in their article they stated that: "conference calls, teleconferencing, and telecommuting as ways of helping people do their jobs more effectively, efficiently, and conveniently" (p. 69).

Nydegger and Nydegger (2010) reviewed research conducted by experts in the field and presented similar findings as discussed previously by the works of Bergiel et al. (2008) and Lu et al. (2006). Communication and mechanisms of communicating between VTs is an important factor to consider in the success of VTs (Nydegger & Nydegger, 2010). The authors concluded in their paper that in order for team leaders, supervisors, and managers to be successful in a virtual environment, they must design a culture that fosters an open line of communication and trust and respect are key components in building that foundation (Nydegger & Nydegger, 2010). Prachyl, Quintanilla, and Gutierrez (2011) discussed VTs from an education standpoint; they identified two

schools that developed a collaborative course as a measure to increase international experiences. The two schools were Instituto Tecnologico y de Estudios Superiores de Monterrey (ITESM) and Texas Wesleyan University (TWU) (Prachyl, Quintanilla, & Gutierrez, 2011). The study was to provide a business course to observe international experiences for prospective students. The two schools were similar in size and goals. The business course was designed in a manner, which required students from both cultures to work in collaboration together in the course. The students were to collaborate with one another through various communication mechanisms. Similar to the communication mechanism used by Bergiel, Bergiel, and Balsmeier (2008), Lu et al. (2006), and Nydegger and Nydegger (2010), Prachyl, Quintanilla, and Gutierrez's (2011) study used: chat rooms and threaded discussions/e-mails. They also used a couple of different mechanism that was not discussed in Bergiel, Bergiel, and Balsmeier (2008), Lu et al. (2006), and Nydegger and Nydegger (2010) study and it was the use of file sharing and scheduling/calendar (Prachyl, Quintanilla, & Gutierrez, 2011). They also used WebCT, a course delivery system.

According to Hajro and Pudelko's (2010) study on the important skills needed for leaders that manage multinational teams (MNTs), virtually the transfer of knowledge and communication is a vital skill required of leaders. Hajro and Pudelko (2010) defined MNTs as working groups that include three or more individuals from two or more different countries that have been tasked with fulfilling an organization's task. According to Hajro and Pudelko (2010) there are a number of research project that have shed a negative tone on MNTs and their quest in their study was to present and explain the

factors that enable effective working MNTs which address through equipping leaders with the competencies needed to successfully lead MNTs.

Through a series of problem-centered interviews data was collected from 38 MNTs leaders and 32 MNT members from five countries. The results of the interviews yielded a number of competencies that leaders should possess; however, there were two that appeared most frequently during the interviews and they were: knowledge management and transfer. In order for leaders to lead effectively, they must be knowledgeable and know how to communicate between team members.

The team leader plays a fundamental role in shaping and blending VTs. They must be able to handle and dissolve conflict fairly, objectively assess how well the team is functioning, and have the ability to set and measure goals. The role of the team leader is also to keep the team on track towards reaching the organization's goal (Bergiel, et al., 2008). According to Lu et al. (2006) the role of the team leader is also to organize and synchronize the workflow and activities of the team members. Effective and satisfactory communication enables management task to be accomplished and will be discussed in great depth within this chapter.

Advantages and Disadvantages of VTs

There are a number of advantages that should be highlighted as one seeks to gain an in-depth understanding of VTs. According to Drouin, Bourgault, and Gervais (2010), the use of VTs allows organizations to have the ability to have team members working around the clock because of different time zones, which may increase their competitive edge. Drouin et al., 2010) conducted the study to gain a deeper understanding of the

systems that are used to assist VTs in the effort to accomplish their goal. They reported findings of an empirical case study on two Canadian-based high-tech companies. The data was collected and gathered through the use of interviews. The participants of the study were managers who had worked in a VT environment. A call was made to reorganize and rethink the organizational structure of the internal system as a measure to provide consistency and effective support for VTs. The fact that VTs include changes in processes such as hierarchy changes, changes of resources allocations and the transformation of how processes are done such as minimum supervision, establishment of how the flow of information is disseminated required a method to provide the support needed to serve these types of programs (Drouin et al., 2010).

Drouin, et al. (2010) conducted the study over the time span of 6 months. Data were collected through in-depth interviews and archival research. The approach of the case study included the review of identified structural factors and processes that we presented in the literature reviews that Drouin et al. (2010) conducted. The structural factors that shaped VT operations were: individuals (core element), technology (facilitates team collaboration), and operational context (which can be broken out into two categories distribution and nature task). As it relates to distribution, researchers questioned if location of team managers and relationships with members had an affect on learning and management. The nature of tasks relates to the functionality of the teams. From a process standpoint, the study focused on all of the interactions that happen within VTs. The factors considered in the study were: communicational (interaction through the exchange of ideas), relational (socioemotional interaction), and functional (adaption to

methods to ensure functionality). While considering and adapting the structural factors and process components of VTs; the authors highlighted the importance of having support systems. The functionality and success of VTs is accomplished through organizational support systems.

The support systems identified in the case study both directly and indirectly influenced the communicational, relational, and functional processes of the VTs. The case study used the components of VTs and the support systems to build their interview questions. Over the course of 6 months, nine managers were interviewed with a focus on relational, communicational, and functional and structural factors. The authors concluded that there existed a strong influence between organizational support and functionality processes. The results were that processes have more bearing than structural factors.

Bergiel et al. (2008) identified the following advantages in addition to those presented by Drouin et al. (2010): (a) reduction in travel time and cost, (b) increased talented recruited employees, (c) engender originality among team members, and (d) promotion of equality and equity. According to Nydegger and Nydegger (2010), VTs presented a form of intimacy among members that could be linked to the comfortable and convenient environmental setting that is provided through teams. VT members are often given the freedom to work where they feel they can be the most productive. Some VT members usually conduct work in the comfort of their own home. VTs are able to choose when, where, and how they would like to work. All of the above provides and opportunity for VTs members to perform in an environment where they are the most comfortable.

While there are many significant advantages to VTs there remain some disadvantages as well. The lack of being technology knowledgeable could have a drawback for some VT members (Bergiel et al., 2008). A virtual structure may not be the right operational environment and may be viewed as inappropriate psychologically working space (Bergiel et al., 2008). Some studies have identified another measure of cost as a drawback for VTs. According to Nydegger and Nydegger (2010) the cost to setting up some of the technological programs and maintaining them can be expensive, the lack of personal interaction, and the absence of nonverbal cues have also been identified as disadvantages.

There are a number of factors to be considered in order to successfully implement and manage VTs. Team leaders must be equipped with the skill to overcome cultural differences, they should strategically and carefully reflect on technology use and choose the most appropriate measure for their team and provide support, take the lead and coordinate team activities, and they must engage team members and encourage trust throughout the assigned project. In order to manage such teams efficiently and effectively leaders must realize the importance of their role. Daily interaction and communication from the team leader and the team members will hold the VTs together. Making social connection with team members is vital in VTs. They must be able to articulate the company's vision efficiently while at the same time motivating and gaining the buy-in of those that they are leading. The challenge of leadership and communication within VTs can be answered with charismatic leaders and a focus on communication satisfaction.

Theoretical Base

The literature was synthesized on the theoretical framework of charismatic leadership. The literature review presents an overview of the use of VTs. There are three key constructs of charismatic leadership that the literature review focused on: social control and sensitivity to followers' need, ability to articulate, and the skill of being a visionary. Through the use of social control and sensitivity to followers' need charismatic leaders will be able to connect and identify various signals that maybe exemplified by their followers. In doing so, charismatic leaders are able to take the cues that are given and make adjustments in their behavior as a measure to increase communication satisfaction and overall satisfaction of leadership.

The next construct that is linked to the literature review is the skill of articulation. One of the main arguments within the virtual workforce is the issue with communication. It is imperative that leaders are able to communicate at an effective rate. Charismatic leaders are known to have a positive influence on their followers because of their method of articulation and being able to energize and stimulate their followers (Bono & Illies, 2006). The skill of articulation is identified in the realm of the literature review. Similarly to the construct of articulation, the literature review also encompasses the skill of being a visionary.

Literature Review

Charismatic Leadership

Across the discipline of leadership, research has shown that charismatic leadership can have a profound and positive influence on employees and the success of

an organization. Lapierre, Bremner, and McMullan (2012) added that not only do charismatic leaders have an influence on followers within organizations and the organization itself; they could potentially have a positive affect on society. The phenomena of charismatic leadership is one that is known to positively influence followers and inspire followers to accept the mission and vision that is being presented to them (Lapierre et al., 2012). Through charismatic leadership, followers are stimulated and are inclined to go above and beyond what is expected of them (Lapierre et al., 2012). There are a number of tools available to measure for charismatic leadership; however, I focus on the use of the Conger-Kanungo Charismatic Leadership Questionnaire. Conger and Kanungo (1994) developed a model as a means to measure perceived charismatic behavior of leaders. There was a set of behavioral characteristics that were identified and used as part of the scale that Conger and Kanungo (1994) were introducing. "According to the model, charismatic leadership is an attribution based on followers' perceptions of their leader's behavior" (Conger & Kanungo, 1994, p. 442). The model was broken into three stages of leadership process that included marked behavioral components: environmental assessment, vision formulation, and implantation stage.

After review of a number of studies and literature reviews Conger and Kanungo (1994) identified 49 constructs that they believed described various behaviors of managers that were identified by those they lead as charismatic. Conger and Kanungo (1994) sampled 120 subordinate managers and surveyed them for their views on the 49 constructs of charismatic leader and as a result 24 constructs were eliminated, leaving 25 constructs to be tested for reliability and validity. A questionnaire was designed from the

25 constructs. Data were collected from 488 managers that worked at four organizations within the United States and Canada. The results from the study indicated that there were concrete psychometric properties of the survey and that it passed the test of reliability and validity.

Socialized Charismatic Leadership

The first construct of the proposed leadership framework that was used was charismatic leadership. The pioneer of charismatic leadership was the German socialist Max Weber (Conger & Kanungo, 1994). His quest was to "explain the forces of individual creativity and responsibility under the term 'charisma'" (Conger & Kanungo, 1994, p. 440). Weber's idea was that leaders possessed extraordinary qualities. Brown and Trevino (2006) defined charisma as the essence of providing "followers with a clear sense of purpose that is energizing; a role model for ethical conduct which builds identification with the leader and his or her articulated vision" (p. 955). A key aspect discussed by Brown and Trevino (2006) as it related to the importance of leaders possessing the qualities of charisma is that of the ethical values that are replicated by socialized charismatic leaders "and shared by work group members are the standards used to guide employees to engage in normatively appropriate conduct and refrain from normatively inappropriate conduct" (p. 956). Brown and Trevino (2006) were interested in determining the effect that socialized charismatic leadership would have on workplace deviance. Lapierre et al. (2012) defined socialized charismatic leadership as "leadership that is based on egalitarian behavior, serves collective interests, and develops and empowers others" (p. 252). Brown and Trevino (2006) hypothesized that socialized

charismatic leadership would be negatively associated with deviant behavior in the leaders' work group. The study was administered by distributing survey packets via company internal mail. They received a response rate of over 75.6%. Socialized charismatic leadership was measured with a 12-item charisma dimension. The results of the study demonstrated that the study was the first study to demonstrate a relationship between socialized charismatic leadership and reduced deviance in work groups. The effect of socialized charismatic leadership upon employees is exactly the behavior needed to promote corporate social responsible businesses. According to Grove (2005) charismatic leadership can be directly linked to the followers' performance and attitudes toward organizational change. Grove's (2005) study was developed to evaluate how charismatic leaders play a role in followers' perception and adaption to organizational change. The study evaluated the effect that the following variables on organizational change: social control, emotional expression, emotional control skills, and charismatic leadership (Grove, 2005). Grove conducted the study on 108 senior organizational leaders and 325 direct followers from 64 organizations. There were a number of different scales used in the study to measure leadership social and emotional skills, charismatic leadership behavior, organizational-change, openness to organizational change, and leadership effectiveness. The study suggested that there were two key components to organizational change (a) leadership behavior, and (b) followers openness. Through a leader's behavior they must be capable of resistance to change by encouraging followers to feel the need for change (Grove, 2005). They have to have the ability to forcefully articulate and inspire vision and communicate to followers the sense of urgency and

ownership of the vision that requires change (Grove, 2005). Finally the study suggested that leaders must be skilled in social situations and adjust their behavior to changing dynamics of their work group (Grove, 2005).

Brown and Trevino's (2006) study yielded results that supported the claim that socialized charismatic leaders led teams that had reduced work deviance. Another positive relationship between charismatic leaders and socialization was social control skills, which was discussed in Grove's (2005) study. An individual with social control skills are those that are "tactful, socially adept, self-confident, and excel in social role-playing abilities" (Groves, 2005, p. 258). According to Groves (2005) the use of social control skills when exemplified within charismatic leaders yielded leaders that are able to influence supporters and critics in regard to their vision and its appropriateness for the organization. Groves (2005) also suggested that it is imperative that charismatic leaders must be "adept in social situations and adjust their behavior to the changing dynamics of their work group" (p. 273). Charismatic leaders that exhibit social control also place an emphasis on the needs of their followers. The results of Levine, Muenchen, and Brooks (2010) study concluded that charisma "is the ability to listen, empathize with and understand others" (p. 584). Charismatic leaders are known to be genuine and are attentive listeners; they are slow to speak and know when it is appropriate to speak. The social aspect of charismatic leadership is an important construct in the enhancement of VT leaders and the improvement of communication.

Similarly, to the result of Grove's (2005) study, Lapierre et al. (2012) study focused on the importance of leaders being conscious of the social aspect of leadership

and its affect on behavior. Lapierres' et al. (2012) study approached the study of charismatic leadership from a different angle. Lapierre et al. (2012) presented six propositions in their theoretical paper on employees' passive and proactive followership behavior and its influence on their manager's display of socialized or personalized charismatic leadership. Charismatic leadership has been known for the positive affect that it has in organizations, however; there is another side of charismatic leadership that is discussed by Lapierre et al. (2012). Socialized charismatic leadership (SCL) is known as the positive expression of the charisma in leaders whereas; personalized charismatic leadership (PCL) is the negative manifestation of charisma (Lapierre et al., 2012). The main objective and goal of SCL is to work in collaboration with followers to ensure that their needs and concerns are heard and that the vision signifies a joint and shared interest (Lapierre et al., 2012). Personalized charismatic leaders are those concerned primarily with personal motives (Lapierre et al., 2012).

According to Lapierre et al. (2012), social interaction plays an important role in the influence that followers have on the constraint or enablement of charismatic leadership within managers. In Lapierre et al. (2012) quest to understand the followers influence on charismatic leadership behavior they looked at proactive and passive followership behaviors of employees and the influence of followership on manager's positive affect and psychological empowerment. They concluded, "managers will more strongly display the form of charismatic leadership that they have the greatest predisposition for (personalized or socialized) when their group of employees

predominately displays the type of followership that is most consistent with their charismatic inclination" (Lapierre et al., 2012, p. 258).

Qualities of Charismatic Leaders

An important quality of charismatic leaders is the qualities they possessed that have been shown to be influential in their satisfaction as a leader. Charismatic leaders' possessed qualities that are able to transform the mindset of those they lead from their present state of mind to an improved future state (Groves, 2005). It is this ability that is important to transforming corporations into successful virtual entities. A corporation that is being led by a charismatic leader will be more equipped to transform corporations. The belief is that social change will occur because the charismatic leader's display of "sensitivity to member's needs, environmental sensitivity, vision, and articulation, personal risk, and unconventional behavior" (Groves, 2005, p. 256). In order to implement change, leaders must be sensitive to followers needs, they must have social control, which allows them the ability to communicate their vision and recognize when there is a need to refine their message (Groves, 2005). According to Senge (2006), charismatic leaders are recognized by their ability to exhibit clarity and the persuasive manner in which they present their ideas as well as their level of commitment to learning more. In Senge's (2006) chapter on the development of leaders, he applauded the concept of leaders and charisma. He stated that leaders that possess charismatic leadership qualities are able to encourage confidence in their followers. Similar to the constructs discussed by Groves (2005) and Senge (2006) charismatic leaders are also known for their "high energy, high intelligence, and a high level of interpersonal communication

skills" (Levine, Muenshen, & Brooks, 2010, p. 580). Levine et al. (2010) conducted a study to evaluate various scales and their use in measuring charismatic communication. Their study consisted of surveying 422 undergraduate and graduate students that attended a large Southeastern University (Levine et al., 2010). The questionnaire consisted of questions from the following scales that are well known in the research world of charismatic: Multidimensional Leadership scale, Conger and Kanungo Charismatic Scale, and Romance Scale. The results from the survey provided a very thorough understanding of charismatic leadership however; it fell short of measuring charismatic leadership (Levine et al., 2010).

As researchers studied charismatic leadership qualities they each built their study around the three stages of leadership processes, which are behavior charismatic qualities pioneered by Conger and Kanungo (2000). The first stage was environmental assessment which during this stage the leaders assessed the environment for potential growth for organization (Shastri, Mishra, & Sinha, 2010). During this stage is also where Conger and Kanungo (2000) pointed out the perception of charismatic leaders and their desire to change the status quo. Shastri et al. (2010) study consisted of randomly surveying 147 employees from an eastern and northern India organization. The purpose of the study was to evaluate the relationship between charismatic leadership and organization commitment. The instruments used in the study were Conger and Kanungo Charismatic Scale, Organization Commitment Scale, and Job Satisfaction. Shastri et al. (2010) concluded from their study that there was a positive correlation between charismatic leadership and organization commitment.

The second stage has been commonly referred to as the vision formulation stage. During this stage is also where the vision of the leader is strategically and carefully posed and is done in an inspirational manner (Shastri et al., 2010). The final stage, the implementation stage is known as the stage where charismatic leaders engage in personal risk. During this stage is where leaders "present self confidence, demonstrating belief in the potential outcome of the vision" (Shastri et al., 2000, p. 1947). Subordinates of such leaders see this as an act of self-sacrifice. The final phase is also where subordinates are empowered by the sacrifices of their leaders. The behaviors and stages discussed are believed to yield follower support and commitment. According to Bono and Illies (2006) positive emotions of charismatic leaders can also have a positive influence on their followers, as positive emotion is believed to be transferred to them.

Bono and Ilies (2006) conducted a series of studies on emotions in charismatic leadership process. Positive emotions in leaders were linked to positive mood by followers. In their first study, 326 community leadership participants in Pennsylvania, Texas, California, and British Columbia received a survey packet (Bono & Ilies, 2006). The survey packets included a survey to be completed by both the leader and the follower. The leader's survey asked questions regarding their vision whereas the followers' survey was asked questions to measure charisma qualities of the leader (Bono & Ilies, 2006). There were 103 leaders and 319 followers that responded to the survey. The Multifactor Leadership Questionnaire was used to measure charismatic leadership and each leader was asked to provide their vision for the group that they supervised and their responses were transcribed to a Word document. After the leaders gave their

responses the authors used Linguistic Inquiry Word Count that was used to measure the extent to which the leaders articulated positive emotions in the vision (Bono & Ilies, 2006). Results of the study were that there was an association between followers' reports of charisma of the leaders and the use of positive emotions words in their vision (Bono & Ilies, 2006).

In Study 2, Bono and Ilies (2006) used student participant's that were enrolled in a masters level Leadership and Personal Development course at Midwestern University. Survey packets were mailed to the 71 students before the start of class (Bono & Ilies, 2006). The participants were asked to contact six individuals that observed them in a leadership role and have them rate their leadership behavior. During the first day of class the participants were asked to present a 3-5 minute presentation that was geared toward persuading their peers and potential employees that they were the best person for the leadership position (Bono & Ilies, 2006). Each speech was videotaped and coded for expression of positive emotions, effectiveness, and attraction to the leader. Results of Study 2 were that there was positive association between participants' charisma and their expressions of positive emotions that was conveyed through the videotaped speech and there was also linkage to positive emotions, ratings of effectiveness and ratings of attractiveness. The results of Study 1 and Study 2 denoted that those individuals found to have high charisma also expressed via writing and speeches positive emotions. There were four studies discussed by Bono and Ilies (2006) and the consensus of all of the studies was that the positive behavior through positive emotions yielded positive emotions for followers. When followers are happy and working in a positive atmosphere

they are more inclined to work harder or at their best. Charismatic leaders enable this type of environment when the lead through positive emotions, which in the end suggest increased organizational success (Bono & Ilies, 2006).

