

The Relationship between Rank on the Best Workplaces List  
Published by the Great Place to Work Institute and the Level 5 Hierarchy

Submitted by

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A Dissertation Presented in Partial Fulfillment  
of the Requirements for the Degree  
Doctorate of Education

Grand Canyon University

Phoenix, Arizona

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has been approved

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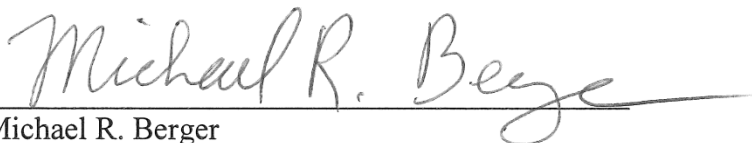
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## Abstract

The purpose of this quantitative, correlational research was to examine to what extent a relationship existed between attributes associated with the Level 5 hierarchy and corporate rank on the Best Workplaces List published by the Great Places to Work Institute. The study included a sample of 35 chief executive officers (CEOs) whose organizations were ranked among the 2012 best workplaces in the United States. Study participants completed two self-report instruments in the form of mailed survey questionnaires. The adapted Multifactor Leadership Questionnaire, and the Trait Component of the adapted Personal Value Scale measured the trait and behavior components of the Level 5 hierarchy, and companies of participants were categorized by size and ranked based on the Best Workplace List. The Spearman's rank correlation coefficient was used to determine the magnitude and direction of the relationship between the variables of interest. The findings of this study indicated no significant relationships between the trait and behavioral components of the Level 5 hierarchy and corporate ranking for the small and mid-sized companies. However, one significant, positive correlation between the behavioral component (management-by-exception) and mid-sized business best workplace companies ( $r_s(9) = .684, p \leq .05$ ) was observed. Overall, the findings of this study do not support the relationship between Level 5 hierarchy leadership attributes of CEOs and corporate ranking of best workplaces. The small sample size was the primary confounding factor, and therefore additional research is warranted with a larger sample.

*Keywords:* CEO success, Great Place to Work Institute, Leadership traits, Leadership behaviors, Level 5 hierarchy

## Dedication

This dissertation is dedicated to my beloved mother, and brother, Chris, who showed their unwavering love, understanding, and support on this academic journey at least most of the time. I also dedicate this study to my loved ones and friends who have passed away. God bless you all.

## Acknowledgments

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## Chapter 1: Introduction to the Study

### Introduction

Collins (2001) coined the term *Level 5 leadership* when he examined what characteristics were associated with an organization's performance transformation from *good to great*. He found that the Level 5 leadership model was the most salient explanation for chief executive officer (CEO) success in terms of building a *great* organization (Kreitner & Kinicki, 2012). Moreover, there appeared to be individual leadership attributes associated with the Level 5 hierarchy. Collins defined a good to a great organization as one with cumulative returns of three times or more of the general market value, for a period of 15 years from the transition period (Collins, 2001). The transition period refers to the timeframe when a good/ordinary performing company shifted to a great performing company. Wood and Vilkinas (2005) stated that a CEO should possess certain leadership characteristics to lead successfully. Furthermore, a CEO is the most critical person in organizational development (Boss & Boss, 1985) because he or she is responsible for establishing and applying operational strategies for organizational performance (Brockmann, Hoffman, & Dawley, 2006; O'Shannassy, 2010). These topics are explored in this quantitative, correlational research study.

This introductory section is an overview of Chapter 1. It introduces and describes the background, problem, and purpose, the research question and hypotheses, and, finally, describes how the research will advance the body of knowledge on the relationship between CEO leadership and corporate rank, and explain the significance of the study. At present, it is not known the extent of any correlation between the Level 5 hierarchy and corporate rank on a published list of best workplaces (PLBW), an annual

research tool disseminated by the Great Place to Work Institute. Thus, the focus of this study centers on attributes associated with Collins' (2001) Level 5 hierarchy to examine CEO attributes that are correlated with organizational performance in terms of identification as a "best workplace."