Hypothesized Relationships Between Charismatic Leadership Qualities and Communication Satisfaction

According to Conger, Kanungo, and Menon (2000) when an employee (property manager) perceives that their leader (regional manager) exhibits charismatic leadership qualities per the constructs of Conger-Kanungo model "they will not only attribute charisma to him or her (follower attribution effect) but also change their attitudes, values, and behavior consistent with what the manager wants from them" (p. 749). Charismatic leaders have been linked to producing high performing employees, which include employees that are motivated and satisfied with their job (Conger et al., 2000). This will lead one to believe this will enhance the effect of communication satisfaction and employee engagement among VTs. The review of the study discussed by Conger et al. (2000) revealed that charismatic leadership qualities had been strongly linked to the positively correlation between the employees' performance and job satisfaction.

Conger et al. (2000) conducted a study to test the hypothesis that followers would be able to be characterized by how they exhibit certain qualities of their leader, which was reverence, trust, and satisfaction. The population studied was managers from a large diverse company. The managers that participated in the study were attending a training session in which 252 managers completed the questionnaire that measured charismatic leadership and follower effect. The results of the study concluded that the reverence that

is developed for a leader was based on the perception that their leaders were sensitive to the environment (Conger et al., 2000). The authors also concluded that leaders' ability to be sensitive to the needs of their followers was important and played a role in the follower effect of reverence as well as the leaders ability to articulate their inspiring vision (Conger et al., 2000).

Communication and Satisfaction in VTs

According to Nydegger and Nydegger (2010), communication and mechanisms of communicating between VTs is an important factor to consider in the success of VTs. Team leaders, supervisors, leaders, managers are encouraged by Nydegger and Nydegger (2010) to develop the required culture that fosters an open communication among VTs. I believe that VTs that are led by charismatic leaders is one way to ensure the development of the culture of satisfactory communication.

Within the study Levine, Muenshen, and Brooks (2010) looked at transformational and charismatic theories of leadership and the importance of communication. In the content of communication, charisma was denoted by emphasizing the significance of projects, by sharing their vision and by enhancing the confidence of those they lead and emphasizing the common goal (Levine et al., 2010). When the aspect of communication was studied within the Levine et al. (2010) study they were able to find a connection between charismatic leadership and communication. In Levine et al. (2010) review of communication behaviors among charismatic leaders that the leaders were:

A good speaker, persuasive, interesting, effecting and entertaining able to

conclude from their study that. . . . they are effective while speaking to a group of

people, appeal to a group of people, understand what people want and need and

present ideas with confidence. (p. 585)

It is these qualities that are discussed and highlighted in Levine et al. (2010) study that

strongly suggested that VTs that are led by charismatic leaders would enhance the

satisfaction of communication among VTs. Charismatic leaders are good speakers,

motivational, stronger leaders, deliberate in goal setting and achieving goals, and they are

task oriented and open to group ideas (Levine et al., 2010).

Communication satisfaction has been linked to effective leadership (Neufeld,

Wan, & Fang, 2010). Neufeld et al. (2010) surveyed 179 executive MBA alumni that had

graduated from a Canadian business school, of the 179. The study consisted of two

groups, leaders and followers. There were 138 followers and 41 leaders that completed

the survey. The primary focus of the study was on the information gathered from the

follower survey. The study measured the following constructs: transformational

leadership, transactional contingent reward, leader performance, communication

effectiveness, and physical distance. Through effective communication, leaders are able

to help followers visualize and understand the why and how of company projects

(Neufeld et al., 2010). An effective leader is one that is able to motivate their followers

by including them in his vision (Shastri, Mishra, & Sinha, 2010). "Leadership is not

about enforcing the leader's dream; it is about developing a shared sense of destiny"

(Shastri et al., 2010, p. 1948). Communication satisfaction is achieved through clear

understanding of ones responsibilities, vision and goals of the organization. According to Conger, Kanungo, and Menon (2000):

> Charismatic leaders differ from leaders by their ability to formulate and articulate an inspirational vision and by behaviors and actions that foster an impression that they are and their mission are extraordinary. As such, individuals choose to follow such leaders in management settings not simply because of the leader's' formal authority but out of perceptions of their leader's extraordinary character. (p. 748)

Effective communication is largely related to shared understanding. Effective charismatic leaders often communicate their message in a manner that is easily understandable to followers; they also allow opportunity for shared ideas and opinions. Charismatic leaders are attentive and concerned in what others think and feel which appeals to followers and yields the opportunity for trust and commitment (Levine et al., 2005). It is believed that through the studies that have been discussed on communication and communication satisfaction the enhancement of communication among VTs that are being lead by charismatic leaders will improve.

Charismatic Leadership and Employee Engagement

Sosik, Juzbasich, and Uk Chun (2011), approached the topic of charismatic leadership from the standpoint of it being a principle component of transformational leadership. Sosik et al. (2011) collected information from 377 managers regarding their association with charismatic leadership as they investigated whether there is difference in upper or lower management positions on moral reasoning as it is perceived by the 1731 subordinates that they supervised. Manager's moral reasoning was measured by the

completion of the Defining Issues Test and charismatic leadership was measured through administering the Multifactor Leadership Questionnaire (Sosik et al., 2011). According to Babcock-Roberson and Strickland (2010) "the charisma component of transformational leadership consists of providing followers with a role model for ethical conduct and a clear sense of purpose that is energizing, and building identification with the leader and his or her articulated vision" (p. 314). According to Babcock-Roberson and Strickland (2010) the terms transformation leadership and charismatic leadership have often been used interchangeable due to their theoretical overlap within research.

Babcock-Roberson and Strickland (2010) study revealed that there was a positive relationship between charismatic leadership and work engagement. This was determined through the administration of questionnaire packets that measured charismatic leadership and work engagement. According to Sosik et al. (2011), charismatic leadership is defined as the "ability to inspire enthusiasm and action in followers via personal attributes, behaviors, and exemplary qualities of the leader, especially in situations ripe for change" (p. 436).

Summary and Conclusion

The most effective method to improve businesses is through leadership. The leadership framework when used will enhance communication among VTs. The literature review contains the groundwork for the study and includes a number of concepts that have been reviewed in the field of research. Through the framework presented in this paper, managers will gain a new insight of knowledge on the positive effect that charismatic leadership qualities have on communication satisfaction. It will enhance

manager's knowledge level on the skills needed to transform VTs into social networking

entities, which will yield open communication that will ultimately yield an increase in VT

performance. I present the research design and rationale, setting and sample,

instrumentation and materials, data collection, and data analysis in details in Chapter 3.

Chapter 3: Research Method

The intent of the study was to explore the perception of charismatic leadership qualities of VT leaders and its effect on communication among VT members within a student housing company in the United States. In this chapter, I address, in-depth, the research design, target population, the sample, sample procedures, instrumentation, data collection, data analysis, and the threats to validity. The Statistical Package for the Social Sciences was used to ascertain relationships that may exist. The relationships were analyzed by using item descriptive analysis and inferential statistics.

Research Design and Rationale

I used a survey research design in this study. Data were collected with a web-based self-administered electronic survey. According to Singleton and Straits (2010), surveys provide an effective means to reveal social data, such as characteristics, opinions, attitudes, or behaviors of a population under study. Survey research is inexpensive and allows data to be gathered over a broad range of research topics. This study used an e-mail survey, which ties directly into the use of Internet research. According to Suarez-Balcazar, Balcazar, and Taylor-Ritzler (2009), there are four different ways to use the Internet as a research tool and one was used to collect research data from participants. The use of Internet research covers an array of areas including the use of web-based survey designs; it is an easy way to get information and resources for both the researcher and the participant.

A quantitative method was used to determine the perception of charismatic leadership qualities of virtual leaders as well as the relationship of communication

satisfaction among VTs. It was chosen because of its ability to evaluate the relationship between variables (Creswell, 2009). The analysis of the descriptive quantitative data explored the relationship between the variables, charismatic leadership and communication satisfaction. Data were gathered on job satisfaction, organizational support, and leadership effectiveness. The variables discussed were believed to have a positive or negative influence on the concept of communication satisfaction within VTs. The study method was based on the research questions and applied instrumentation to yield valid and reliable data that will be appropriate for application to the population.

Two other research methods were considered for the study: qualitative and mixed methods. Qualitative research is an approach that asks questions, including open-ended survey questions. This method allows the participants to answer, any way they like. They are not limited to preset answers choices. Usually the questions are asked through interviews and/or observations. Through a qualitative approach, researchers are able to gain more in-depth responses regarding a phenomenon, largely due to the fact that they not only obtain the answers to their questions but also can ask questions why (Creswell, 2009). But this type of approach can be time consuming. The researcher has to schedule interviews and after conducting the interviews, transcribe the recordings or notes and analyze and summarize them. A qualitative approach was not chosen because the population was anticipated to be large. A qualitative approach is typically used for a small population (Creswell, 2009).

The mixed-methods approach to research encompasses both qualitative and quantitative approaches. The qualitative component allows the researcher to collect and

evaluate in-depth responses from the participants. The quantitative component to mixed methods allows the researcher to collect numerical data such as asking the respondents to rate their responses by categories. In order to take the research a step further the researcher could ask the participants to explain why they chose the perspective rating. Mixed-methods approach was not chosen because I was primarily interested in determining if a relationship existed between the variables and access to the population would not have been feasible for a qualitative approach.

The choice of using quantitative research approach as the most appropriate method for the study was because I was interested determining if a relationship exist between the variables of charismatic leadership qualities and communication satisfaction. Quantitative research is an efficient method to obtain data expeditiously and if you need to obtain data from a large group of participants. Quantitative data uses an instrument to measure the potential relationship that may exist between variables. This approach is the best cost efficient and is easy for participants to use.

A survey design was chosen because I want to evaluate the opinions of property managers and their thoughts on the leadership qualities of their managers as well as their opinion on communication. According the Creswell (2009), a survey design is used to present quantitative data on the opinions, trends, and attitudes of a specific population of interest. It is for this reason; I chose to use a survey design. Experimental design would not have been useful in the study because the interest does not have to do with presenting an intervention, which is the purpose of an experimental design (Creswell, 2009). The study does not require the use of two groups, a control group or experimental group and

there will not be an invention or treatment of the groups therefore a quasi-experimental design was not appropriate for the study either (Creswell, 2009).

Methodology

Population

The target population was property managers of a student housing management company. The management company is one of the largest developer, owner, and manager of student housing communities. The management company employs over 500 people. The diverse staff ranges from higher executives to line staff. The total managed portfolio at the time of the study consists of 187 properties with approximately 121,300 beds. The properties are located in 32 states within the United States and two provinces in Canada. Property managers from the 187 properties will be the target population for this study. The property managers are led by virtual regional managers.

Sampling Procedures

I used a nonprobability (convenience) sample of property managers. According to Frankfort-Nachmias and Nachmias (2008) convenience sampling is used when sampling units are easy to obtain or can be obtained conveniently. I used convenience sampling because through approval, I had access to the company's e-mail list of student housing property managers, which is the target population. The recruiting process consisted of a survey invitation letter that will describe the study and was sent to 187- property managers target population. The survey invitation and survey was sent through e-mail . The survey was administered through surveymonkey.com.

Procedures for Recruitment

I obtained a list of 155-property managers from the company's e-mail list. The list of property managers excluding the property managers that I directly supervise was representative across a number of regions within the management company. A sample size calculator from Creative Research Systems (2012) recommends a sample size from a population of 155 to be 111, which includes a 95% confidence level. While the sample size recommended for the study is 111, I sent an invitation to the entire 155 groups of property managers.

Data Collection

An online questionnaire consisting of 68 questions taken from the C-K scale survey and the CSQ was used to collect data using surveymonkey.com an online survey tool. A survey link was provided in the survey invitation letter that was sent through e-mail. A sample invitation letter is provided in the appendix. Participants were asked to complete the survey within 14 days of receiving the survey invitation. After 1 week, a reminder e-mail was sent to all participants. After the 2 weeks, a final reminder was sent and the invitation link remained live for an additional 14 days. The completion and return of the survey indicated their consent to participate in the study.

The survey was limited to only property managers of the company that are supervised by regional managers virtually. The SPSS integration package was purchased as a measure to easily integrate data results from survey monkey for statistically analysis. The link to the data from survey monkey was limited access only. Reminder e-mails were sent on a bi-weekly basis for 4 weeks.

Instrumentation and Materials

In order to determine the strength that variables may have, Singleton and Straits (2010) discussed a common research method, quantitative. Through the implementation of a quantitative study, I was able to analyze the strength of the relationship between charismatic leadership and communication satisfaction. According to Singleton and Straits (2010), a quantitative study enables a researcher to study the relationship between two or more variables as well as the strength of the relationship. Within the study the participants completed the Conger-Kanungo Charismatic Leadership Scale (C-K) and the Communication Satisfaction Scale (CSQ). The study variables were assessed in the questionnaires that were administered to participants individually through e-mail . The questionnaire was administered to the participants and it included an introductory letter in which the purpose of the study was explained and anonymity was guaranteed.

Charismatic Leadership Scale

Using the 25-item C-K scale, I assessed the perception of virtual leader's charismatic leadership qualities. The participants indicated the extent that each statement was characteristic of their virtual leader (supervisor) by using a 6-point Likert scale ranging from 1 (*very uncharacteristic*) to 6 (*very characteristic*). The C-K scale has been tested and retested for reliability and validity coefficients and the results of a number of studies indicate that the scale has sound psychometric properties for adequate usage (Conger, Kanungo, & Menon, 2000). Conger and Kanungo (1998) reported reliability coefficients of 0.88 for the entire 25-item scale. The six subscales were tested for reliability and the results yielded ranges of 0.62 to 0.84 alpha coefficients. The alpha

coefficients were obtained through the administration of the survey to 113 participants twice within the 2-week interval.

Conger, Kanungo, Menon, and Mater (1997) tested for convergent and discriminant validity by taking the scale scores of the C-K scale and correlating with the scale scores of four other instruments. The two scales listed were the Bass Charisma Scale and the Task Leadership Scale; the other instruments used were not listed in the study. The relationship of the instruments looked at the correlation of the following subscales of the C-K scale: vision and articulation, environmental sensitivity, and sensitivity to member needs. There was not a scale to test unconventional behavior. The results of the test showed that in the case where the subscales of the instruments were comparable, correlations were high and in the instances where the subscales varied, correlations were low which indicated a high degree of convergent and discriminant validity for the subscales tested of the C-K instrument. As a result of the validity study the 6th subscale (does not maintain status quo) was removed because of lower reliability and there was not an instrument to evaluate validity. They also reduced the instrument to 20 items as a result of eliminating the 6th subscale, status quo.

Communication Satisfaction Scale

Communication satisfaction was assessed through the use of Downs and Hazen 43-item CSQ (1977). The scale was used to measure the overall degree of satisfaction that the VT members perceive in this communication environment. The questionnaire is clustered around eight factors that affect the level of satisfaction with communication information, relationships, channels, and climates. The participants indicated the extent

that each statement is characteristic of their communication environment by using a 7-point Likert scale ranging from 1 (*very dissatisfied*) to 7 (*very satisfied*).

In Downs and Hazen (1977) application of the survey instrument during a 2-week interval reported a coefficient alpha reliability of 0.94. Downs and Hazen's (1977) communication satisfaction validity was tested by Crino and White (1981), who determined validity through administering the survey to 137 supervisors that worked at five different textile mills. Thorough factor analysis Crino and White found the eight factors of Downs and Hazen's (1977) communication satisfaction survey. A close adherence to Downs and Hazen's (1977) methodology reduces the need to produce new evidence for validity and reliability.

Data Analysis

The survey data were analyzed and categorized by using quantitative descriptive statistics. According to Field (2009), the analytic tool to use when evaluating the relationship between more than one independent variable and one dependent variable, is multiple linear regression. I used multiple linear regression to analyze the relationship linking the independent variables charismatic leadership (CL) and its sub-dimensions: sensitivity to members needs (SMN), strategic vision (SV), and articulation (ART); and the dependent variable, communication satisfaction (CS).

The data taken from Survey Monkey were imported to the SPSS software where the statistical analysis was performed. The first step was data cleaning. According to Singleton and Straits (2010) data cleaning is a very important step before running analysis on the data. Descriptive statistics included measures for mean, standard

deviation, minimum and maximum values. Through the use of multiple linear regression, I was able to access whether there is a linear relationship between charismatic leadership qualities and communication satisfaction. An alpha level of 0.05 was set to determine the level of statistical significance. The general formula for the multiple linear regression is used for this study.

Research Question 1

Is there an association between charismatic leadership qualities and follower perception of leadership effectiveness among VTs? This question was measured using items 1, 4, 6, 7, 8, 9, 12, 14, 20, and 25 of the C-K scale, which measured the levels of charismatic leadership and follower perception of effective leadership. The following questions on the CSQ scale were used to measure communication satisfaction: 19, 22, 23, 33, 34, 35, and 36. Multiple linear regression was used to determine the association between charismatic leadership and follower perception of effective leadership and communication satisfaction.

Research Question 2

Is there an association between the perceived subdimension (sensitivity to members needs, strategic vision, and articulation) of charismatic leadership qualities and communication satisfaction? This research question was measured by using the following questions of the C-K Scale: 2, 3, 5, 10, 11, 13, 15, 16, 17, 19, and 21-24. The question also measured by using the CSQ scale through items: 4-15, 17-20, and 26-28. A multiple linear regression was used to determine the association between three subdimensions of charismatic leadership and communication satisfaction.

Research Question 3

Is there an association between communication satisfaction and job satisfaction among VTs? This research question was measured by using the following questions of the C-K Scale: 5, 10, and 19. The question also measured by using the CSQ scale through items: 1, 8, 9, 11, 13-16, 18-20, and 27. A multiple linear regression was used to examine the association between communication satisfaction and job satisfaction.

Interval data was obtained from the completed surveys of the participants. According to Cengage Research Methods (2005), linear regression is among the test choices when the following assumptions are met: when scale of measurement is interval or ratio and in the case of the study the data is interval. I chose regression because according to Field (2009) regression is a statistical tool that is used to predict the value of the independent variable from a dependent variable. According to Frankfort-Nachmias and Nachmias (2008) statistical significance accounts for the association that occurs due to an intervention rather than chance.

Protection of Human Participants

The responses captured from each participant were kept confidential. Participation in the study was strictly voluntary. The web survey did not record the participants' name, address, or phone number in order to ensure privacy. The data was stored on a jump drive that was kept in a locked filing cabinet at all times. The filing cabinet is only accessible to me. The completion and return of the survey indicated participants' acknowledgement of consent. The Walden University Institutional Review Board reviewed and approved the research (Approval # 02-26-14-0080635). Data will be maintained for 5 years. On April

1, 2019, the flash drive that contains the data will be broken in half as a means to destroy the data.

Threats to Validity

The convenience sampling of participants was a potential threat to external validity; the sample was not a fair representative sample of all property managers of VTs in the United States. The study was the experiences taken from the population of a student housing management company. Therefore, the results cannot be generalized to all property managers. In order to improve the threat to external validity, it is recommended to conduct the study in a variety of places, with different people and at different times (Babbie, 2011). Property managers with a well-known student housing management company were recruited from 187 property community locations across North America in an effort to address the threat to external validity. A potential threat to internal validity for this study was researcher bias since the researcher was a regional manager and well aware of the study and potential outcomes. I controlled this threat by strictly reporting only the results of the study according to the data analysis.

The study was conducted in an approved ethical manner. No data was gathered prior to the approval from Walden University's Institutional Review Board (IRB) (approval number given in previous section). The participants' names were not tracked along with their responses as a measure to protect their rights. There was no personal information gathered on the participants of the study and the participants were informed the voluntary nature of the study. All data that was gathered is stored in a locked filing cabinet and will be destroyed in 5 years.