The present research study extends earlier empirical work in several ways. First, it adds to the leadership model, which incorporates trait and behavioral characteristics for CEO success in terms of organizational performance. Next, this study is one of the few studies to use a sample of practicing CEOs as participants, rather than using middle or senior level managers. Finally, this study did not use Collins' (2001) criteria for CEO success in terms of good to great performance; Instead, it examined CEO success from a different perspective, that of identification of the corporation as a "best workplace" by the Great Place to Work Institute. This study may provide realistic benefits to the corporate world. For instance, the characteristics identified in this study, may be applicable in the process of developing CEOs for success, in terms of organizational performance.

### **Background of the Study**

In the New York Times bestseller *Good to Great: Why Some Companies Make the Leap...And Others Don't*, Collins (2001) examined factors influencing how an average to good organization transforms into an exceptional organization. Collins and his colleagues spent over five years comparing a sample of 1,460 companies listed on the Fortune 500 between 1965 and 1995 (Collins, 2001). The longitudinal study maintained a degree of objectivity and reliability designed to identify success without bias. Collins and his colleagues did not presume factors such as leadership would affect the transformation from average/ordinary functioning to exceptional performing organizations (Collins &



Powell, 2004); they used the eligibility criterion for exceptional performing organizations as a cumulative return at the level of three times or more of its market value from the point of transition through 15 years. The transition period refers to the timeframe when a good performing company shifted to a great performing company (Collins 2001; Dietz, 2002; Kreitner & Kinicki, 2012).

Only 11 organizations surpassed ordinary-performing organizations at least three times in cumulative returns from the organizations on Fortune 500 List (Gunn, 2002). These organizations included Circuit City, Kimberly Clark, Gillette, Kroger, and Walgreens, among others (Kreitner & Kinicki, 2012). Collins utilized a case study methodology to study these 11 organizations in order to find common qualities among these organizations that moved from good organizations to great ones (Collins, 2001). Collins deduced that all 11 of the organizations during the transition period had a CEO who exhibited all the characteristics of Collins' Level 5 hierarchy (Collins, 2001). The Level 5 hierarchy consists of all of the leadership characteristics associated with the Level 5 leadership. These leadership characteristics were responsible to elevate an organization from mediocrity to sustained excellence (Sternke, 2011). More importantly, Kreitner and Kinicki stated that the leadership characteristics associated with the Level 5 hierarchy have implications for both the trait theory and the full-range theory. For instance, the trait theory consists of leadership traits, and values, while the full-range theory consists of transactional and transformational behaviors. Table 1, below, outlines the specific leadership characteristics associated with the Level 5 hierarchy as described by Collins. Importantly, the present study does not examine the different levels or the

ordering of the levels in the Level 5 hierarchy. Instead, it focuses on leadership characteristics associated with the Level 5 hierarchy.

Sternke (2011) stated that Collins' *Good to Great* research analysis consisted of two components of leadership. The first component discusses leadership traits in Collins' definition of Level 5 leadership. Collins (2001) believed that a trait is a quality that an organizational leader possesses within him/herself. The second component studied by Collins (2001) was leadership behavior. Leadership behavior is defined as "what an organizational leader does or how he/she chooses to act" (Sternke, 2011, p. 16). This study made use of Collins' model of Level 5 hierarchy to examine a different context of organizational performance: that of "best workplaces". In this study leadership, traits and behaviors for CEO success similar to those identified in Collins' (2001) *Good to Great* study were utilized to examine organizational performance such as rank on the Best Workplaces List (BWL). While over the years, many researchers have identified traits and behaviors for a successful organizational leader (Sternke, 2011), there still appears to be little known about the defining traits and behaviors of effective leadership (Fleming, 2009). Collins' research on the Level 5 hierarchy provides a unique framework combining traits and behaviors for CEO success in terms of organizational performance that may shed light on this gap in the knowledge base, as shown in Table 1, below. For example, the trait component of the Level 5 hierarchy included traits such as humility, determination, cooperativeness, high ability, and achievement oriented among others. Meanwhile, the behavioral component of the Level 5 hierarchy included transactional and transformational leadership behaviors such as management-by-exception.

Table 1

*CEO Attributes Associated With the Level 5 Hierarchy*

## CEO Attributes:

- Builds enduring greatness through a paradoxical blend of personal humility and professional will.
- Catalyzes commitment to, and vigorous pursuit of, a clear and compelling vision, stimulating higher performance standards.
- Organizes people and resources toward effective and efficient pursuit of predetermined objectives.
- Contributes individual capabilities to the achievement of group objectives and works effectively with others.
- Makes productive contributions through talent, knowledge, skills, and good work habits.