Summary

I used a web survey to anonymously gather data on the perceptions of charismatic leadership qualities of virtual leaders (regional managers) and communication satisfaction. The property managers came from a number of different properties within the United States and Canada. The survey questions were based upon C-K scale and Downs and Hazen's CSQ scale by using a 6- and 7-point Likert scale. In the next chapter, the results of the data analysis are presented.

Chapter 4: Results

The purpose of the study was to determine the relationship of perceived charismatic leadership qualities in VT leaders and communication satisfaction in VT members. In this chapter, I provide the results from the C-K and CSQ scales. The data collection process is discussed and the results are analyzed. The data presentation included how multivariate linear regression was used to answer the research questions: Is there an association between charismatic leadership qualities and follower perception of leadership effectiveness among VTs? Is there an association between the perceived sub dimension (sensitivity to member's needs, strategic vision, and articulation) of charismatic leadership qualities and communication satisfaction? Is there an association between communication satisfaction and job satisfaction among VTs? Chapter 4 concludes with a summary of the findings.

Data Collection

Participants were property managers for a student housing company in the United States and Canada were managed virtually. The sole requirement was that they had to be supervised by a regional manager who did not work in the same office. Over 6 weeks, four survey e-mail invitations went out to 155 property managers. The original number was 187, but by the time the survey was administered, staff turnover had decreased the number of staff property managers. Of the 155 managers who received the invitation, 28 completed the survey. Of the 28, one was incomplete, leaving 27 completed surveys or a return rate of 17.4%. The sample size of 27 did not meet the proposed sample size of 111, based on the Creative Research Systems (2012) sample size calculator.

Data Results

The results are built around the study's three research questions.

Research Question 1

Is there an association between charismatic leadership qualities and follower perception of leadership effectiveness among VTs?

H_0: There is not an association between perceived charismatic leadership qualities and follower perception of leadership effectiveness among VTs.

H_a: There is an association between perceived charismatic leadership qualities and follower perception of leadership effectiveness among VTs.

This question was designed to gather information from VT members about their perceptions of their regional managers' charismatic leadership qualities, including effectiveness. In addressing Research Question 1, multivariate linear regression was performed by comparing each of the following questions from the CSQ Scale—19, 22, 23, 33, 34, 35, and 36 to each of the questions from the C-K Scale—1, 4, 6, 7, 8, 9, 12, 14, 20, and 25. Survey Question 19 of the CSQ Scale, which was analyzed in comparison to the C-K Scale's 10 survey questions. The analysis consisted of the perception of communication satisfaction qualities regarding organizational communication and whether those qualities motivated property managers to meet their goals showed the following satisfaction levels:

Very Satisfied_____ 33.33%

Satisfied_____33.33%

Somewhat Satisfied_____14.81%

Indifferent_____ 3.70%

Somewhat Dissatisfied____ 11.11%

Simply Dissatisfied_____3.70%

These results were compared against the perception of the charismatic leadership qualities in measuring Survey Question 1 of C-K scale. The following results when measuring their regional managers' effect of influencing others by developing mutual liking and respect:

Very Characteristic_____42.86%

Characteristic_____ 35.71%

Slightly Characteristic_____ 17.86%

Slightly Uncharacteristic_____ 3.57%

Uncharacteristic_____ 0.00%

Very Uncharacteristic_____ 0.00%

The significance level of 0.05 was established at the onset of the study. The statistical analysis level was 0.863. Thus, the association between the survey questions is statistically not significant. As discussed, Question 19 of the CSQ scale was run against the remaining nine-survey questions. Survey Question 4 of C-K scale was analyzed next. The following table gives the results for Question 4 regarding the perception of regional managers' entrepreneurial persona and their perception about whether they seized new opportunities to achieve their goals:

Very Characteristic_____37.04%

Characteristic_____22.22%

Slightly Characteristic_____29.63%

Slightly Uncharacteristic_____7.41%

Uncharacteristic_____3.70%

Very Uncharacteristic_____ 0.00%

Multivariate linear regression test was calculated to compare the sets of survey questions and the computed significance level was 0.238 and the association between the sets of survey questions was not statistically significant. Survey Question 6 of the C-K Scale used to measure the perception of regional managers' use of nontraditional means to achieve organizational goals was analyzed next and the results yielded:

Very Characteristic_____11.11%

Characteristic_____ 11.11%

Slightly Characteristic_____33.33%

Slightly Uncharacteristic_____33.33%

Uncharacteristic_____11.11%

Very Uncharacteristic_____0.00%

Multivariate linear regression test was calculated to compare the sets of survey questions and the computed significance level was 0.526. Thus, the association between the sets of survey questions was not statistically significant.

Survey Question 7 of C-K Scale, used to measure the perception that regional managers were engaged in activities involving considerable self-sacrifice in pursuing organizational objectives, yielded the following characteristic results:

Very Characteristic_____25.93%

Characteristic_____ 29.93%

Slightly Characteristic_____ 33.33%

Slightly Uncharacteristic_____ 11.11%

Uncharacteristic_____ 0.00%

Very Uncharacteristic_____0.00%

The statistical analysis level was 0.532 between the sets of survey questions. Thus, the association between the sets of survey questions was not statistically significant.

Survey Question 8 of the C-K Scale, used to survey the perception of regional managers' recognition of constraints in the physical environment that may stand in the way of achieving organizational objectives showed the following characteristic percentages:

Very Characteristic_____ 18.52%

Characteristic_____51.85%

Slightly Characteristic_____18.52%

Slightly Uncharacteristic_____11.11%

Uncharacteristic_____0.00%

Very Uncharacteristic_____ 0.00%

The computed multivariate regression significance level was 0.646 between the sets of survey questions. Thus, the association between the sets of survey questions was not statistically significant.

Survey Question 9 of the C-K Scale surveyed the perception of regional manager as advocates that follow nonrisky, well-established course of action to achieve organizational goals. The characteristic results were:

Very Characteristic_____14.81%

Characteristic_____ 44.44%

Slightly Characteristic_____ 29.63%

Slightly Uncharacteristic_____ 7.41%

Uncharacteristic_____ 3.70%

Very Uncharacteristic_____0.00%

The result from the multivariate linear regression was a significance level of 0.488.

Thus, the association between the sets of survey questions was not statistically significant. Survey Question 12 of C-K Scale was used to measure the perception that regional managers took high personal risks for the sake of the organization. The characteristic results were:

Very Characteristic_____11.11%

Characteristic_____ 25.93%

Slightly Characteristic_____ 29.63%

Slightly Uncharacteristic_____ 25.93%

Uncharacteristic_____7.41%

Very Uncharacteristic_____ 0.00%

The significance level of 0.957 between the sets of CSQ and C-K Scale survey questions was not statistically significant.

Survey Question 14, designed to check the perception of regional managers' consistency to generate new ideas for the future of the organization, had the following characteristic results:

Very Characteristic_____14.81%

Characteristic_____ 44.44%

Slightly Characteristic_____29.63%

Slightly Uncharacteristic_____7.41%

Uncharacteristic_____3.70%

Very Uncharacteristic_____ 0.00%

The results of computed multivariate linear regression was 0.173 and, was not statistically significant.

Survey Question 20 of the C-K was used to measure the perception that the regional managers incur high personal costs for the good of the organization and the characteristic results were:

Very Characteristic_____7.41%

Characteristic_____ 29.63%

Slightly Characteristic_____33.33%

Slightly Uncharacteristic_____18.52%

Uncharacteristic_____ 11.11%

Very Uncharacteristic_____ 0.00%

The significance level of 0.419 among the sets of survey questions was not statistically significant.

Survey Question 25 of C-K Scale was used to determine the perception that regional managers engage in activities involving considerable person risk in pursuing organizational objectives. The characteristic results were:

Very Characteristic_____ 0.00%

Characteristic_____22.22%

Slightly Characteristic_____18.52%

Slightly Uncharacteristic_____37.04%

Uncharacteristic_____11.11%

Very Uncharacteristic_____ 11.11%

The computed multivariate linear regression significance level was 0.029. Based on the preset significance level of 0.05 the association between survey Question 25 of C-K scale and the survey question of CSQ scale are statistically significant. As presented in Table 1 of Appendix E, based on the preset significance level of 0.05 the association among the sets show only one variable that is statistically significant, which is Survey Question 25.

The next communication satisfaction construct used to test against the same set of charismatic leadership constructs was survey Question 22 of the CSQ scale used to measure the extent to which the property managers' regional managers offered guidance as their supervisor for solving job related problems. For Question 22, the results were:

Very Satisfied_____40.74%

Satisfied_____ 29.63%

Somewhat Satisfied_____ 11.11%

Indifferent_____3.70%

Somewhat Dissatisfied_____ 11.11%

Dissatisfied_____3.70%

Very Dissatisfied_____ 0.00%

Multivariate regression was run against the same set of questions from the C-K scale the computed significance levels are displayed in Table 2. There was only one construct that showed statistical significance and that was Question 14 with a p value of 0.014. Question 14 was designed to gauge the perception of regional managers' consistency to generate new ideas for the future of the organization.

The extent to which the organization's communication makes the property managers identify with it or feel a vital part of it (Survey Question 23 of CSQ Scale) was the next construct tested against the set of C-K scale questions. For Question 23 the results were:

Very Satisfied_____ 33.33%

Satisfied_____22.22%

Somewhat Satisfied_____22.22%

Indifferent_____ 11.11%

Somewhat Dissatisfied_____ 11.11%

Dissatisfied_____ 0.00%

Very Dissatisfied_____ 0.00%

Multivariate regression was calculated against the same set of questions from the C-K scale the computed significance levels are displayed in Table E3 of Appendix E. Given the preset significance level of 0.05 the results were not statistically significant. The following communication satisfaction question was also used in the analysis: the extent to which meetings are well organized (CSQ Survey Question 33). The results from survey Question 33 were:

Very Satisfied_____22.22%

Satisfied_____ 55.55%

Somewhat Satisfied_____ 22.22%

Indifferent_____0.00%

Dissatisfied_____ 0.00%

Very Dissatisfied_____0.00%

Multivariate regression was run against the same set of questions from the C-K scale the computed significance levels are displayed in Table E4 in Appendix E. There were two constructs that showed statistical significance and those were Question 14 (p value of 0.013) and Question 25 (p value of 0.017). There was also one construct that was going in the right direction; however, it did not meet the preset significance level and that was question 9 (p value of 0.094). Given the preset significance level of 0.05 the remaining constructs were not statistically significant.

The next communication satisfaction construct used to test against the same set of charismatic leadership constructs was Survey Question 34 of the CSQ scale, the extent to

which the amount of supervision given to the property managers was about right. The results showed the following satisfaction levels:

Very Satisfied_____48.15%

Satisfied_____ 29.63%

Somewhat Satisfied_____ 22.22%

Indifferent_____0.00%

Dissatisfied_____ 0.00%

Very Dissatisfied_____0.00%

Multivariate regression was calculated against the same set of questions from the C-K scale the computed significance levels are displayed in Table E5 of Appendix E. Given the preset significance level of 0.05 the constructs were not statistically significant.

The extent to which written directives and reports are clear and concise (Survey Question 35 of CSQ Scale), was the next construct tested against the set of C-K scale questions. The satisfaction results were:

Very Satisfied_____29.63%

Satisfied_____ 51.85%

Somewhat Satisfied_____ 11.11%

Indifferent_____3.70%

Somewhat Dissatisfied_____ 3.70%

Dissatisfied_____0.00%

Very Dissatisfied_____ 0.00%

Multivariate regression was run against the same set of questions from the C-K scale the computed significance levels are displayed in Table E6 of Appendix E. There was only one construct that showed statistically significance and that was question 14 with a p value of 0.026. Question 14 gauged the perception of regional managers' consistency to generate new ideas for the future of the organization.

The following communication satisfaction Survey Question 36 was also used in the analysis, the extent to which the attitudes toward communication in the organization are basically healthy. The satisfaction result levels are:

Very Satisfied_____18.52%

Satisfied_____ 51.85%

Somewhat Satisfied_____ 14.81%

Indifferent_____3.70%

Somewhat Dissatisfied_____ 7.41%

Dissatisfied_____3.70%

Very Dissatisfied_____ 0.00%

Multivariate regression was calculated against the same set of questions from the C-K scale the computed significance levels are displayed in Table E7 in Appendix E. There was only one construct that showed statistically significance and that was Question 14 with a p value of 0.005. Question 14 gauged the perception of regional managers' consistency to generate new ideas for the future of the organization.

Research Question 2

Is there an association between the perceived subdimension (sensitivity to member's needs, strategic vision, and articulation) of charismatic leadership qualities and communication satisfaction?

H_0: There is not an association between perceived subdimension (sensitivity to member's needs, strategic vision, and articulation) of charismatic leadership qualities and communication satisfaction.

H_a: There is an association between perceived subdimension (sensitivity to member's needs, strategic vision, and articulation) of charismatic leadership qualities and communication satisfaction.

In addressing Research Question 2 the multivariate linear regression was performed by comparing questions numbers 4-15, 17-20, and questions 26-28 from the CSQ Scale and questions 2, 3, 5, 10, 11, 13, 15, 16, 17, 19, 21-24 from the C-K Scale. The first survey question analyzed from the CSQ Scale was Question 4 and pertained to the level of satisfaction, which information regarding their progress within their job was communicated to them by their regional manager. This question was analyzed against the 14 survey Questions of the C-K scale. The satisfaction level results were:

Very Satisfied_____14.81%

Satisfied_____ 33.33%

Somewhat Satisfied_____ 18.52%

Indifferent_____ 3.70%

Somewhat Dissatisfied_____18.52%

Dissatisfied_____11.11%

Very Dissatisfied_____ 0.00%

These results from the CSQ Survey Question 4 were run against the perception of the charismatic leadership qualities, specifically as related to their regional managers' ability to recognize barriers/forces within the organization that may block or hinder achievement of their goal, which yielded the following characteristic results:

Very Characteristic_____33.33%

Characteristic_____ 44.44%

Slightly Characteristic_____ 18.52%

Slightly Uncharacteristic_____ 0.00%

Uncharacteristic_____ 3.70%

Very Uncharacteristic_____0.00%

The significance level of 0.05 was established at the onset of the study. The significance level of 0.870 was not statistically significant.

As discussed above, Survey Question 4 was run against the remaining 13 survey questions of the C-K scale as shown above. The results for Survey Question 3, which were used to determine the perception of regional managers' engagement in unconventional behavior in order to achieve organizational goals showed the following characteristic levels:

Very Characteristic_____12.00%

Characteristic_____ 20.00%

Slightly Characteristic_____ 16.03%

Slightly Uncharacteristic_____ 20.00%

Uncharacteristic_____ 24.00%

Very Uncharacteristic_____ 8.00%

Multivariate linear regression test was calculated to compare the sets of survey questions the test computed a significance level of 0.577. Thus, the association between the sets of survey questions is not statistically significant.

Survey Question 5 of the C-K Scale, used to measure the perception that their regional manager showed sensitivity for the needs and feelings of the other members in the organization yielded the following characteristic results:

Very Characteristic_____18.52%

Characteristic_____ 40.74%

Slightly Characteristic_____ 29.63%

Slightly Uncharacteristic_____ 7.41%

Uncharacteristic_____ 3.70%

Very Uncharacteristic_____0.00%

The result from the multivariate linear regression was a significance level of 0.759. Thus, the association between the sets of survey questions is not statistically significant.

Survey Question 10 of C-K Scale, which was used to determine the perception that regional managers provide inspiring strategic and organizational goals, showed the following characteristic levels:

Very Characteristic_____22.22%

Characteristic_____ 44.44%

Slightly Characteristic_____ 18.52%

Slightly Uncharacteristic_____ 11.11%

Uncharacteristic_____ 3.70%

Very Uncharacteristic_____ 0.00%

The result of computing the multivariate linear regression test was 0.167, which is not significant.

Survey Question 11 of C-K Scale was used to measure the perception of how quickly regional managers' recognize constraints in the organizations' social and cultural environment (cultural norms and lack of grassroots) that may stand in the way of achieving organizational objectives. The characteristic results were:

Very Characteristic_____14.81%

Characteristic_____ 40.74%

Slightly Characteristic_____ 29.63%

Slightly Uncharacteristic_____ 14.81%

Uncharacteristic_____ 0.00%

Very Uncharacteristic_____ 0.00%

The computed multivariate linear regression significance level was 0.610 between the sets of CSQ scale and C-K scale survey questions; thus, the association between the sets of survey questions is not statistically significant.

Continuing with the same communication satisfaction construct the statistical analysis was run against Survey Question 13 of the CSQ scale, perception of regional

manager as being inspirational and able to motivate by articulating effectively the importance of what organizational members are doing. The characteristic levels were:

Very Characteristic_____37.04%

Characteristic_____ 22.22%

Slightly Characteristic_____ 25.93%

Slightly Uncharacteristic_____ 11.11%

Uncharacteristic_____ 3.70%

Very Uncharacteristic_____ 0.00%

The significance level of 0.704 was not statistically significant.

Survey Question 15 of the C-K Scale was used to determine the perception that regional managers were exciting public speakers and the characteristic results were:

Very Characteristic_____22.22%

Characteristic_____ 29.63%

Slightly Characteristic_____ 22.22%

Slightly Uncharacteristic_____ 18.52%

Uncharacteristic_____ 7.41%

Very Uncharacteristic_____0.00%

The computed multivariate linear regression significance level was 0.194 between the sets of CSQ scale and C-K scale survey questions; thus, the association between the sets of survey questions was not statistically significant.

Survey Question 16 of C-K scale was used to determine the perception of regional managers' behavior of expressing personal concern for the needs and feelings of other members of the organization. The characteristic results were:

Very Characteristic_____29.63%

Characteristic_____ 22.22%

Slightly Characteristic_____ 22.22%

Slightly Uncharacteristic_____ 18.52%

Uncharacteristic_____ 7.41%

Very Uncharacteristic_____0.00%

The significance level of 0.093 was not statistically significant.

Survey Question 17 of C-K Scale was used to measure the perception of regional managers' attempt to maintain status quo or the normal way of doing things. The characteristic levels were:

Very Characteristic_____11.11%

Characteristic_____ 40.74%

Slightly Characteristic_____ 14.81%

Slightly Uncharacteristic_____ 18.52%

Uncharacteristic_____ 14.81%

Very Uncharacteristic_____0.00%

The result of the multivariate linear regression test was a significance level of 0.947 and was not statistically significant.

Survey Question 19 of C-K Scale was used to measure the perception that their regional manager recognizes the abilities and skills of other members in the organization.

The characteristic results were:

Very Characteristic_____33.33%

Characteristic_____ 22.22%

Slightly Characteristic_____ 3.70%

Slightly Uncharacteristic_____ 0.00%

Uncharacteristic_____ 0.00%

Very Uncharacteristic_____0.00%

The computed multivariate linear regression level was 0.480 between the sets of CSQ survey question and C-K survey question and was not statistically significant.

Survey Question 21 of the C-K scale, which measured the perception that regional managers appear to be skillful performers when presenting to a group. The characteristic results were:

Very Characteristic_____25.93%

Characteristic_____ 33.33%

Slightly Characteristic_____ 25.93%

Slightly Uncharacteristic_____ 3.70%

Uncharacteristic_____ 11.11%

Very Uncharacteristic_____0.00%

The significance level of 0.280 was not statistically significant.

Survey Question 22 of C-K Scale was used to measure the perception that regional managers were visionaries, and often brought up ideas about possibilities for the future. The characteristics results were:

Very Characteristic_____29.63%

Characteristic_____ 44.44%

Slightly Characteristic_____ 7.41%

Slightly Uncharacteristic_____ 18.52%

Uncharacteristic_____ 0.00%

Very Uncharacteristic_____0.00%

The computed multivariate linear regression significance level was 0.203 between the CSQ scale question and the C-K scale question. Thus, the association between the survey questions was found not to be statistically significant.