*Note.* Jim Collins, *Good to Great*, 2001: HarperCollins Publishers, New York, NY. Copyright © 2001 by Jim Collins.

**Problem Statement**

It was not known if there was a relationship between the attributes of Collins' Level 5 hierarchy and organizational performance in terms of best workplaces. According to Wood and Vilkinas (2007), few comprehensive studies have examined characteristics associated with CEO success. This study specifically defined CEO success as the reflection of the overall business context, and involved the unique leadership skills, and approach attitude that a CEO brings to that business context.

The business context in the current study was an evaluation of organizational performance using the accomplishment of external identification as one of the best places to work in the United States. This study examined, specifically, to what extent there was a correlation between the Level 5 hierarchy and rank on the Best Workplaces List (BWL) published by the Great Place to Work Institute. For example, the accomplishment “best place to work for” tends to have implications for organizational performance such as employee performance and the bottom line of an organization (Herman, 2008). Furthermore, Wood and Vilkinas (2007) asserted that CEO performance relates closely to organizational performance.

Today, one could argue that there appears an evolutionary way of thinking of the role of a CEO, and the implications of that role (Wood & Vilkinas, 2005). This means that people’s understanding of the role of a CEO is changing. Consequently, the role of a CEO becomes critical in terms of organizational goal setting and mobilization of the organization to meet those goals (Fernandez, 2004). This study provides an objective measurement of certain leadership attributes in terms of collecting and analyzing data that may be used to provide training of CEOs, to increase the probability of CEO success in terms of best workplaces.

### **Purpose of the Study**

The purpose of this quantitative, correlational study was to increase knowledge of characteristics associated with CEO success by studying leadership characteristics of those organizations identified by an independent source as “best workplaces.” Specifically, the study examined to what extent there was a correlation between attributes associated with the Level 5 hierarchy and corporate rank on the Best Workplaces List

(BWL) published by the Great Place to Work Institute for 2012 best workplaces. The research population consisted of CEOs from among 2012 best workplaces in the United States as ranked by the Great Place to Work Institute.

The accomplishment of being selected as a “best workplace” in the United States appears to have implications for people's self-esteem. Kreitner and Kinicki (2012) stated that self-esteem is the belief of a person’s self-worth. Thus, a person with high self-esteem views him/herself as worthwhile, capable, and valuable. However, Karp (2006) asserted that employees represent a significant organizational cost; employees remain the main “driver for value creation” (p. 6). For example, the Great Place to Work Institute (2012) found that an organization with engaged and loyal employees performed at a higher level in terms of percentages of corporate financial gains and production levels when compared to an organization with dissatisfied employees. According to the Great Place to Work Institute, there are cases in which satisfied and engaged employees’ performance increased by 20% as their engagement increased. In addition, these engaged individuals were 87% less likely to quit their jobs in “Great Place to Work” organizations. In addition, the Great Place to Work Institute also found that financial performance increases dramatically especially among publicly traded best workplace companies (Great Place to Work, 2012).

The study used private and publicly held small and medium-sized businesses, small-sized and midsized Fortune 500 organizations as best workplaces in the United States based on five main criteria: credibility, respect, fairness, pride, and camaraderie. The dependent variable was organizational performance in terms of corporate rank on the best workplaces list, as already described. The independent variable consisted of specific

measures of the Level 5 hierarchy that included personal traits of the CEO, transactional behavioral style, and transformational behavioral style.

### **Research Question(s) and Hypotheses**

This section specifies the questions the study answered and explains the decision-making process for determining significance. Identifying the relationship between attributes of Level 5 hierarchy and corporate rank on the Best Workplaces List (BWL) was scientifically sound for two reasons: First, the BWL provided a framework with which to identify corporations that were clearly high performing, and recognized by their peers as great workplaces. Next, the BWL also provided a framework to present subsequent conclusions (Robson, 2011) when the CEOs of corporations known to be successful, were correlated with known CEO leadership attributes.