Survey Question 23 of the C-K scale, used to determine the perception of regional managers' readiness to recognize new environmental opportunities that may facilitate achievement of organizational objectives, showed the following characteristic results:

Very Characteristic_____18.52%

Characteristic_____ 51.85%

Slightly Characteristic_____ 25.93%

Slightly Uncharacteristic_____ 3.70%

Uncharacteristic_____ 0.00%

Very Uncharacteristic_____0.00%

Significance level of 0.934 was not statistically significant.

Survey Question 24 of C-K scale used to measure the perception that the regional manager recognized the limitations of other members of the organization had the following characteristic results:

Very Characteristic_____14.81%

Characteristic_____ 59.26%

Slightly Characteristic_____ 22.22%

Slightly Uncharacteristic_____ 3.70%

Uncharacteristic_____ 0.00%

Very Uncharacteristic_____0.00%

The significance level of 0.348 was not statistically significant.

The extent to which the regional manager communicated regarding personal, news, Question 5 of the CSQ scale was the next construct tested against the set of C-K scale questions. For Question 5, the satisfaction results were:

Very Satisfied_____ 7.41%

Satisfied_____40.74%

Somewhat Satisfied_____25.93%

Indifferent_____25.93%

Somewhat Dissatisfied_____ 0.00%

Dissatisfied_____ 0.00%

Very Dissatisfied_____0.00%

Multivariate regression analysis was calculated against the same set of questions from the C-K scale and the computed significance levels are contained in Table E9 of

Appendix E. Given the preset significance level of 0.05, the significant levels were not statistically significant.

The next communication satisfaction construct used to test against the same set of charismatic leadership constructs was 6, extent to which regional managers communicate information about organizational policies and goals to property managers. The satisfaction survey results were:

Very Satisfied_____ 14.81%

Satisfied_____59.26%

Somewhat Satisfied_____22.22%

Indifferent_____0.00%

Somewhat Dissatisfied_____ 3.70%

Dissatisfied_____ 0.00%

Very Dissatisfied_____0.00%

Multivariate regression was run against the same set of questions from the C-K scale and the computed significance levels are displayed in Table E10 in Appendix E. Given the preset significance level of 0.05 none of the below significant levels were statistically significant.

The following communication satisfaction Survey Question 7 was also used in the analysis: the property managers provided their perception on satisfaction level of information about how their job compared with others. The satisfaction level results were:

Very Satisfied_____ 14.81%

Satisfied_____25.93%

Somewhat Satisfied_____29.63%

Indifferent_____11.11%

Somewhat Dissatisfied_____ 11.11%

Dissatisfied_____ 3.70%

Very Dissatisfied_____ 3.70%

Multivariate regression analysis was run against the C-K scale questions. The computed significance levels are displayed in Table E11 in Appendix E. There was only one construct that came close to being statistically significant which was Question 16 (p value of 0.059) the remaining constructs were not statistically significant.

Property managers were also surveyed according to their perception of and satisfaction level of their regional manager communicating information about how they were being judged (Survey Question 8 of CSQ Scale). The satisfaction results were:

Very Satisfied_____7.41%

Satisfied_____ 29.63%

Somewhat Satisfied_____ 29.63%

Indifferent_____7.41%

Somewhat Dissatisfied_____ 18.52%

Dissatisfied_____7.41%

Very Dissatisfied_____ 0.00%

Multivariate regression analysis was run against the same set of C-K scale questions. The computed significance levels are displayed in Table E12 in Appendix E.

Given the preset significance level of 0.05 none of the below levels are statistically significant.

The extent to which the regional manager communicated regarding recognition of property managers' efforts (Survey Question 9) was the next construct tested against the set of C-K scale questions. The satisfaction results were:

Very Satisfied_____ 18.52%

Satisfied_____22.22%

Somewhat Satisfied_____29.63%

Indifferent_____11.11%

Somewhat Dissatisfied_____ 14.81%

Dissatisfied_____ 3.70%

Very Dissatisfied_____ 0.00%

The multivariate regression analysis was run against the same set of questions from the C-K scale and the computed significance levels are displayed in Table E13 of Appendix E. There was only one construct that came close to being statistically significant which was Question 15 p value of 0.056. The remaining constructs were not statistically significant.

The next communication satisfaction construct used to test against the same set of charismatic leadership constructs was Survey Question 10, used to measure the extent to which communication level is satisfactory regarding information about department policies. The satisfaction survey results were:

Very Satisfied_____ 18.52%

Satisfied_____ 33.33%

Somewhat Satisfied_____ 40.74%

Indifferent_____ 0.00%

Somewhat Dissatisfied_____ 3.70%

Dissatisfied_____ 3.70%

Very Dissatisfied_____0.00%

The statistical analysis was run against the same set of questions from the C-K

scale and the computed significance levels are displayed in Table E14 of Appendix E.

Given the preset significance level of 0.05 none of the significance levels was statistically

significant.

Communication satisfaction Survey Question 11 was also used in the analysis:

information about the requirement of my job. The satisfaction results were:

Very Satisfied_____ 22.22%

Satisfied_____48.15%

Somewhat Satisfied_____25.93%

Indifferent_____0.00%

Somewhat Dissatisfied_____ 3.70%

Dissatisfied_____ 0.00%

Very Dissatisfied_____ 0.00%

Multivariate regression analysis was run against the same set of questions from

the C-K scale and the computed significance levels are displayed in Table E15 in

Appendix E. Given the preset significance level of 0.05 none of the significance levels was statistically significant.

Communication satisfaction of information about government action affecting the organization was the next construct of the CSQ scale, Survey Question 12 that was run against the C-K scale. The satisfaction result levels were:

Very Satisfied_____11.11%

Satisfied_____ 33.33%

Somewhat Satisfied_____ 18.52%

Indifferent_____29.63%

Somewhat Dissatisfied_____0.00%

Dissatisfied_____7.41%

Very Dissatisfied_____ 0.00%

Multivariate regression analysis was run against the C-K scale. The computed significance levels are displayed Table E16 in Appendix E. Given the preset significance level of 0.05 none of the levels was statistically significant.

The extent to which the regional manager communicated information regarding changes in our organization, Survey Question 13 of CSQ Scale was the next construct tested against the set of C-K scale questions. The satisfaction result levels were:

Very Satisfied_____15.38%

Satisfied_____ 50.00%

Somewhat Satisfied_____ 23.08%

Indifferent_____0.00%

Somewhat Dissatisfied_____ 11.54%

Dissatisfied_____0.00%

Very Dissatisfied_____ 0.00%

Multivariate regression analysis was run against the C-K Scale and the computed

significance levels are displayed in Table E17 in Appendix E. Given the preset

significance levels of 0.05, none of the significance levels was statistically significant.

The next communication satisfaction construct used to test against the same set of

charismatic leadership constructs was survey Question 14 from CSQ Scale it was used to

measure communication levels regarding perception on reporting how problems on the

job are being handled. The satisfaction survey results showed:

Very Satisfied_____11.11%

Satisfied_____ 29.63%

Somewhat Satisfied_____ 33.33%

Indifferent_____ 7.41%

Somewhat Dissatisfied_____ 18.52%

Dissatisfied_____0.00%

Very Dissatisfied_____ 0.00%

Multivariate regression was run against the same set of questions from the C-K

scale the computed significance levels are shown in Table E18 in Appendix E. Given the

preset significance level of 0.05 none of the significance levels was statistically

significant.

The extent to which the regional manager communicated information about benefits and pay, Survey Question 15 of CSQ Scale was the next construct tested against the set of C-K scale questions. The satisfaction result levels were:

Very Satisfied_____22.22%

Satisfied_____ 44.44%

Somewhat Satisfied_____ 14.81%

Indifferent_____ 11.11%

Somewhat Dissatisfied_____0.00%

Dissatisfied_____0.00%

Very Dissatisfied_____ 0.00%

Multivariate regression was calculated against the same set of survey questions of the C-K scale and the computed significance levels are displayed in Table E19 in Appendix E. Given the preset significance level of 0.05 none of the significance levels was statistically significant.

The next communication satisfaction construct used to test against the same set of charismatic leadership constructs was survey Question 17 of CSQ Scale which was used to determine the perception that regional managers communicate information about accomplishments and/or failures of the organization. The satisfaction survey results showed:

Very Satisfied_____25.93%

Satisfied_____ 55.56%

Somewhat Satisfied_____ 14.81%

Indifferent_____ 0.00%

Somewhat Dissatisfied_____0.00%

Dissatisfied_____0.00%

Very Dissatisfied_____ 0.00%

Multivariate regression was run against the C-K scale and the computed

significance levels are displayed in Table E20 in Appendix E. Given the preset

significance level of 0.05 none of the significance levels was statistically significant.

Communication satisfaction Survey Question 18 was also used in the analysis: the

extent to which regional managers know and understand the problems faced by

subordinates. The satisfaction result levels were:

Very Satisfied_____25.93%

Satisfied_____ 25.93%

Somewhat Satisfied_____ 29.63%

Indifferent_____0.00%

Somewhat Dissatisfied_____0.00%

Dissatisfied_____0.00%

Very Dissatisfied_____ 0.00%

Multivariate regression was calculated against the C-K scale questions and the

computed significance levels are shown below in Table E21 in Appendix E. Given the

preset significance level of 0.05 none of the significance levels was statistically

significant.

Communication satisfaction of the extent to which the organization's communication motivates and stimulates an enthusiasm for meeting its goals, Survey Question 19 was the next construct of the CSQ scale that was run against the C-K scale questions. The satisfaction result levels were:

Very Satisfied_____7.41%

Satisfied_____ 51.85%

Somewhat Satisfied_____14.81%

Indifferent_____ 0.00%

Somewhat Dissatisfied_____ 11.11%

Dissatisfied_____ 0.00%

Very Dissatisfied_____0.00%

Multivariate regression analysis was run against the same set of questions from the C-K Scale and the computed significance levels are displayed in Table E22 in Appendix E. Given the preset significance level of 0.05 none of the significance levels was statistically significant.

The extent to which the regional manager listens and pays attention to property managers' Question 20 was the next construct tested against the set of C-K scale questions. The satisfaction result levels were:

Very Satisfied_____33.33%

Satisfied_____ 33.33%

Somewhat Satisfied_____ 14.81%

Indifferent_____3.70%

Somewhat Dissatisfied_____ 0.00%

Dissatisfied_____0.00%

Very Dissatisfied_____ 0.00%

The multivariate regression analysis was run against the same set of survey questions from the C-K Scale and the computed significance levels are displayed in Table E23 in Appendix E. There was only one construct that showed statistically significance and that was Question 15 with p value of 0.0494. Question 15 gauged the perception of communication about benefits and pay. The remaining constructs were not statistically significant.

The next communication satisfaction construct used to test against the same set of charismatic leadership constructs was survey Question 26 of CSQ which measured the extent to which the property manager receive in time the information needed to do their job. The satisfaction survey results were:

Very Satisfied_____22.22%

Satisfied_____ 44.44%

Somewhat Satisfied_____ 18.52%

Indifferent_____0.00%

Somewhat Dissatisfied_____0.00%

Dissatisfied_____0.00%

Very Dissatisfied_____ 0.00%

Multivariate regression was run against the C-K scale and the computed significance levels are displayed in Table E24 in Appendix E. There were two constructs

that came close to be statistically significant which was Question 13 p value of 0.059 and Question 16 p value of 0.046. The remaining constructs were not statistically significant.

The following communication satisfaction Survey Question 27 was also used in the analysis: the extent to which conflicts are handled appropriate through proper communication channels. The satisfaction result levels were:

Very Satisfied_____11.11%

Satisfied_____ 62.96%

Somewhat Satisfied_____ 18.52%

Indifferent_____ 0.00%

Somewhat Dissatisfied_____ 0.00%

Dissatisfied_____ 0.00%

Very Dissatisfied_____ 0.00%

Multivariate regression analysis was run against the C-K scale questions the computed significance levels are displayed in Table E25 in Appendix E. Given the preset significance level of 0.05 none of the significance levels were statistically significant.

The following communication satisfaction Survey Question 28 was also used in the analysis: the extent to which the grapevine is active in our organization. The satisfaction results were:

Very Satisfied_____14.81%

Satisfied_____ 14.81%

Somewhat Satisfied_____ 22.22%

Indifferent_____29.63%

Somewhat Dissatisfied_____ 14.81%

Dissatisfied_____0.00%

Very Dissatisfied_____ 0.00%

Multivariate regression analysis was run against the C-K scale questions the computed significance levels are displayed in Table E26 in Appendix E. There was only one construct that came close to being statistically significant which was question 5 with p-value of 0.048 the remaining constructs were not statistically significant

Research Question 3

Is there an association between communication satisfaction and job satisfaction among VTs?

H0: There is not an association between communication satisfaction and job satisfaction among VTs.

Ha: There is an association between communication satisfaction and job satisfaction among VTs.

A multivariate linear regression was performed on the outcome measures for research Question 3 by comparing questions 1, 8, 9, 11, 13, 14, 15, 16, 18, 19, 20, 22, and 27 from the CSQ Scale and questions 5, 10, and 19 from the C-K Scale. The first survey question of the CSQ scale to be analyzed against the 3 survey Questions of the C-K scale was used to gauge the perception of communication satisfaction with their jobs (survey question #1 of CSQ scale). The satisfaction levels were:

Very Satisfied_____37.04%

Satisfied_____ 33.33%

Somewhat Satisfied_____ 22.22%

Indifferent_____ 3.70%

Somewhat Dissatisfied_____0.00%

Dissatisfied_____0.00%

Very Dissatisfied_____ 0.00%

These results were run against the perception of the charismatic leadership qualities in measuring survey Question 5 of the C-K scale, which yielded the following results when gauging their regional managers' readiness in showing sensitivity for the needs and feelings of the other members in the organization:

Very Characteristic_____18.52%

Characteristic_____ 40.74%

Slightly Characteristic_____ 29.63%

Slightly Uncharacteristic_____ 7.41%

Uncharacteristic_____ 3.70%

Very Uncharacteristic_____ 0.00%

The significance level of 0.05 was established at the onset of the study. The computed multivariate linear regression significance level was 0.903, thus, it was not statistically significant.

As discussed Survey Question 1 of the CSQ scale was run against the remaining two C-K scales. The results for survey Question 10 regarding regional managers providing inspiring strategic and organizational goals were:

Very Characteristic_____22.22%

Characteristic_____ 44.44%

Slightly Characteristic_____ 18.52%

Slightly Uncharacteristic_____ 11.11%

Uncharacteristic_____ 3.70%

Very Uncharacteristic_____ 0.00%

Multivariate linear regression test was calculated to compare the survey questions, which yielded a significance level of 0.483, and, the association between the sets of survey questions is not statistically significant.

Survey Question 19 of C-K Scale, which measured the perception that the regional manager recognized the abilities and skills of other members, yielded the following characteristic results:

Very Characteristic_____33.33%

Characteristic_____ 40.74%

Slightly Characteristic_____ 22.22%

Slightly Uncharacteristic_____ 3.70%

Uncharacteristic_____ 0.00%

Very Uncharacteristic_____0.00%

The significance level of 0.372 was not statistically significant.

As discussed in Table E27 in Appendix E, based on preset significance level of 0.05 the association among the sets is not significant.

The next communication satisfaction construct that was analyzed in addressing the third research question was measuring the property managers' level of satisfaction of

their regional managers' communication about how they were being judged, Question 8.
The satisfaction levels were:

Very Satisfied_____7.41%

Satisfied_____ 29.63%

Somewhat Satisfied_____ 29.63%

Indifferent_____ 7.41%

Somewhat Dissatisfied_____18.52%

Dissatisfied_____ 7.41%

Very Dissatisfied_____ 0.00%

Multivariate regression was run against the same three sets of questions from the
C-K scale the following significance levels are displayed in Table E28 in Appendix E.
There was only one construct that showed statistically significance and that was Question
10 with a p value of 0.024. Question 10 gauged the perception that regional managers
provided inspiring and strategic and organization goals.

Satisfaction level of recognition of efforts was the next CSQ construct observed in
Question 9. The satisfaction results were:

Very Satisfied_____18.52%

Satisfied_____ 22.22%

Somewhat Satisfied_____ 29.63%

Indifferent_____11.11%

Somewhat Dissatisfied_____ 14.81%

Dissatisfied_____3.70%

Very Dissatisfied_____ 0.00%

Multivariate linear regression analysis was run against the same set of questions from the C-K scale the significance levels and is in Table E29 in Appendix E. None of the significance levels was statistically significant.

Communication satisfaction of job requirements was the next construct of the CSQ scale survey Question 11. The satisfaction levels results were:

Very Satisfied_____18.52%

Satisfied_____ 33.33%

Somewhat Satisfied_____ 40.74%

Indifferent_____ 0.00%

Somewhat Dissatisfied_____0.00%

Dissatisfied_____3.70%

Very Dissatisfied_____ 0.00%

Multivariate regression analysis was run. The computed the significance levels for the same set of C-K are in Table E30 in Appendix E. None was significant.

Communication satisfaction regarding information on job changes were also analyzed using Survey Question 13 of CSQ scale. The satisfaction levels were:

Very Satisfied_____15.38%

Satisfied_____ 50.00%

Somewhat Satisfied_____ 23.04%

Indifferent_____0.00%

Somewhat Dissatisfied_____ 11.54%

Dissatisfied_____0.00%

Very Dissatisfied_____ 0.00%

Multivariate regression was run and the significance levels are in Table E31 in Appendix E. None of the below significance levels was statistically significant at the .05 level.

The next communication satisfaction construct that was Question 3 was to measure satisfaction on how problems in their jobs were being handled by their regional manager survey Question 14 of CSQ scale. The satisfaction results were:

Very Satisfied_____11.11%

Satisfied_____ 29.63%

Somewhat Satisfied_____ 33.33%

Indifferent_____ 7.41%

Somewhat Dissatisfied_____ 18.50%

Dissatisfied_____0.00%

Very Dissatisfied_____ 0.00%

Multivariate linear regression test was calculated against the research question from the C-K scale the computed significance levels are shown in Table E32 in Appendix E. There was only one construct that showed statistically significance and that was Question 10. Question 10 gauged the perception that regional manager provided inspiring strategic and organizational goals. The remaining constructs were not statistically significant.

Survey Question 15 of the CSQ scale was the next construct analyzed it dealt with communication satisfaction levels on information regarding pay and benefits. The satisfaction results were:

Very Satisfied_____22.22%

Satisfied_____ 44.44%

Somewhat Satisfied_____ 14.81%

Indifferent_____ 11.11%

Somewhat Dissatisfied_____3.70%

Dissatisfied_____3.70%

Very Dissatisfied_____ 0.00%

The multivariate linear regression was run against the charismatic leadership constructs and the computed significance levels are displayed in Table E33 in Appendix E. Given the preset significance level of 0.05 the constructs were not statistically significant.

Satisfaction levels regarding the financial standing of the organization were also analyzed Survey Question 16 of CSQ scale against the set of C-K scale questions. The satisfaction results were:

Very Satisfied_____37.04%

Satisfied_____ 51.85%

Somewhat Satisfied_____ 11.11%

Indifferent_____ 0.00%

Somewhat Dissatisfied_____ 0.00%

Dissatisfied_____ 0.00%

Very Dissatisfied_____ 0.00%

Multivariate linear regression was run against the same previous set of charismatic constructs the significance levels. The computed significance levels are listed in Table E34 in Appendix E. Given the preset significance level of 0.05 the remaining constructs were not found to be statistically significant.

An important aspect of communication for most property managers was that of the extent to which the regional managers know and understand the issues and problems that are faced by their subordinates, which is the next Survey Question 18 of the CSQ scale that was analyzed against the C-K scale. The satisfaction levels were:

Very Satisfied_____25.93%

Satisfied_____ 25.90%

Somewhat Satisfied_____ 29.63%

Indifferent_____3.70%

Somewhat Dissatisfied_____14.81%

Dissatisfied_____0.00%

Very Dissatisfied_____ 0.00%

The multivariate regression was run against this construct and the same set of charismatic leadership constructs and the computed significance levels are shown in Table E35 in Appendix E. Given the preset significance level of 0.05 the none of the levels was statistical significant.