The dependent variable for this study was an organization's corporate rank on the Best Workplaces List (BWL)(Great Place to Work Institute., 2012). The independent variables were CEO traits and the transactional and transformational behaviors associated with Collins' Level 5 hierarchy. The following research questions, and associated alternate hypotheses and null hypotheses guided the study:

R1: Is there a positive correlation between corporate rank on the small business best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

H<sub>1</sub>: There is a positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>0</sub>: There is no positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>1,1</sub>: There is a positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>0,1</sub>: There is no positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

R2: Is there a positive correlation between corporate rank on mid-sized business best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

H<sub>2</sub>: There is a positive correlation between corporate rank on mid-sized business best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>2,0</sub>: There is no positive correlation between corporate rank on mid-sized business best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>2,1</sub>: There is a positive correlation between corporate rank on mid-sized business best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>20.1</sub>: There is no positive correlation between corporate rank on mid-sized business best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

R3: Is there a positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

H<sub>3</sub>: There is a positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>30</sub>: There is no positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>3.1</sub>: There is a positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>30.1</sub>: There is no positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

R4: Is there a positive correlation between corporate rank on mid-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?



H<sub>4</sub>: There is a positive correlation between corporate rank on mid-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>4o</sub>: There is no positive correlation between corporate rank on mid-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>4.1</sub>: There is a positive correlation between corporate rank on mid-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>4o.1</sub>: There is no positive correlation between corporate rank on mid-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

The main research question relates to the question of a possible relationship between the attributes of Collins' Level 5 hierarchy and organizational performance in terms of "best workplaces". The rationale of the main research question in relation to the problem was to examine the extent to which a correlation existed between the Level 5 hierarchy and corporate rank on the best workplaces list published by the Great Place to Work Institute. Because the research focused on finding relationships between variables rather than causal inferences, the research questions presented relate directly to this focus.

### **Advancing Scientific Knowledge**

Fleming (2009) stated that there appears to be still little known about defining attributes of effective leadership. However, Collins' (2001) concept of the Level 5 hierarchy appears to be an appropriate model for the current study since this model

consists of defining attributes that are responsible for CEO success in terms of organizational performance such as sustained financial performance identified in Collins' (2001) *Good to Great* study.

This study may advance scientific knowledge by adding to knowledge in the field from the limited body of studies recently done on attributes associated with CEO success that used solely a CEO population. The focus of this study was an examination of attributes associated with organizational performance in terms of best workplaces. Thus, the results may have implications to advance the understanding of effective leadership in an organization in terms of best workplaces.

### **Significance of the Study**

Wood and Vilkinas (2007) stated that the literature to date appears to focus on a narrow range of executive attributes without much consideration of different levels of management. For instance, it is customary for leadership research to focus on a blend of middle and senior level managers rather than solely on CEOs as the research population. However, a CEO operates in a different organizational context from either a middle level manager or a senior level manager, and there may be important differences in findings from a study sample of solely CEOs.

Wood and Vilkinas (2007) argued that CEOs as an executive group remains under-investigated and this is a mystery as to how this could have happened, since the few studies on CEO samples found that there is indeed a positive relationship between CEO performance and organizational performance. Further, Sternke (2011) stated that over the years there have been numerous studies relating to identifiable attributes such as traits and behaviors for successful leadership. However, there still appears to be little

agreement on the number of leadership behaviors and traits in a successful organizational leader (e.g., CEO), and which attributes are indeed the ones critical for effective leadership (Sternke, 2011). Collins' Level 5 hierarchy provides a distinctive framework that combines attributes such as CEO traits and behaviors for successful leadership.

The findings of this study may well contribute direction and support for the training and development of successful CEOs. The study may influence the development of future CEOs and assist them in achieving success in terms of earning an organization-based award, such as a listing on the corporate "best workplaces". Additionally, the current study will add to the limited body of knowledge on characteristics associated with CEO success from a post positivistic perspective. This will add to the general body of knowledge on leadership theories.