The extent to which the property managers' regional managers listen and paid attention to them was the next Survey Question 19 from the CSQ scale that was surveyed. The satisfaction levels were:

Very Satisfied_____3.33%

Satisfied_____ 33.33%

Somewhat Satisfied_____ 14.81%

Indifferent_____3.70%

Somewhat Dissatisfied_____11.11%

Dissatisfied_____3.70%

Very Dissatisfied_____ 0.00%

The multivariate regression test was run against this charismatic leadership constructs and the computed significance levels are shown in Table E36 in Appendix E. There was only one construct that was statistically significance and that was Question 10. Question 10 gauged the perception that regional manager provided inspiring strategic and organizational goals. The remaining constructs were not statistically significant.

The communication satisfaction levels on the extent to which regional managers offered guidance for solving job related problems was the next Survey Question 20 from the CSQ scale that was analyzed. The satisfaction levels were:

Very Satisfied_____22.22%

Satisfied_____ 40.74%

Somewhat Satisfied_____ 22.22%

Indifferent_____ 3.70%

Somewhat Dissatisfied_____11.11%

Dissatisfied_____0.00%

Very Dissatisfied_____ 0.00%

The multivariate linear regression was run against the charismatic leadership constructs and the significance levels are displayed in Table E37 in Appendix E. There was only one construct that showed statistical significance and that was Question 10. Question 10 gauged the perception that regional manager provided inspiring strategic and organizational goals. The remaining constructs were not statistically significant.

Survey Question 22 gauged the satisfaction levels regarding the extent to which regional managers handle conflict appropriately and through proper communication channels. The satisfaction levels were:

Very Satisfied_____22.22%

Satisfied_____ 44.44%

Somewhat Satisfied_____ 18.52%

Indifferent_____0.00%

Somewhat Dissatisfied_____11.11%

Dissatisfied_____0.00%

Very Dissatisfied_____ 3.70%

Multivariate linear regression was run against charismatic constructs and the computed significance levels are shown in Table E38 in Appendix E. There was only one construct that was statistically significance and that was Question 10. Question 10 gauged

the perception that regional manager provided inspiring strategic and organizational goals. The remaining constructs were not statistically significant.

Summary

Of the 155 property managers, only 27 property managers chose to participate by completing the survey. After analyzing the data taken from the two sets of survey questions, the majority of the property managers surveyed perceived that their regional manager encompassed various characteristics of charismatic leadership. The survey results also yielded data that demonstrated that the majority of the property managers were satisfied with various areas of communication. Each of the variables reviewed demonstrated the existence of a relationship between some of the constructs, but not all.

The relationship between the charismatic leadership quality of generating new ideas for the future of the organization showed a statistically significant relationship between (a) the extent to which supervisor offers guidance for solving job related problems, (b) the extent to which supervisor (regional manager) trust property managers, (c) the extent to which written directives and reports are clear and concise as written by regional managers, and (d) the extent to which the attitudes toward communication in the organization are basically healthy. There were also significant positive relationship demonstrated between pursuing organizational objectives, engagement in activities involving considerable personal risk and the communication satisfaction construct of which the organization's communication motivates and stimulates an enthusiasm for meeting company goals.

There were also significant positive relationships evaluated between perception that regional manages possessed charismatic quality of being an exciting public speaker and satisfaction with the extent to which the regional manager listens and pays attention to them. The most common statistical significant positive relationship I evaluated was the perception that the regional managers provided inspiring strategic and organizational goals which showed a relationship with the following communication satisfaction factors (a) aspect of their regional manager communicating about how the property managers were being judged, (b) how well they listened and paid attention to the property managers, (c) the extent of how well they provided guidance for solving job related problems, and (d) how well conflicts were handled appropriately through proper communication channels. There were a large number of areas surveyed as it related to the various charismatic leadership qualities and communication satisfaction factors; however, those mentioned above were the only ones that showed significant positive relationships.

The relationship between the leadership framework of charismatic leadership qualities and communication satisfaction was determined through the use of the research questions. The overall results show that the most positive results were related to Research Questions 1 and 3.

Chapter 5 is the concluding chapter of the study on the perception of charismatic leadership and communication satisfaction. The chapter will contain interpretation of the findings, recommendations for practice and future research, implications, and lastly conclusion.

Chapter 5: Discussion, Conclusions, and Recommendations

I conducted this study (a) to determine the association between perceived charismatic leadership qualities and follower perception of leadership effectiveness, and (b) to determine the association between the perceived subdimensions of charismatic leadership qualities (sensitivity to member's needs, strategic vision, and articulation) and communication satisfaction. That determination was expected to equip VT leaders with tools to enhance and improve VTs' communication. Property managers (managed virtually) at a student housing company were invited to complete an online survey. Over the course of 6 weeks, four survey e-mail invitations were sent to 155 property managers. Multivariate multiple regression analysis (MMRA) was used to determine the linear association between charismatic leadership qualities as evaluated by the C-K scale and the communication satisfaction as evaluated by the CSQ scale. MMRA was used because it was more appropriate in evaluating relationships between two data sets. I found a significant relationship for some variables for each of the three research questions.

Interpretation of the Findings

Research Question 1

Is there an association between charismatic leadership qualities and follower perception of leadership effectiveness among VTs? In evaluating question one there were a number of constructs used in measuring the perception charismatic leadership and perception that VT members had regarding leadership effectiveness of their virtual leaders. In evaluating the relationship of charismatic leadership qualities and follower perception of leadership effectiveness, I compared seven items of the CSQ scale with 10

items from the C-K scale. I addressed each construct used in this evaluation briefly in the interpretation of the study findings. Each of the seven items of the CSQ scale were compared to the following C-K Leadership scale, the leader:

1. Influence others by developing mutual liking and respect

2. Seizes new opportunities in order to achieve goals

3. Uses nontraditional means to achieve organizational goals

4. In pursuing organization engages in activities involving self-sacrifice

5. Recognizes constraints in the organization's physical environment (technical limitations, lack of resources, etc.) that may stand in the way of achieving organizational objectives

6. Advocates following nonrisky, well-established courses of action to achieve organizational goals

7. Takes high personal risks for the sake of the organization

8. Consistently generates new ideas for the future of the organization

9. Often incurs high personal cost for the good of the organization

10. In pursuing organizational objectives, engages in activities involving considerable personal risk

The average of those that perceived that their regional manager possessed the above charismatic leadership qualities, 50% stated that they perceived their regional manager possessed the charismatic leadership qualities.

Communication Motivates and Stimulates Followers' to Meet Company Goals

There are a number of important factors that are detrimental in the success of VTs and communication is one of those factors. According to Hajro and Pudelko (2010) the ability for leaders to transfer knowledge and communication are vital skills required of virtual leaders. Team leaders play a fundamental role in shaping and blending VTs. Team leaders should be able to communicate and motivate their VT members toward meeting organization goals. According to Hayibor, Agle, Sears, Sonnenfield, and Ward (2011) charismatic leaders encompass qualities that enhance leader and follower relationships. The charismatic quality of a leader is a form of leadership that portrays leaders as visionaries, one that is able to motivate others through their actions and behaviors (Hayibor et al., 2011).

The findings suggest that 66% of property managers were satisfied with level of communication as it related to motivating and stimulating them within their VTs. Further, when I compared communication and motivation to the 10 C-K constructs, the results were that a significant positive relationship existed between communication motivation and stimulation and the perception that their leader possess charismatic leadership quality of pursuing organizational objectives and their ability to engage in activities involving considerable personal risk for the betterment of the VT and organization.

Based on the results certain levels of charismatic leadership qualities do have a positive relationship regarding follower perception of leadership effectiveness specifically as it relates to the regional manager taking personal risk for the betterment of the property managers and the organization, which yielded significance level of 0.029.

These results are consistent with the findings of Lapierre, Bremner, and McMullan (2012), who stated that charismatic leadership is one that is known to positively influence followers and inspire the followers to buy into the mission and vision that is being presented. The positive influence that charismatic leader have on their followers stimulates and motivates followers to go above and beyond what is expected (Lapierre et al., 2012). The level of personal risk has a positive influence on the property managers as it shows them that their regional manager is willing to go above and beyond. If companies wish to improve communication satisfaction within their VTs it is demonstrated through this data that teams that are lead by charismatic leaders have a significant positive relationship by focusing on fostering charismatic leadership qualities and more specifically as it pertains to personal buy in from leaders.

Supervisors Offer Guidance in Solving Job-Related Problems

Property managers that are managed virtually do not have the luxury of having their regional manager onsite or in person to assist with property issues as they arise; therefore, it is very important that the appropriate level of guidance is given. Based on the results of this study, 70.37% of property managers were satisfied with the level of communication regarding their regional managers offering guidance in solving job related problems. As I compared the results to the C-K scale constructs discussed above, a significant positive relationship existed between perception that regional manager possess qualities of charismatic leader by consistently generating new ideas for the future of the organization that yielded 0.014 significance level. These findings are consistent with the findings discussed in the Levine, Muenchen, and Brooks (2010) study that

concluded that charisma was the ability for leaders to listen, commiserate with, and understand others. They are leaders that are genuine and attentive listeners. They are leaders that recognize the need to solve issues and be proactive by planning for the future.

Communication Makes Employees Identify with the Organization or Feel a Vital Part

In evaluating if employees are happy and working in a positive atmosphere they are more inclined to work harder or at their best, which leads one to believe, they feel invested in the organization. According to Bono and Ilies (2006), charismatic leaders enable this type of environment when they lead through positive emotions and open communication, which ultimately will lead to increased organizational success. From the results of this study, 55.55% of property managers were satisfied with the level of communication and felt they were a vital part of the organization. I did not find a significant positive relationship between level of communication and any of the C-K scale constructs.

Extent to Which Meetings are Well Organized

VTs have very limited amount of opportunities for face-to-face meetings therefore it is very important that when there are opportunities to meet, provisions are made to ensure a productive means of communication. Bergiel, Bergiel, and Balsmeier (2008) mentioned a number of mechanisms to ensure organized and productive meetings such as the use of teleconference, videoconference, team chat rooms, and computer-mediated conferencing (CMC). Those researchers indicated that each mechanism is an instrument to create positive environment for communication. With 77.77% of property managers

stating that they were satisfied with the level of communication regarding well organized meetings when compared to the C-K scale, a significant positive relationship existed between the communication satisfaction level and two of the C-K scale constructs. A significance level of 0.013 was determined between communication satisfaction and the charismatic leadership quality that regional manager generates new ideas for the future of the company. Participants felt that regional managers took personal risk for the betterment of the property managers and the organization, which was significance at the 0.017 level. These findings support the literature of Nydegger and Nydegger (2010), Bergiel, Bergiel, and Balsmeier (2008), and Lu, Watson-Manheim, Chudoba, and Wynn (2006) that communication and mechanisms used in organizing communication is an important factor in considering the success of VTs.

Amount of Supervision Given is the Right Amount

Within the literature review researchers addressed the important role that leaders play in the success of VTs. VTs work better with managerial guidance (Wakefield, Leidner, & Garrison, 2008). According to Berry (2011) the success and failure of VTs lies heavily on leadership or management. In this study 77.78% of the property managers were satisfied with the level of communication as it pertained to the right amount of supervision of their regional manager. When compared to the C-K scale constructs, there was not a significant relationship.

Extent to Which Written Directives and Reports are Clear and Concise

Based on the results of Chapter 4, 81.48% of the property managers were satisfied with the level of communication as it pertained to written reports being clear and concise.

When the comparison was made to determine if there was a relationship between level of satisfaction of written reports being clear and concise and the 10 C-K constructs, a positive significant level of 0.026 was found when property managers perceived their regional managers as charismatic leaders that generate new ideas for the future of the organization.

Attitudes Toward Communication in an Organization are Healthy

Based on the results from Chapter 4 70.37% of the property managers were satisfied with the level of communication and felt that the level of communication was healthy. When results were compared to the C-K scale a positive significant relationship was found between healthy communication and charismatic quality that regional manager consistently generated new ideas for the future of the organization. Charisma has been noted by emphasizing the significance of projects, by leaders sharing their vision and by enhancing the confidence of those they lead and emphasizing the common goal (Levine, Muenchen, & Brooks, 2010). Levine et al. (2010) in their review of communication behavior of charismatic leaders indicated that it is the persuasiveness in their speech, their ability to articulate in a manner that is easily understandable, and effectiveness as a speaker that strongly suggest that VTs led by charismatic leaders would enhance the satisfaction of communication among VTs.

According to the findings of this study regarding research question one, a positive significant relationships was found to exist between the various communication and charismatic leadership qualities. When property managers perceives that their leader, the regional manager, exhibits charismatic leadership qualities per the constructs of Conger-

Kanugo model, that does not only contribute to the charisma of the leaders, but it also will present a change in the attitudes, values and behavior that is consistent with what the manager expects (Conger, Kanungo, & Menon, 2000). According to the Conger et al., (2000), study, charismatic leadership qualities were linked to positive correlation between an employee's performance and job satisfaction which leads me to believe that property managers find their regional managers' leadership as effective which can be attributed to the charismatic leadership qualities that have been identified in answering research questions one.

For Research Question 1, I found some significant levels between some of the constructs, which might lead one to believe that there is some form of positive association between various charismatic leadership qualities and follower perception of leadership effectiveness among VTs. There were two charismatic leadership constructs that were found to have a positive relationship with five of the communication satisfaction constructs. The perception that regional manager in pursing organizational objectives, engaged in activities involving personal risk was found to have a positive correlation with the following communication satisfaction constructs: extent to which the organization's communication motivates and stimulates an enthusiasm for meeting its goals and extent to which meetings are well organized. The other charismatic leadership quality that had a positive relationship on communication satisfaction was consistently generating new ideas for the future of the organization. This particular construct was positively correlated with the following communication constructs: (a) extent to which supervisor offers guidance for solving job related problems, (b) meetings are well

organized (c) extent to which written directives and reports are clear and concise, and (d) extent to which the attitudes toward communication in the organization are basically healthy. The results support the literature by Lapierre, Bremner, and Mcullan (2012), which stated that charismatic leaders have positive influence on their followers and they also inspire them to buy into the vision and mission that is presented to them.

Research Question 2

Is there an association between the perceived subdimension (sensitivity to member's needs, strategic vision, and articulation) of charismatic leadership qualities and communication satisfaction? As I evaluated the constructs of Research Question 2, I compared a number of items from the CSQ scale with the C-K scale. There were 19 items used in the comparison from the CSQ scale and 14 items from the C-K scale. The following 14 items from the C-K scale were compared to the CSQ scale, the leader:

1. Readily recognizes barriers/forces within the organization that may block or hinder achievement of his/hers goal

2. Engages in unconventional behavior in order to achieve organizational goals

3. Shows sensitivity for the needs and feelings of the other members in the organization

4. Provides inspiring strategic and organizational goals

5. Readily recognizes constraints in the organization's social and cultural environment (cultural norms, lack of grassroots, etc.) that may stand in the way of achieving organizational objectives

6. Inspirational; able to motivate by articulating effectively the importance of what organizational members are doing

7. Exciting public speaker

8. Often expresses personal concern for the needs and feelings of other member of the organization

9. Tries to maintain the status quo or the normal way of doing things

10. Recognizes the abilities and skills of other members in the organization

11. Appears to be skillful performer when presenting to a group

12. Has a vision; often brings up ideas about possibilities for the future

13. Readily recognizes new environmental opportunities (favorable physical and social conditions) that may facilitate achievement of organizational objectives

14. Recognizes the limitations of other members in the organization

Communicates Progress in Job

In order for employees to improve at their jobs it is important to know how well they are doing at performing the task they are responsible for. Lack of communication has been linked to poor work productivity (Staples & Webster, 2007). As I reported in Chapter 4, 48.14% of property managers were satisfied with the level of communication regarding job progress. The comparison of the C-K constructs discussed above did not show a significant positive relationship between any of the C-K constructs and the level of communication.

Personal News

Social interaction between others has been linked to positive engagement. According to Smith (2003), social interaction is encouraged among employees, coworkers, and even expert training as it encourages positive engagement and support. The results of the study showed that 48.15% property managers were satisfied with the level of communication as it pertained to personal news. The results of Grove's (2005) study and Lapierre et al. (2012) focused on the importance of leaders being conscious of the social aspect of leadership and its effect on behavior. The social aspect of leadership is important in the enhancement of VT leaders and the improvement of communication. On the contrary, I did not find a significant positive relationship between level of communication and any of the C-K scale constructs.

Organizational and Departmental Policies and Goals

Within organizations' it is imperative that leaders are able to communicate and encourage adherence to policies and goals. According to the literature charismatic leaders are able to inspire their followers to buy into the mission and vision to those that they lead. The results of the study showed that 74.07% of property managers were satisfied with the level of communication regarding organizational polices and procedures. In regard to the communication satisfaction levels of departmental policies and goals 51.85% property managers were satisfied. On the contrary there was not a significant positive relationship between communication satisfaction levels of neither organizational nor departmental policies and goals and the constructs of C-K scale. The results conclude

that there is not a correlation between communication satisfaction and charismatic leadership.

Job Compares to Others

My results in Chapter 4 showed that 40.74% of property managers were satisfied with the level of communication as it pertained to how their job compares to others. When I compared the construct to the C-K constructs, a significant positive level of 0.059 was found. Property managers perceived their regional managers expressed personal concern of others. There appears to be a relationship between the satisfaction levels that property managers have regarding communication on how their jobs compare to others and their perception that their regional manager expressed concerns for others. The results supports the statement that charismatic leaders use their skill of social control to foresee social cues as a measure to be attentive and sensitive to the needs and values of their followers (Grove, 2010).

Judgment, Recognition for Efforts, and Job Requirements

As addressed in the literature review, Bono and Ilies (2006) stated that charismatic leaders are known to influence their followers because of the manner they interpret and integrate information to their followers. In order for work productivity to improve employees must be informed of areas where improvement is needed and informed of areas they are being judged as well as must be encouraged through job recognition. I found that 37.04% were satisfied with level of communication regarding how they are being judged while 40.74% were satisfied with the communication level of recognition of their efforts. I also found that 70.37% of property managers were satisfied

with communication levels as it pertained to the requirements of their job. I did not find a

significant positive relationship between the levels of communication regarding how

employees were being judged nor job requirements and the C-K scale, however; a

correlation was found between satisfaction levels of recognition of efforts and the C-K

scale construct, exciting speaker with a significance level of 0.056.

My findings support the study that was conducted by Bono and Ilies (2006),

which found that individuals with high charisma expressed via writing and speeches

positive emotions, which in return yielded positive emotions for followers. Charismatic

leaders enable this type of environment when the lead through positive emotions, which

in the end suggest increased organizational success (Bono & Ilies, 2006).

Government Actions Affecting Organization

Organizations are known to undergo certain changes in regards to polices and

procedures as required or mandated by government action. It is at the discretion of top

executives on whether such information is disseminated down the line. From the results

of this study 44.44% were satisfied with the level of communication given to them

regarding government action affecting their organization. When compared to the C-K

scale constructs, there was not a significant relationship.

Changes in Organization

Based on the results from Chapter 4, 65.38% of property managers were satisfied

with the level of communication as it pertained to information about changes in their

organization. According to the literature, in order to implement change, leaders must be

sensitive to followers needs, they must have social control, which allows them the ability

to communicate their vision and recognize when there is a need to refine their message (Groves, 2005). However, when a comparison was made to determine if there was a relationship between level of satisfaction of changes in organization and the C-K scale constructs, no significant relationship was found.

How Problems in job are Handled

One of the most important aspects of doing a job is to know when a problem arises how it will be handled. Working virtually this task can be difficult. In evaluating whether the property managers are satisfied with the level of communication on how problems are being handled, 40.74% were satisfied. The comparison of the satisfaction level of how problems are being handled and the constructs of the C-K scale did not have a significant positive relationship.

Benefits and Pay

Benefits and pay are very important aspects of a job. In evaluating the satisfaction levels of property managers with communication levels as it pertained to information regarding benefits and pay, 66.66% were satisfied. When the comparison was made to determine if there was a relationship between level of satisfaction of benefits and pay and the C-K scale constructs, there was not a significant relationship found. Charismatic leadership quality does not have a relationship with communication satisfaction in this case.

Accomplishments and Failures of Organization

Through effective communication leaders are able to help followers visualize and understand the why and how of company projects (Neufeld et al., 2010). In the study,

81.49% of property managers stated that they were satisfied with the level of communication regarding the accomplishments and failures of their organization. When the comparison was made to determine whether a relationship exist between communication level on accomplishments and failures and the C-K scale constructs I did not find a significant positive relationship. Therefore, charismatic leadership quality does not have a relationship with communication satisfaction in this case.

Supervisors Know and Under Subordinates Problems

Effective communication is largely related to shared understanding. The results of the study show that 51.86% of property managers are satisfied with supervisors knowledge and understanding of the problems they face. When compared to the C-K scale constructs, there was not a significant relationship. In this case charismatic leadership does not correlate with communication satisfaction when it comes to supervisors knowledge and understanding problems of subordinates.

Motivates and Stimulates Enthusiasm for Meeting Goals

"Leadership is not about enforcing the leader's dream; it is about developing a shared sense of destiny" (Shastri et al. 2010, p. 1948). As leaders lead their teams, motivation is an important piece to increasing work productivity. In the study 59.26% were satisfied with the amount of communication that they receive in regards to their regional manager and them motivating and stimulating enthusiasm for meeting company goals. When the comparison was made with the C-K scale constructs, there was not a significant relationship.

Supervisor Listens and Pays Attention

Conger, Kanungo, and Menon (2000) also stated that one of the main attributes that separate charismatic leaders from other leaders is that charismatic leaders have an intensified sensitivity of their followers' needs. The results of the study support this statement. In the study 66.66% of property managers were satisfied with their regional managers level of communication when it came to supervisor listens and pays attention. When the comparison was made to determine if there was a relationship between level of satisfaction and the C-K scale constructs, exciting speaker, a positive significant level of 0.049 was found. The results show that there is a correlation between communication and charismatic leaders quality, exciting speaker. According to Shastri, Mishra, and Sinha (2010) it is the essence of how charismatic leaders articulate and formulate the vision of the organization to their followers; it's done in an inspiring manner. The speech of charismatic leaders has been described as one that is energized and stimulating (Bono & Ilies, 2006). The results of the study support the findings of Levine, Muenchen, and Brooks (2010) study that concluded that charisma "the ability to listen, empathize with and understand others" (p. 584). Charismatic leaders are known to be genuine and are attentive listeners; they are slow to speak and know when it is appropriate to speak.

Receive Timely Information Regarding Job

In evaluating the satisfaction level of communication as it pertained to the timeliness of information 66.66% of property managers were satisfied with the level of communication that they are given. When compared to the C-K scale constructs there were two constructs where the results proved to show a relationship existed. A

significance level of 0.059 was determined between communication satisfaction and the charismatic leadership quality that regional manager was perceived as inspirational and able to motivate by articulating effectively the importance of what organizational members are doing. There was also a positive significance level found with the charismatic leadership quality, often expresses personal concern for the needs and feelings of other members of the organization. The significance level was 0.046. According to the literature, charismatic leaders use their skill of social control to foresee social cues as a measure to be attentive and sensitive to the needs and values of their followers and in formulating and communicating their vision (Grove, 2010).

Proper Communication Channels for Conflict

Communication and mechanisms of communicating between VTs is an important factor to consider in the success of VTs (Nydegger & Nydegger, 2010). The results of the study show that 74.07% were satisfied with proper communication channels for conflict. When comparing this construct to the C-K scale constructs no positive significant relationship existed. While the construct, inspiring strategic organization goals was close it did not meet the established significance level of 0.05. According to these results there is not a relationship between charismatic leadership qualities and the satisfaction levels of proper communication channels for conflict.

Active Grapevine Within Organization

The results of the study showed that only 29.62% of property mangers were satisfied with the level of communication regarding an active grapevine within their organization. According to the literature, team leaders, supervisors, leaders, managers are

encouraged by Nydegger and Nydegger (2010) to develop the required culture that fosters an open communication among VTs. Through the use of social control and sensitivity to followers' need charismatic leaders will be able to connect and identify various signals that maybe exemplified by their followers. In doing so, charismatic leaders are able to take the cues that are given and make adjustments in their behavior as a measure to increase communication satisfaction and overall satisfaction of leadership. As I compared the results to the C-K scale constructs a significant positive relationship existed between perception that regional managers possess qualities of charismatic leader by showing sensitivity for the needs and feelings of other members in the organization.

For Research Question 2, I found significant levels between some of the constructs, which could lead one to believe that there is some form of positive association between the perceived subdimension (sensitivity to member's needs, strategic vision, and articulation) of charismatic leadership qualities and communication satisfaction. Within research question two there were five charismatic leadership qualities that were found to have a positive significant relationship with the identified communication satisfaction constructs. The perception that the regional manager expressed personal concern for the needs and feelings of other members of the organization showed significant positive relationships with two of the communication constructs. The positive relationship that was found to exist between the charismatic qualities and communication satisfaction can be used to enhance the leadership skills of virtual leaders. A positive significant relationship was also found between two of the communication satisfaction constructs, recognition of efforts and supervisor listens and pays attention to me and the charismatic

leadership quality, exciting speaker. This relationship confirms the findings of the study conducted by Bono and Ilies (2006) that it is the speech of charismatic leaders that energizes and stimulates those they lead. Charismatic leaders embrace the skill of articulation. It is this skill that is imperative for regional managers as they lead their property mangers. The perception that regional managers were inspirational and able to motivate by articulating effectively the importance of what organizational members are doing was found to have significant relationship with the communication satisfaction level of receiving in time the information needed to perform job. This finding supports the literature regarding the need to embrace the skill of articulation (Bono & Ilies, 2006). The next charismatic leadership quality that was found to have a significant positive relationship was perception that regional manager showed sensitivity for the needs and feelings of the other members in the organization. By connecting with property managers on a personal level though recognizing the needs of followers, researchers have found that charismatic leaders are able to implement change and gain support (Groves, 2005). The final charismatic leadership quality to be found to have relationship was inspiring strategic organizational goals.

Research Question 3

Is there an association between communication satisfaction and job satisfaction among VTs? The evaluation of research question three consisted of comparing 13 items from the CSQ scale and three items from the C-K scale. The following three items from the C-K scale were compared to the CSQ scale, the leader:

1. Shows sensitivity for the needs and feelings of the other members in the organization

2. Provides inspiring strategic and organizational goals

3. Recognizes the abilities and skills of other members in the organization

Satisfaction with job.

Conger, Kanungo, and Menon (2000) revealed in their study that charismatic leaders were linked to positive correlation between employees' job performance and job satisfaction. The results of the study showed that 70.37% of property managers were satisfied with their jobs. On the contrary, when a comparison was made between job satisfaction and the three constructs from the C-K scale, there was not a relationship. In this case charismatic leadership qualities was not found to have a relationship with communication satisfaction regarding job satisfaction.

Judgment, Recognition for Efforts, and job Requirements

Job performance and requirements are essential qualities in order for leaders to keep subordinates informed in all areas. According to Lu, Watson-Manheim, Chudoba, and Wynn (2006) the role of the team leader is to organize and synchronize the workflow and activities of the team members, in other words outline job requirement. The one aspect that enables all of the functions to be accomplished is effective and satisfactory communication. When the property managers were surveyed to gauge their perception communication levels regarding how they were being judged, 37.04% were satisfied with the level communication they are being given. When it comes to their level of satisfaction regarding communication on recognition for efforts, 40.74% of the property managers

were satisfied with their regional manager's level of communication. In regards to being informed of job requirements, 51.85% of property managers were satisfied.

Charismatic leaders are known for their high level of interpersonal communication skills (Levine, Muenchen, & Brooks, 2010). When the comparison was made between the above three charismatic leadership qualities and that of the communication satisfaction constructs the there was only one positive significant relationship reveal and that was between information communicated about how being judged and the charismatic quality of inspiring strategic and organizational goals with a positive significance level of 0.024.

Changes in and Financial Standing of Organization

One of roles of a team leader is to keep the team on track towards reaching the organization's goal (Bergiel, Bergiel, & Balsmeier, 2008). Charismatic leaders have been known to encourage change among those that they lead due to their sensitivity to their followers' needs and their skill in articulation. When the property managers of the study were surveyed about the level of communication satisfaction regarding changes in their organization, 65.38% were satisfied with the level of communication on changes and 88.89% were satisfied with communication levels regarding the financial standing of their organization. On the contrary, when the comparison was made with both communication satisfaction constructs and the C-K scale constructs neither communication constructs showed a positive significant relationship.

How Problems on the Job Are Handled

The communication satisfaction level of the property managers regarding how their regional manager handles problems was 40.74%. As I compared the results to the C-K scale constructs a significant positive relationship existed between perceptions that regional manager provides inspiring strategic and organizational goals that yielded 0.022% significance level. This quality of charismatic leadership would enhance VTs and their communication levels.

Benefits and Pay

Based on the results of Chapter 4, 66.66% of the property managers were satisfied with the level of communication as it pertained to communication on benefits and pay. When the comparison was made to determine if there was relationship between level of satisfaction of benefits and pay and the C-K scale constructs, there was not a positive significant relationship found.

Supervisors Know and Understand Problems and Offer Guidance to Solve Problems

It is the art of articulation that assists charismatic leaders in understanding the issues of subordinates. Charismatic leaders are able to sense imperative cues and craft their message appropriately. The use of social control allows charismatic leaders the ability to identify certain signals that are given off by followers and adjust their actions accordingly. Leaders of VTs must find a way to connect and stay engaged with their teams. The results show that 51.83% property managers are satisfied with the level of communication regarding their regional manager knowing and understanding their

problems and 62.96% were satisfied with the level of communication regarding offering of guidance to solve problems. When the comparison was made between charismatic leadership qualities and that of the communication satisfaction constructs a positive significant relationship reveals that there is a relationship between guidance for solving problems and inspiring organizational goals with a positive significance level of 0.001.

Listens and Pays Attention

Based on the results of Chapter 4, 66.66% of property managers are satisfied with the level of communication regarding listening and paying attention to them. When compared to the C-K scale constructs a positive significant relationship existed between inspiring organizational goals with a positive significance level of 0.001. The results support the study by Levine, Muenchen, and Brooks (2010) where they found that charisma in leaders yields leaders with the skill to listen and empathize.

Proper Communication Channels for Conflict

The satisfaction level among the property managers regarding communication and property channels for conflict yielded 66.66%. When the construct was compared to the C-K scale constructs, inspiring strategic organizational goals, a positive significance level of 0.001 was found.

For Research Question 3, I found some significant levels between some of the constructs that were reviewed, which also might lead one to believe that there is some form of positive association between communication satisfaction and job satisfaction among VTs. The C-K scale construct, inspiring strategic organizational goals was found to have positive significant relationship with five of the communication satisfaction

constructs: (a) how being judged, (b) how problems being handled, (c) supervisor listens and pays attention to me, (d) extent which the supervisor offers guidance for solving problems, and (e) extent to which conflicts are handled through proper communication channels. Some believe that teams that are lead by individuals that encompass at least some of the behavioral qualities of a charismatic leader will be able to conjure confidence in their followers and support which will lead to organization productivity (Shastri, Mishra, & Sinha, 2010). While a positive significance relationship was not found between all of the charismatic leadership qualities the results of the study suggest that there are a number of qualities that have a positive significant relationship.

Limitations of the Study

There were a number of limitations noted in this study that affected the findings and the ability to generalize the results to all VTs. The first limitation is that the data that I collected was self-reported through the use of two surveys that were completed online, which present difficulties in the accuracy of response and recall, which could limit data analyses and interpretation. Second, the use of convenience sampling caused limited generalizability of the study results because the participants were not required to complete the survey, which resulted in underrepresentation of the population. The results are not representative of all virtual organizations. The use of convenience sampling increases the probability of bias within the study population. There are a number of other limitations that are caused by convenience sampling such as; it is unknown why some managers decided to complete the surveys while others did not. Potential reasons for those who did not complete the survey could have to do with trust and the intentions of

the survey or simply too busy to complete the survey. The third limitation is the small sample size and low response rate. Fourth is the results were the personal opinion and thoughts of the property managers and their perception of their regional manager. Lastly, due to the fact the survey was administered via the Internet, participants were not able to ask questions for clarity, which would have an effect on understanding.

Recommendations for Practice

This study should provide a resource of material for further leadership research and will be valuable to current and future leadership scholars, researchers, company trainers, and educators. The primary purpose of this study was to add to the body of research regarding charismatic leadership and communication satisfaction within VTs. Virtual organizations are encouraged to implement staff development and training opportunities for virtual leaders with a focus on charismatic qualities such as sensitivity to followers' needs, articulation, exciting speaking, and inspiration. The research highlights the positive ways that some charismatic leadership qualities can have on improving and enhancing communication among VTs. I recommend the following actions to be taken within the organization in efforts to transform leaders into charismatic leaders to improve communication satisfaction: (a) implement monthly charismatic leadership development training programs, (b) bi-weekly charismatic leadership qualities check-up report (this report will require regional managers to self-evaluate the qualities they feel they used within those two weeks that exemplified charisma), and (c) yearly satisfaction questionnaires to be completed by property managers, the questionnaire will include questions regarding charisma and communication. It is also suggested that

leadership development programs all over utilize the findings in the study and similar studies for the purpose of educating and training existing and emerging leaders in the spirit displayed by charismatic leadership. These recommendations are based on the findings in the present study, and the goal of the recommendations is to equip VT leaders with charismatic skills that have been proven to improve communication.

Recommendation for Further Research

In order to confirm or dispute the findings presented here, additional research is needed. More specifically, I recommend that a study be done with a VT from a different industry to see if there will be similar findings. The findings of the study indicated a relationship between charismatic leadership qualities and communication satisfaction does exist however; future study would benefit by isolating a smaller number of charismatic leadership qualities and or smaller number of communication satisfaction constructs. Each of the variables had a large number of constructs that were analyzed and this made reporting the study findings a little challenging possibly confusing for the reader. The study design and analysis performed does not tell us the extent of the relationship but does set up the groundwork for future studies. The study included a small population size, which makes it difficult to guarantee general conclusions regarding the nature of outstanding charismatic leadership; therefore, I recommend that further work be done for a larger sample size. Another recommendation would to include demographic information and compare the gender findings against one another to determine if there is a relationship between gender and charisma. Lastly, it would also benefit the body of

research to conduct a study on comparing the constructs used in the study between a traditional organization (one that does not use VTs) to one that does.

Implications for Social Change

The purpose of the study was to examine the relationship of perceived charismatic leadership qualities in VT leaders and communication satisfaction in VT members. The findings provide a platform for future research studies to use that can impact how virtual organizations can improve managerial guidance, through increasing communication among team members and thus social ties among VT members will improve and bring about social change. By using the results from this study with regard to encouraging virtual leaders (a) to engage in activities that consistently generate ideas; (b) to pursue organizational objectives, engage in activities involving considerable personal risk; (c) to express personal concern for the needs and feelings of other members of the organization (d) exciting speaker: (e) to inspire, motivate by articulating effectively the importance of what organizational members are doing: and (f) to show sensitivity for the needs and feelings of other members in the organization virtual leaders can be transformed into leaders with charisma which has been linked to improved communication. The implications for social change are that organization manager's awareness of charismatic leadership qualities and its positive effect on the enhancement of communication satisfaction.

Conclusions

VTs have increased work productivity while simultaneously decreasing organizational expenses (Stevenson & McGrath, 2004). The success of VTs relies heavily

on leadership and communication. The results of the study demonstrate that VT members who are lead by leaders who possess some of the qualities of a charismatic leader have higher levels of communication satisfaction among those they lead. Charismatic leadership qualities are those that encompass qualities that enhance leaders and follower relationships. Charismatic leaders are able to motivate others through their actions and behaviors (Hayibor, Agle, Sears, Sonnenfield, & Ward, 2011).

According to Nydegger and Nydegger (2010), team leaders, supervisors, and managers are encouraged to develop the required culture that fosters an open communication among VTs. Based on the findings of this study, as a measure to enhance communication satisfaction leaders should engage in activities that will allow them to develop and improve their leadership skills by focusing on the following areas: skill of generating ideas, consistently pursue organization objectives and goals, and at times engage in activities that will involve somewhat of considerable personal risk. It is also encouraged that leaders show sensitivity to the needs and feelings of those they lead, develop skills to be an exciting speaker, and also develop skills that will motivate others through articulating effectively the importance of what organizational member are doing. By focusing on fostering charismatic leadership qualities, which were found to have a positive and significant relationship among VT leaders, organizations will be enhancing the flow of communication and thus improving productivity within the organization.

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Appendix A: Permission Letter

From: "Binur, Michelle" <Michelle.Binur@sagepub.com>
Subject: RE: Permission to use Conger-Kanungo Charismatic Leadership Survey
Date: February 19, 2013 2:50:30 PM EST
To: "fchachere@me.com" <fchachere@me.com>

Dear Felicia,
Thank you for your request. Please consider this e-mail as permission to reprint the material as detailed below in your upcoming dissertation. Please note that this permission does not cover any 3rd party material that may be found within the work. We do ask that you credit the original source, SAGE Publications. Please contact us for any further usage.

Good luck with your dissertation,
Michelle Binur

-----Original Message-----
From: WEB-ORDER
Sent: Tuesday, February 12, 2013 9:49 AM
To: permissions (US)
Subject: FW: Permission to use Conger-Kanungo Charismatic Leadership Survey

From: rkanunn234@rogers.com
Subject: Re: Permission to use Conger-Kanungo Charismatic Leadership Survey
Date: February 12, 2013 10:29:47 AM EST
To: Felicia Chachere <fchachere@me.com>
Dear Felicia,

You have my permission to use the Conger-Kanungo Charismatic Leadership Questionnaire for your dissertation work with appropriate citation.

Rabindra N Kanungo.

-----Original Message----- From: Felicia Chachere
Sent: Tuesday, February 12, 2013 2:37 AM
To: order@sagepub.com ; jconger@marshall.usc.edu ; rkanunn234@rogers.com
Cc: felicia.chachere@waldenu.edu
Subject: Permission to use Conger-Kanungo Charismatic Leadership Survey

Hello,

My name is Felicia Chachere and I am a Walden PhD student working on my dissertation and my focus is on improving communication in virtual teams from a charismatic

leadership approach. I would like to use the Conger-Kanungo Charismatic Leadership survey. I've read a number journal articles regarding your work on charismatic leadership and would very much like to gain permission to use the survey in my dissertation.

I appreciate any help you could offer on this.

Thank you so much in advance for your help,

Felicia Chachere
PhD Candidate
Walden University

Appendix B: Survey Invitation E-mail

My name is Felicia Chachere. I am a Ph.D. in Management student at Walden University.

I am emailing you to ask for your participation in my research study. The purpose of my study is to evaluate the relationship between charismatic leadership qualities and communication satisfaction in virtual teams.

Participation is strictly voluntary. Your participation would assist me in my research. The survey is administered through Survey Monkey. It consists of two surveys with a total of 68 questions and should take less than 35 minutes to complete. Please read carefully all the questions and give your best response.

All of your responses will be kept confidential. The researcher will not use your information for any purposes outside of this research project, Also, the researcher will not include your name or anything else that could identify you in any reports of the study.

Please be advised that by completing the survey questions, you are consenting to have your confidential responses published.

Instructions for participation:
1. Click on the survey monkey link below.
2. Follow the instructions, answer each question carefully.
3. Click submit at the end of the survey when you are finished.

Eligible Criteria:
Must be a property manager

Survey Link:

Questions and concerns:
If you have any questions about the study please contact me.

Researcher-Felicia Chachere,

Thank you for taking the time to assist me in this research. I greatly appreciate your feedback in this endeavor.

Appendix C: Conger-Kanungo Charismatic Leadership Questionnaire

In your organizational experience as a General Manager of student housing industry, you are supervised by a Regional Manager or Regional Vice President virtually (your supervise directs from another office) which makes you apart of a virtual team. A virtual team is one whose members work for the same company but in different geographic locations and primary communication is through electronic communication (emails, conference calling, webinars, etc.). In this environment you have the opportunity to observe your supervisor's leadership abilities. Please assess him/her on the basis of the statements in this questionnaire. Indicate the extent to which each of the following items is characteristic of your Regional Manager/Regional Vice President by citing the appropriate category next to the item.

The response categories are numbers 6 to 1 represent the categories in the following way:

6 = Very Characteristics   3 = Slightly Uncharacteristic
5 = Characteristic   2 = Uncharacteristic
4 = Slightly Characteristic   1 = Very Uncharacteristic

15. Influences others by developing mutual liking and respect   6 5 4 3 2 1

16. Readily recognizes barriers/forces within the organization that may block or hinder achievement of his/hers goal   6 5 4 3 2 1

17. Engages in unconventional behavior in order to achieve organizational goals
     6 5 4 3 2 1

18. Entrepreneurial; seizes new opportunities in order to achieve goals 6 5 4 3 2 1

19. Shows sensitivity for the needs and feelings of the other members in the organization   6 5 4 3 2 1

20. Uses nontraditional mans to achieve organizational goals   6 5 4 3 2 1

21. In pursuing organizational objectives, engages in activities involving considerable self-sacrifice   6 5 4 3 2 1

22. Readily recognizes constraints in the physical environment (technological limitations, lack of resources, etc.) that may stand in the way of achieving organizational objectives   6 5 4 3 2 1

23. Advocates following non-risky, well-established course of action to achieve organizational goals   6 5 4 3 2 1

24. Provides inspiring strategic and organizational goals   6 5 4 3 2 1

25. Readily recognizes constraints in the organization's social and cultural environment (cultural norms, lack of grassroots, etc.) that may stand in the way of achieving organizational objectives   6 5 4 3 2 1

26. Takes high personal risks for the sake of the organization   6 5 4 3 2 1

27. Inspirational; able to motivate by articulating effectively the importance of what organizational members are doing   6 5 4 3 2 1

28. Consistently generates new ideas for the future of the organization   6 5 4 3 2 1

29. Exciting public speaker   6 5 4 3 2 1

30. Often expresses personal concern for the needs and feelings of other member of the organization   6 5 4 3 2 1

31. Tries to maintain the status quo or the normal way of doing things
   6 5 4 3 2 1

32. Often exhibits very unique behavior that surprises other members of the organization   6 5 4 3 2 1

33. Recognizes the abilities and skills of other members in the organization
   6 5 4 3 2 1

34. Often incurs high personal costs for the good of the organization
   6 5 4 3 2 1

35. Appears to be skillful performer when presenting to a group
   6 5 4 3 2 1

36. Has a vision; often brings up ideas about possibilities for the future
   6 5 4 3 2 1

37. Readily recognizes new environmental opportunities (favorable physical and social conditions) that may facilitate achievement of organizational objectives
   6 5 4 3 2 1

38. Recognizes the limitations of other members in the organization
   6 5 4 3 2 1

39. In pursuing organizational objectives, engages in activities involving considerable person risk
   6 5 4 3 2 1

Appendix D: Communication Satisfaction Questionnaire

Introduction: Most of us assume that the quality and amount of communication in our jobs contribute to both our job satisfaction and our productivity/ through this study we hope to find out how satisfactory communication practices are and if there is any relationship to the level of satisfaction and your perception of charismatic leadership qualities of your supervisor. I appreciate you taking time to complete the questionnaire.

1. How satisfied are you with your job?

_____ 1. Very Satisfied
_____ 2. Satisfied
_____ 3. Somewhat Satisfied
 _____4. Indifferent
_____ 5. Somewhat dissatisfied
_____ 6. Dissatisfied
_____ 7. Very dissatisfied

2. In the past 6 months, what has happened to your level of satisfaction? (check 1)
        _____1. Gone up _____2. Stayed the same _____3. Gone down

3. If the communication associated with you job could be changed in any way to make you   more satisfied, please indicate how:

_____

_____

A. Listed below are several kinds of information often associated with a person's job. Please indicate how satisfied you are with the amount and/or quality of each kind of information by circling the appropriate number at the right.

Very   *Very Dissatisfied Satisfied*

1   *2*   *3*   *4*   *5*   *6*   *7*

(Participants use the above scale to respond to all items)

4. Information about my progress in my job.   ---1---2---3---4---5---6---7---

5. Personal news   ---1---2---3---4---5---6---7---

6. Information about organizational policies and goals   ---1---2---3---4---5---6---7---

7. Information about how my job compares with others   ---1---2---3---4---5---6---7---

8. Information about how I am being judged   ---1---2---3---4---5---6---7---

9. Recognition of my efforts   ---1---2---3---4---5---6---7---

10. Information about departmental policies and goals   ---1---2---3---4---5---6---7---

11. Information about the requirements of my job   ---1---2---3---4---5---6---7---

12. Information about government action affecting my organization

---1---2---3---4---5---6---7---

13. Information about changes in our organization   ---1---2---3---4---5---6---7---

14. Reports on how problems in my job are being handled   ---1---2---3---4---5---6---7---

15. Information about benefits and pay   ---1---2---3---4---5---6---7---

16. Information about our organization's financial standing ---1---2---3---4---5---6---7---

17. Information about accomplishments and/or failures of the organization

---1---2---3---4---5---6---7---

B. Please indicate how satisfied you are with the following (write the appropriate number at right).

18. Extent to which my superiors know and understand the problems faced by subordinates

---1---2---3---4---5---6---7---

19. Extent to which the organization's communication motivates and stimulates an enthusiasm for meeting its goals   ---1---2---3---4---5---6---7---

20. Extent to which my supervisor listens and pays attention to me

---1---2---3---4---5---6---7---

21. Extent to which the people in my organization have great ability as communicators

---1---2---3---4---5---6---7---

22. Extent to which my supervisor offers guidance for solving job related problems

---1---2---3---4---5---6---7---

23. Extent to which the organization's communication makes me identify with it or feel a vital part of it ---1---2---3---4---5---6---7---

24. Extent to which the organization's communications are interesting and helpful

---1---2---3---4---5---6---7---

25. Extent to which my supervisor trusts me ---1---2---3---4---5---6---7---

26. Extent to which I receive in time the information needed to do my job

---1---2---3---4---5---6---7---

27. Extent to which conflicts are handled appropriately through proper communication channels

---1---2---3---4---5---6---7---

28. Extent to which the grapevine is active in our organization---1---2---3---4---5---6---7-

29. Extent to which my supervisor is open to ideas   ---1---2---3---4---5---6---7---

30. Extent to which horizontal communication with other organizational members is accurate and free flowing

---1---2---3---4---5---6---7---

31. Extent to which communication practices are adaptable to emergencies

---1---2---3---4---5---6---7---

32. Extent to which my work group is compatible   ---1---2---3---4---5---6---7---

33. Extent to which our meetings are well organized   ---1---2---3---4---5---6---7---

34. Extent to which the amount of supervision given me is about right

---1---2---3---4---5---6---7---

35. Extent to which written directives and reports are clear and concise

---1---2---3---4---5---6---7---

36. Extent to which the attitudes toward communication in the organization are basically healthy

---1---2---3---4---5---6---7---

37. Extent to which informal communication is active and accurate

---1---2---3---4---5---6---7---

38. Extent to which the amount of communication in the organization is about right

---1---2---3---4---5---6---7---

C. Answer the following only if you are a manager or supervisor. Then indication your satisfaction with the following:

39. Extent to which my subordinates are responsive to downward directive communication

---1---2---3---4---5---6---7---

40. Extent to which my subordinates anticipate my needs for information

---1---2---3---4---5---6---7---

41. Extent to which I do not have a communication overload ---1---2---3---4---5---6---7---

42. Extent to which my subordinates are receptive to evaluation, suggestions, and criticisms   ---1---2---3---4---5---6---7---

43. Extent to which my subordinates feel responsible for initiating accurate upward

communication ---1---2---3---4---5---6---7---

Appendix E: Regression Results Tables

Table E1

Regression Results for Research Question 1: Comparing CSQ Scale (Question 19) to C-K Scale (Questions 1, 4, 6, 7, 8, 9, 12, 14, 20, 25)

Dependent Variable	Independent Variable	B	Std. Error	T	Sig.
Extent to which the organization's communication motivates and stimulates an enthusiasm for meeting its goals	Influences others	-.079	.448	-.176	.863
	seizes new opportunities goals	-.432	.352	-1.230	.238
	Nontraditional means to achieve goals	.226	.348	.650	.526
	Engages activities self-sacrifice	-.191	.299	-.639	.532
	Recognizes constraints	.231	.492	.469	.646
	Non-risky well established course action achieve goal	-.196	.276	-.711	.488
	High personal risk sake of org.	.021	.379	.055	.957
	Consistently generates ideas future of org.	.543	.380	1.430	.173
	Incurs personal costs good org.	-.217	.261	-.832	.419
	Pursuing org. obje. Engages activities considerable person risk	-.535	.222	-2.414	.029*

Table E2

Regression Results for Research Question 1: Measuring Constructs of Survey Question (#22) CSQ Scale and C-K Scale (Questions: 1, 4, 6, 7, 8, 9, 12, 14, 20, 25)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig
Extent to which my supervisor offers guidance for solving job related problems	Influences others	.095	.540	.177	.862
	Seizes new opportunities goals	-.424	.424	-1.001	.333
	Nontraditional means to achieve goals	.033	.420	.079	.938
	Engages activity self-sacrifice	.241	.361	.667	.515
	Recognizes constraints	-.138	.593	-.232	.820

Non-risky well established course action achieve goal	-.374	.332	-1.126	.278
High personal risk sake of org	.037	.457	.082	.936
Consistently generates ideas future of org	1.281	.458	2.798	.014*
Incurs personal costs good org	.280	.315	.890	.388
Pursuing org obj engages activities risk	-.327	.267	-1.225	.239

Table E3

Regression Results for Research Question 1: Measuring Constructs of (Survey Question #23) CSQ Scale and C-K Scale (Questions: 1, 4, 6, 7, 8, 9, 12, 14, 20,25)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig.
Extent to which the organization's communication makes me identify with it or feel a vital part of it	Influences others	-.356	.616	-.579	.572
	Seizes new opportunities goals	-.268	.483	-.555	.587
	Non-traditional means to achieve goals	.480	.479	1.003	.332
	Engages activities self-sacrifice	.061	.412	.149	.884
	Recognizes constraints	.510	.677	.753	.463
	Non-risky well established course action achieve goal	.106	.379	.279	.784
	High personal risk sake of org	-.622	.521	-1.194	.251
	Consistently generates ideas future of org	.548	.522	1.050	.311
	Incurs personal costs good org	.019	.359	.053	.959
	Pursuing org obj engages activities risk	-.418	.305	-1.371	.191

Table E4

Regression Results for Research Question 1: Measuring Constructs of Survey (Question #33) CSQ Scale and C-K Scale (Questions: 1, 4, 6, 7, 8, 9, 12, 14, 20, 25)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig.
Extent to which our meetings are well organized	Influences others	.037	.207	.176	.862
	Seizes new opportunities goals	-.183	.163	-1.123	.279
	Non-traditional means to achieve goals	.222	.161	1.375	.189
	Engages activities self-sacrifice	.128	.139	.921	.371
	Recognizes constraints	-.005	.228	-.023	.982
	Non risky well established course action achieve goal	-.228	.128	-1.786	.094
	High personal risk sake of org	-.171	.176	-.972	.347
	consistently generates ideas future of org	.493	.176	2.801	.013*
	Incurs personal costs good org	-.057	.121	-.473	.643
	Pursuing org obj engages activities risk	-.274	.103	-2.669	.017*

Table E5

Regression Results for Research Question 1: Measuring Constructs of Survey (Question 34) of CSQ Scale and C-K Scale (Questions: 1, 4, 6, 7, 8, 9, 12, 14, 20, 25)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig
Extent to which the amount of supervision given me is about right	Influences others	.255	.330	.773	.451
	Seizes new opportunities goals	-.115	.259	-.443	.664
	Non-traditional means to achieve goals	.125	.257	.486	.634
	Engages activities self-sacrifice	-.064	.221	-.291	.775
	Recognizes constraints	.159	.363	.439	.667
	Non risky well established course action achieve goal	-.154	.203	-.756	.461
	High personal risk sake of org	-.216	.279	-.773	.451
	consistently generates ideas future of org	.408	.280	1.456	.166
	Incurs personal costs good org	.017	.192	.090	.929
	Pursuing org obj engages activities risk	-.070	.163	-.431	.672

Table E6

Regression Results for Research Question 1: Measuring Constructs of Survey (Question 35) of CSQ Scale and C-K Scale (Questions: 1, 4, 6, 7, 8, 9, 12, 14, 20, 25)

Dependent Variable	Independent Variable	B	Std. Error	T	Sig
Extent to which written directives and reports are clear and concise	Influences others	.367	.383	.958	.353

Seizes new opportunities goals	-.475	.301	-1.581	.135
Non-traditional means to achieve goals	-.179	.298	-.602	.556
Engages activities self-sacrifice	.387	.256	1.511	.151
Recognizes constraints	-.109	.421	-.260	.798
Non risky well established course action achieve goal	-.135	.236	-.574	.575
High personal risk sake of org	-.014	.324	-.044	.966
Consistently generates ideas future of org	.800	.325	2.463	.026*
Incurs personal costs good org	.045	.223	.203	.842
Pursuing org obj engages activities risk	-.109	.190	-.576	.573

Table E7

Regression Results for Research Question 1: Measuring Constructs of Survey (Question 36) of CSQ Scale and C-K Scale (Questions: 1, 4, 6, 7, 8, 9, 12, 14, 20, 25)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig.
Extent to which the attitudes toward communication in the organization are basically healthy	Influences others	.160	.486	.330	.746
	Seizes new opportunities goals	-.227	.382	-.595	.561
	Non-traditional means to achieve goals	-.407	.378	-1.077	.298
	Engages activities self-sacrifice	.413	.325	1.272	.223
	Recognizes constraints	-.791	.534	-1.481	.159
	Non risky well established course action achieve goal	-.017	.299	-.056	.956
	High personal risk sake of org	.077	.411	.187	.854
	consistently generates ideas future of org	1.356	.412	3.289	.005*
	Incurs personal costs good org	-.145	.283	-.510	.618
	Pursuing org obj engages activities risk	-.357	.241	-1.483	.159

Table E8

Regression Results for Research Question 2 Comparing CSQ Scale (Question)4 to C-K Scale (Questions: 2, 3, 5, 10, 11, 13, 15, 16, 17, 19, 21-24)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig.
Information about my progress in my job	recognizes barriers	-.128	.759	-.169	.870
	Engages in unconventional behavior	.174	.299	.581	.577
	Sensitivity to needs of others	-.251	.792	-.317	.759
	Inspiring strategic organizational goals	1.440	.946	1.522	.167
	Recognizes constraints org social culture environ	.397	.747	.531	.610

Inspirational motivate articulating effectively	.327	.829	.395	.704
Exciting speaker	-1.358	.957	-1.419	.194
Express personal concern of others	1.577	.826	1.908	.093
Maintain status quo normal way	-.027	.396	-.069	.947
Recognizes ability and skills others	-.589	.796	-.740	.480
Appears to be skillful presenting	.787	.679	1.158	.280
Vision brings ideals for future	-1.605	1.158	-1.386	.203
Recognizes new environment	.087	1.025	.085	.934
recognizes limitations members	.798	.800	.998	.348

Table E9

Regression Results for Research Question 2 Comparing CSQ Scale (Question 5) toC-K Scale (Questions: 2, 3, 5, 10, 11, 13, 15, 16, 17, 19, 21-24)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig.
Personal news	recognizes barriers	.004	.481	.009	.993
	Engages in unconventional behavior	-.039	.190	-.204	.843
	Sensitivity to needs of others	-.205	.502	-.408	.694
	Inspiring strategic organizational goals	-.593	.600	-.989	.352
	Recognizes constraints org social culture environ	.250	.474	.529	.611

	B	Std. Error	t	Sig.
Inspirational motivate articulating effectively	.547	.525	1.041	.328
Exciting speaker	-.676	.607	-1.114	.297
Express personal concern of others	.100	.524	.190	.854
Maintain status quo normal way	.263	.251	1.049	.325
Recognizes ability and skills others	-.293	.505	-.581	.577
Appears to be skillful presenting	.117	.431	.272	.792
Vision brings ideals for future	.667	.734	.909	.390
Recognizes new environment	.984	.650	1.515	.168
recognizes limitations members	-.145	.507	-.285	.783

Table E10

Regression Results for Research Question 2 Comparing CSQ Scale (Question 6) to C-K Scale (Questions: 2, 3, 5, 10, 11, 13, 15, 16, 17, 19, 21-24)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig.
Information about organizational policies and goals	recognizes barriers	-.115	.450	-.257	.804
	Engages in unconventional behavior	-.048	.177	-.271	.794
	Sensitivity to needs of others	.319	.469	.680	.515
	Inspiring strategic organizational goals	.459	.561	.819	.437
	Recognizes constraints org social culture environ	-.169	.442	-.382	.712

		B	Std. Error	t	Sig.
Inspirational motivate articulating effectively		.064	.491	.130	.900
Exciting speaker		-.581	.567	-1.025	.335
Express personal concern of others		-.499	.489	-1.021	.337
Maintain status quo normal way		.151	.235	.643	.538
Recognizes ability and skills others		-.386	.471	-.819	.437
Appears to be skillful presenting		.361	.402	.898	.395
Vision brings ideals for future		.576	.686	.840	.425
Recognizes new environment		.871	.607	1.436	.189
recognizes limitations members		-.048	.474	-.101	.922

Table E11

Regression Results for Research Question 2 Comparing CSQ Scale (Question 7) toC-K Scale (Questions: 2, 3, 5, 10, 11, 13, 15, 16, 17, 19, 21-24)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig.
Information about how my job compares with others	recognizes barriers	.194	.766	.253	.806
	Engages in unconventional behavior	.061	.302	.202	.845
	Sensitivity to needs of others	-.465	.799	-.581	.577
	Inspiring strategic organizational goals	.932	.955	.976	.358
	Recognizes constraints org social culture environ	.620	.754	.823	.434

	B	Std. Error	t	Sig.
Inspirational motivate articulating effectively	-1.269	.836	-1.518	.168
Exciting speaker	-1.641	.966	-1.699	.128
Express personal concern of others	1.830	.834	2.195	.059*
Maintain status quo normal way	-.328	.400	-.820	.436
Recognizes ability and skills others	.802	.803	.999	.347
Appears to be skillful presenting	1.047	.685	1.527	.165
Vision brings ideals for future	-.988	1.169	-.845	.422
Recognizes new environment	.474	1.034	.459	.659
recognizes limitations members	.340	.807	.421	.685

Table E12

Regression Results for Research Question 2 Comparing CSQ Scale (Question 8) to to what C-K Scale (Questions: 2, 3, 5, 10, 11, 13, 15, 16, 17, 19, 21-24)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig.
Information about how I am being judged	Recognizes barriers	-.160	.649	-.247	.811
	Engages in unconventional behavior	.191	.256	.746	.477
	Sensitivity to needs of others	-.027	.677	-.040	.969
	Inspiring strategic organizational goals	1.046	.809	1.293	.232

		B	Std. Error	t	Sig.
Recognizes constraints org social culture environ		.045	.639	.070	.946
Inspirational motivate articulating effectively		-.224	.709	-.316	.760
Exciting speaker		-1.318	.818	-1.611	.146
Express personal concern of others		1.302	.706	1.843	.103
Maintain status quo normal way		-.131	.339	-.386	.709
Recognizes ability and skills others		-.193	.680	-.284	.784
Appears to be skillful presenting		.436	.581	.752	.474
Vision brings ideals for future		-.719	.990	-.726	.488
Recognizes new environment		.841	.876	.960	.365
recognizes limitations members		.582	.684	.851	.419

Table E13

Regression Results for Research Question 2 Comparing CSQ Scale (Question 9) to C-K Scale (Questions: 2, 3, 5, 10, 11, 13, 15, 16, 17, 19, 21-24)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig.
Recognition of my efforts	Recognizes barriers	.256	.600	.426	.681
	Engages in unconventional behavior	-.271	.236	-1.146	.285
	Sensitivity to needs of others	-.010	.626	-.017	.987

	B	Std. Error	t	Sig.
Inspiring strategic organizational goals	.921	.747	1.232	.253
Recognizes constraints org social culture environ	.567	.590	.961	.364
Inspirational motivate articulating effectively	-.799	.655	-1.221	.257
Exciting speaker	-1.688	.756	-2.233	.056
Express personal concern of others	1.060	.653	1.625	.143
Maintain status quo normal way	-.171	.313	-.546	.600
Recognizes ability and skills others	.304	.629	.483	.642
Appears to be skillful presenting	.967	.536	1.803	.109
Vision brings ideals for future	-.467	.915	-.511	.623
Recognizes new environment	.992	.809	1.225	.255
Recognizes limitations members	.129	.632	.205	.843

Table E14

Regression Results for Research Question 2 Comparing CSQ Scale (Question 10) to C-K Scale (Questions: 2, 3, 5, 10, 11, 13, 15, 16, 17, 19, 21-24)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig.
Information about departmental policies and goals	Recognizes barriers	-.004	.589	-.007	.995
	Engages in unconventional behavior	-.239	.232	-1.030	.333
	Sensitivity to needs of others	.665	.615	1.081	.311

Inspiring strategic organizational goals	1.298	.735	1.767	.115
Recognizes constraints org social culture environ	-.215	.580	-.372	.720
Inspirational motivate articulating effectively	-.318	.643	-.494	.634
Exciting speaker	-.950	.743	-1.279	.237
Express personal concern of others	.135	.641	.211	.838
Maintain status quo normal way	.038	.307	.125	.904
Recognizes ability and skills others	.319	.618	.517	.619
Appears to be skillful presenting	.823	.527	1.562	.157
Vision brings ideals for future	-.775	.899	-.862	.414
Recognizes new environment	.761	.795	.957	.367
Recognizes limitations members	-.146	.621	-.235	.820

Table E15

Regression Results for Research Question 2 Comparing CSQ Scale (Question 11) to C-K Scale (Questions: 2, 3, 5, 10, 11, 13, 15, 16, 17, 19, 21-24)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig.
Information	Recognizes barriers	-.084	.411	-.204	.844

Engages in unconventional behavior	-.069	.162	-.428	.680
Sensitivity to needs of others	.257	.429	.600	.565
Inspiring strategic organizational goals	-.306	.512	-.597	.567
Recognizes constraints org social culture environ	-.293	.404	-.724	.490
Inspirational motivate articulating effectively	.139	.449	.310	.765
Exciting speaker	-.180	.518	-.347	.737
Express personal concern of others	-.137	.447	-.306	.767
Maintain status quo normal way	.046	.214	.217	.834
Recognizes ability and skills others	.047	.431	.109	.916
Appears to be skillful presenting	.112	.368	.304	.769
Vision brings ideals for future	.376	.627	.599	.565
Recognizes new environment	.853	.555	1.537	.163
Recognizes limitations members	-.051	.433	-.119	.908

Table E16

Regression Results for Research Question 2 Comparing CSQ Scale (Question 12) to C-K Scale (Questions: 2, 3, 5, 10, 11, 13, 15, 16, 17, 19, 21-24)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig.
Information about government action affecting my organization	Recognizes barriers	-.871	.509	-1.710	.126
	Engages in unconventional behavior	.165	.200	.824	.434
	Sensitivity to needs of others	.731	.531	1.376	.206
	Inspiring strategic organizational goals	.819	.635	1.291	.233
	Recognizes constraints org social culture environ	.358	.501	.715	.495
	Inspirational motivate articulating effectively	.304	.556	.548	.599
	Exciting speaker	-.265	.642	-.414	.690
	Express personal concern of others	-.014	.554	-.025	.981
	Maintain status quo normal way	-.308	.265	-1.161	.279
	Recognizes ability and skills others	.427	.534	.800	.447
	Appears to be skillful presenting	.020	.455	.043	.967
	Vision brings ideals for future	-1.204	.777	-1.551	.160
	Recognizes new environment	.277	.687	.404	.697
	Recognizes limitations members	.060	.536	.112	.913

Table E17

Regression Results for Research Question 2 Comparing CSQ Scale (Question 13) to C-K Scale (Questions: 2, 3, 5, 10, 11, 13, 15, 16, 17, 19, 21-24)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig.
Information about changes in our organization	Recognizes barriers	.302	.471	.641	.539
	Engages in unconventional behavior	-.317	.185	-1.712	.125
	Sensitivity to needs of others	-.668	.491	-1.359	.211
	Inspiring strategic organizational goals	.006	.587	.010	.992
	Recognizes constraints org social culture environ	.639	.463	1.379	.205
	Inspirational motivate articulating effectively	-.883	.514	-1.717	.124
	Exciting speaker	-.951	.593	-1.603	.148
	Express personal concern of others	.144	.512	.281	.786
	Maintain status quo normal way	.259	.246	1.056	.322
	Recognizes ability and skills others	.254	.494	.516	.620
	Appears to be skillful presenting	.735	.421	1.746	.119
	Vision brings ideals for future	1.274	.718	1.773	.114
	Recognizes new environment	.999	.635	1.571	.155
	Recognizes limitations members	-.437	.496	-.880	.404

Table E18

Regression Results for Research Question 2 Comparing CSQ Scale (Question 14) to C-K Scale (Questions: 2, 3, 5, 10, 11, 13, 15, 16, 17, 19, 21-24)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig.
Reports on how problems in my job are being handled	Recognizes barriers	-.010	.604	-.017	.987
	Engages in unconventional behavior	-.041	.238	-.173	.867
	Sensitivity to needs of others	-.263	.630	-.417	.688
	Inspiring strategic organizational goals	.694	.753	.923	.383
	Recognizes constraints org social culture environ	.427	.594	.719	.493
	Inspirational motivate articulating effectively	-.235	.659	-.357	.730
	Exciting speaker	-.734	.761	-.964	.363
	Express personal concern of others	.137	.657	.208	.840
	Maintain status quo normal way	-.107	.315	-.340	.742
	Recognizes ability and skills others	.414	.633	.654	.531
	Appears to be skillful presenting	.549	.540	1.017	.339
	Vision brings ideals for future	.170	.921	.184	.859
	Recognizes new environment	.278	.815	.342	.741
	Recognizes limitations members	-.185	.636	-.290	.779

Table E19

Regression Results for Research Question 2 Comparing CSQ Scale (Question 15) to C-K Scale (Questions: 2, 3, 5, 10, 11, 13, 15, 16, 17, 19, 21-24)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig.
Information about benefits and pay	Recognizes barriers	-.235	.703	-.334	.747
	Engages in unconventional behavior	.463	.277	1.673	.133
	Sensitivity to needs of others	.314	.733	.429	.679
	Inspiring strategic organizational goals	.752	.876	.858	.416
	Recognizes constraints org social culture environ	-.170	.691	-.246	.812
	Inspirational motivate articulating effectively	.917	.767	1.195	.266
	Exciting speaker	-.497	.885	-.562	.590
	Express personal concern of others	.082	.765	.107	.917
	Maintain status quo normal way	-.220	.366	-.602	.564
	Recognizes ability and skills others	.118	.736	.160	.877
	Appears to be skillful presenting	-.009	.628	-.014	.989
	Vision brings ideals for future	-.949	1.072	-.886	.402
	Recognizes new environment	-.404	.948	-.426	.681
	Recognizes limitations members	.298	.740	.402	.698

Table E20

Regression Results for Research Question 2 Comparing CSQ Scale (Question 17) to C-K Scale (Questions: 2, 3, 5, 10, 11, 13, 15, 16, 17, 19, 21-24)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig.
Information about accomplishments and/or failures of the organization	Recognizes barriers	-.881	.400	-2.204	.059*
	Engages in unconventional behavior	.003	.157	.020	.985
	Sensitivity to needs of others	.081	.417	.196	.850
	Inspiring strategic organizational goals	-.198	.498	-.397	.701
	Recognizes constraints org social culture environ	.094	.393	.240	.816
	Inspirational motivate articulating effectively	.546	.436	1.253	.246
	Exciting speaker	-.223	.503	-.442	.670
	Express personal concern of others	.024	.435	.056	.957
	Maintain status quo normal way	.154	.208	.740	.480
	Recognizes ability and skills others	-.518	.419	-1.236	.251
	Appears to be skillful presenting	-.057	.357	-.160	.877
	Vision brings ideals for future	.288	.609	.473	.649
	Recognizes new environment	1.067	.539	1.979	.083
	Recognizes limitations members	-.272	.421	-.647	.535

Table E21

Regression Results for Research Question 2 Comparing CSQ Scale (Question 18) to C-K Scale (Questions: 2, 3, 5, 10, 11, 13, 15, 16, 17, 19, 21-24)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig.
Extent to which my superiors know and understand the problems faced by subordinates	Recognizes barriers	.128	.736	.174	.866
	Engages in unconventional behavior	-.458	.290	-1.582	.152
	Sensitivity to needs of others	.261	.768	.340	.742
	Inspiring strategic organizational goals	.358	.917	.390	.706
	Recognizes constraints org social culture environ	-.243	.724	-.335	.746
	Inspirational motivate articulating effectively	-.355	.803	-.442	.670
	Exciting speaker	-.281	.927	-.304	.769
	Express personal concern of others	-.202	.801	-.252	.807
	Maintain status quo normal way	-.166	.384	-.434	.676
	Recognizes ability and skills others	.678	.771	.878	.405
	Appears to be skillful presenting	.540	.658	.820	.436
	Vision brings ideals for future	.351	1.122	.313	.763
	Recognizes new environment	.708	.993	.713	.496
	Recognizes limitations members	-.273	.775	-.352	.734

Table E22:

Regression Results for Research Question 2 Comparing CSQ Scale (Question 19) to C-K Scale (Questions: 2, 3, 5, 10, 11, 13, 15, 16, 17, 19, 21-24)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig.
Extent to which the organization's communication motivates and stimulates an enthusiasm for meeting its goals	Recognizes barriers	.125	.498	.250	.809
	Engages in unconventional behavior	-.347	.196	-1.768	.115
	Sensitivity to needs of others	-.346	.520	-.665	.525
	Inspiring strategic organizational goals	-.529	.621	-.852	.419
	Recognizes constraints org social culture environ	.147	.490	.300	.772
	Inspirational motivate articulating effectively	-.687	.544	-1.264	.242
	Exciting speaker	-.399	.628	-.635	.543
	Express personal concern of others	-.316	.542	-.582	.576
	Maintain status quo normal way	.119	.260	.456	.660
	Recognizes ability and skills others	.538	.522	1.030	.333
	Appears to be skillful presenting	.368	.446	.826	.433
	Vision brings ideals for future	1.303	.760	1.714	.125
	Recognizes new environment	.827	.672	1.230	.254
	Recognizes limitations members	.193	.525	.367	.723

Table E23

Regression Results for Research Question 2 Comparing CSQ Scale (Question 20) to C-K Scale (Questions: 2, 3, 5, 10, 11, 13, 15, 16, 17, 19, 21-24)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig.
Extent to which my supervisor listens and pays attention to me	Recognizes barriers	.741	.399	1.855	.101
	Engages in unconventional behavior	-.059	.157	-.375	.717
	Sensitivity to needs of others	-.366	.417	-.879	.405
	Inspiring strategic organizational goals	.790	.498	1.587	.151
	Recognizes constraints org social culture environ	.282	.393	.717	.494
	Inspirational motivate articulating effectively	-.227	.436	-.520	.617
	Exciting speaker	-1.171	.503	-2.326	.049*
	Express personal concern of others	.798	.435	1.836	.104
	Maintain status quo normal way	-.036	.208	-.173	.867
	Recognizes ability and skills others	.190	.419	.453	.663
	Appears to be skillful presenting	.643	.357	1.799	.110
	Vision brings ideals for future	-.376	.609	-.617	.554
	Recognizes new environment	.392	.539	.726	.488
	Recognizes limitations members	.062	.421	.146	.887

Table E24

Regression Results for Research Question 2 Comparing CSQ Scale (Question 26) toC-K Scale (Questions: 2, 3, 5, 10, 11, 13, 15, 16, 17, 19, 21-24)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig.
Extent to which I receive in time the information needed to do my job	Recognizes barriers	.233	.512	.456	.660
	Engages in unconventional behavior	-.023	.201	-.116	.910
	Sensitivity to needs of others	-.712	.534	-1.335	.219
	Inspiring strategic organizational goals	.696	.638	1.092	.307
	Recognizes constraints org social culture environ	.570	.503	1.133	.290
	Inspirational motivate articulating effectively	-1.230	.558	-2.203	.059*
	Exciting speaker	-1.390	.645	-2.157	.063
	Express personal concern of others	1.315	.557	2.362	.046*
	Maintain status quo normal way	-.048	.267	-.181	.861
	Recognizes ability and skills others	-.008	.536	-.015	.989
	Appears to be skillful presenting	.858	.458	1.874	.098
	Vision brings ideals for future	.022	.780	.029	.978
	Recognizes new environment	.776	.690	1.124	.294
	Recognizes limitations members	.328	.539	.608	.560

Table E25

Regression Results for Research Question 2 Comparing CSQ Scale (Question 27) to C-K Scale (Questions: 2, 3, 5, 10, 11, 13, 15, 16, 17, 19, 21-24)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig.
Extent to which conflicts are handled appropriately through proper communication channels	Recognizes barriers	.322	.225	1.428	.191
	Engages in unconventional behavior	-.073	.089	-.820	.436
	Sensitivity to needs of others	-.033	.235	-.141	.891
	Inspiring strategic organizational goals	.574	.281	2.046	.075
	Recognizes constraints org social culture environ	.053	.222	.239	.817
	Inspirational motivate articulating effectively	-.383	.246	-1.557	.158
	Exciting speaker	-.373	.284	-1.316	.225
	Express personal concern of others	.372	.245	1.518	.167
	Maintain status quo normal way	-.004	.117	-.034	.974
	Recognizes ability and skills others	-.153	.236	-.647	.536
	Appears to be skillful presenting	.288	.201	1.432	.190
	Vision brings ideals for future	-.173	.344	-.503	.629
	Recognizes new environment	.419	.304	1.378	.206
	Recognizes limitations members	.221	.237	.934	.378

Table E26

Regression Results for Research Question 2 Comparing CSQ Scale (Question 28) to C-K Scale (Questions: 2, 3, 5, 10, 11, 13, 15, 16, 17, 19, 21-24)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig.
Extent to which the grapevine is active in our organization	Recognizes barriers	.622	.651	.956	.367
	Engages in unconventional behavior	-.407	.256	-1.586	.151
	Sensitivity to needs of others	-1.580	.679	-2.327	.048*
	Inspiring strategic organizational goals	-.169	.811	-.208	.840
	Recognizes constraints org social culture environ	.776	.640	1.212	.260
	Inspirational motivate articulating effectively	-.443	.711	-.623	.551
	Exciting speaker	-.166	.820	-.202	.845
	Express personal concern of others	1.289	.708	1.819	.106
	Maintain status quo normal way	.634	.339	1.868	.099
	Recognizes ability and skills others	-.092	.682	-.134	.896
	Appears to be skillful presenting	1.030	.582	1.770	.115
	Vision brings ideals for future	-.717	.993	-.722	.491
	Recognizes new environment	.244	.879	.278	.788
	Recognizes limitations members	-.654	.686	-.953	.368

Table E27

Regression Results for Research Question 3 Comparing CSQ Scale (Question 1) to C-K Scale (Questions 5, 10, 19)

Dependent Variable	Independent Variable	B	Std. Error	T	Sig.
How satisfied are you with your job?	Sensitivity to needs of others	-.024	.195	-.123	.903
	Inspiring strategic organizational goals	.177	.248	.714	.483
	Recognizes ability and skills others	.289	.317	.912	.372

Table E28

Regression Results for Research Question 3 Comparing CSQ Scale (Question 8) to C-K Scale (Questions 5, 10, 19)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig
Information about how I am being judged	Sensitivity to needs of others	.305	.232	1.314	.203
	Inspiring strategic organizational goals	.721	.295	2.441	.024*
	Recognizes ability and skills others	.245	.378	.648	.524

Table E29:

Regression Results for Research Question 3 Comparing CSQ Scale (Question)9 to C-K Scale (Questions 5, 10, 19)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig
Recognition of my efforts	Sensitivity to needs of others	.238	.271	.878	.390
	Inspiring strategic organizational goals	.548	.345	1.587	.128
	Recognizes ability and skills others	.146	.442	.331	.744

Table E30:

Regression Results for Research Question 3 Comparing CSQ Scale (Question 11) to C-K Scale (Questions 5, 10, 19)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig
Information about the requirements of my job	Sensitivity to needs of others	-.135	.149	-.907	.375
	Inspiring strategic organizational goals	.039	.190	.207	.838
	Recognizes ability and skills others	.383	.243	1.578	.130

Table E31

Regression Results for Research Question 3 Comparing CSQ Scale (Question 13) to C-K Scale (Questions 5, 10, 19)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig
Information about changes in our organization	Sensitivity to needs of others	-.056	.226	1.417	.808
	Inspiring strategic organizational goals	.407	.287	.094	.171
	Recognizes ability and skills others	.034	.367		.926

Table E32

Regression Results for Research Question 3 Comparing CSQ Scale (Question 14) to C-K Scale (Questions 5, 10, 19)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig
Reports on how problems in my job are being handled	Sensitivity to needs of others	-.087	.192	-.450	.657
	Inspiring strategic organizational goals	.605	.245	2.469	.022*
	Recognizes ability and skills others	.308	.313	.983	.337

Table E33

Regression Results for Research Question 3 Comparing CSQ Scale (Question 15) to C-K Scale (Questions 5, 10, 19)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig
Information about benefits and pay	Sensitivity to needs of others	-.217	.255	-.853	.403
	Inspiring strategic organizational goals	-.050	.324	-.154	.879
	Recognizes ability and skills others	.677	.414	1.632	.118

Table E34

Regression Results for Research Question 3 Comparing CSQ Scale (Question 16) to C-K Scale (Questions 5, 10, 19)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig
Information about our organization's financial standing	Sensitivity to needs of others	.061	.133	.463	.648
	Inspiring strategic organizational goals	-.071	.169	-.422	.677
	Recognizes ability and skills others	.073	.216	.339	.738

Table E35

Regression Results for Research Question 3 Comparing CSQ Scale (Question 18) to C-K Scale (Questions 5, 10, 19)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig
Extent to which my superiors know and understand the problems faced by subordinates	Sensitivity to needs of others	.040	.238	.168	.868
	Inspiring strategic organizational goals	.535	.303	1.766	.092
	Recognizes ability and skills others	.268	.387	.691	.497

Table E36

Regression Results for Research Question 3 Comparing CSQ Scale (Question 19) to C-K Scale (Questions 5, 10, 19)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig
Extent to which my supervisor listens and pays attention to me	Sensitivity to needs of others	-.035	.174	-.198	.845
	Inspiring strategic organizational goals	.782	.222	3.523	.002*
	Recognizes ability and skills others	.303	.284	1.069	.297

Table E37

Regression Results for Research Question 3 Comparing CSQ Scale (Question 20) to C-K Scale (Questions 5, 10, 19)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig
Extent to which my supervisor offers guidance for solving job related problems	Sensitivity to needs of others	-.119	.215	-.553	.586
	Inspiring strategic organizational goals	1.043	.274	3.805	.001*
	Recognizes ability and skills others	.088	.350	.251	.804

Table E38

Regression Results for Research Question 3 Comparing CSQ Scale (Question 22) to C-K Scale (Questions 5, 10, 19)

Dependent Variable	Independent Variable	B	Std. Error	t	Sig
Extent to which conflicts are handled appropriately through proper communication channels	Sensitivity to needs of others	.021	.125	.171	.866
	Inspiring strategic organizational goals	.641	.158	4.045	.001*
	Recognizes ability and skills others	-.087	.203	-.428	.673