### **Rationale for Methodology**

A quantitative correlational research approach was utilized to answer the main research question: *To what extent, if any, is there a correlation between the Level 5 hierarchy and corporate rank on the Best Workplace List published by the Great Place to Work Institute?* A quantitative approach was deemed the most appropriate type of analysis since the study used a deductive form of inquiry to examine the relationship among variables, as recommended by Colorado State University (2007) and Creswell (2013). To this end, the researcher utilized a scientific /post positivist perspective, which has proved to be reliable for the quantitative approach (Kipo, 2013). According to Creswell, the scientific/post positivist perspective usually develops knowledge through deliberate measurement of objective reality that exists in the world. Thus, the present study used hard data and relied upon measurable variables, and hypotheses and theory

testing, as recommended by Wellington and Szczerbinski (2007). The present study examined the relationships between independent and dependent variables, specifically corporate rank on the Best Workplaces List (BWL) and the Level 5 hierarchy. These variables are typically measured through instruments such as surveys, so that quantitative data can be analyzed using a statistical procedure (Aaron, 2011). The quantitative approach grew out of the academic tradition that places trust in numerical analyses, which are utilized to represent opinions or concepts (Amaratunga, Baldry, Sarshar, & Newton, 2002).

Creswell (2013) stated that three criteria are used to select an appropriate research approach. First, the method of the study should match the researcher's plan to address the research problem. For instance, a quantitative approach is usually the most appropriate approach to test a theory or explanation as in the case of the current study. Additionally, theorists such as Amaratunga et al. (2002) have stated that a quantitative approach is characterized by the assumption that human behaviors can be explained by constructs known as social facts. Quantitative methods also are directed by testable hypotheses and theories, which may be generalized across different settings. The aim of the current study was to examine if attributes associated with Collins' Level 5 hierarchy correlated with CEO success from a different organizational performance measurement, specifically, corporate rank on the Best Workplaces List (BWL) through the process of quantitative hypotheses testing. Therefore, the constructs were examined quantitatively, as described.

Secondly, researchers have noted that the method should be a good-fit for the peer audience (Creswell, 2013; Colorado State University, 2007). In scientific studies, a

researcher writes for an audience that will accept research based upon a standard of scientific probability. Thus, a quantitative approach for the present study provides objective results based on statistical evidence (Aaron, 2011), which may be applicable for individuals in the field of study such as practicing CEOs of best workplaces.

Thirdly, the researcher conducting the study must select a method of the research that they have studied and with which they have familiarity (Colorado State University, 2007). Based on these three criteria, this researcher selected a quantitative approach as the best approach for the present study to quantify the relationship between the attributes of Collins' Level 5 hierarchy and organizational performance in terms of "best workplaces."

Conversely, a qualitative approach was not considered for the present study, because the scope of the current study dictated a quantitative research approach that focused on leadership attributes as they were reflected in Likert-scale responses of CEOs, an inherently quantitative measure. Thus, in the current study, the researcher formulated hypotheses, collected data to analyze hypotheses, and reflected on the hypotheses' confirmation or denial by examining the findings of the analyses based on Likert-scale responses of CEOs. The researcher's objective resided in testing or verifying a theory rather than developing it.

However, in a qualitative methodology, the researcher would need to strive to develop themes and categories into patterns, theories, or generalizations and then he/she concludes the research with the presentation of a new theory, or explanation (Wellington & Szczerbinski, 2007). This was not the case in the present study. Furthermore, this researcher did not use any personal interviews or made up-close observations to conduct

the present study (Aaron, 2011; Creswell, 2013). According to Aaron (2011), qualitative data are usually based on interviews, and first-hand observations taking into account the subjective nature of human experiences. Thus, the researcher did not become the instrument of the study; instead, the researcher was an objective bystander (Colorado State University, 2007).

Wood and Vilkinas (2005) stated that most previous studies on attributes associated with CEO success in terms of organizational performance are theoretical and interpretative. Thus, this study sought a more objective approach in order to understand the relationship between attributes associated with the Level 5 hierarchy and corporate rank on the Best Workplaces List (BWL). In this effort, the study utilized survey instruments to measure theoretical variables in terms of numeric data in order that statistical analysis would be possible (Creswell, 2013; Wellington & Szczerbinski, 2007). The use of survey methodology is supported by Borland (2001) who stated that a quantitative approach is a valid approach for conducting a leadership study, because its main purpose is to create knowledge by verifying an existing theory, or by conducting further tests. In addition, Waldman (2011) stated that leadership research, over the years, has been associated with the use of a survey-based measurement instrument. Trochim (2006) stated that surveys are traditionally used for ascertaining quantitative or numerical descriptions of myriad aspects of a certain population. Normally, when a researcher uses a survey, data are collected from participants in the study by asking identical questions to all participants. Thus, because the purpose of this study was to collect and analyze information in numerical form, a quantitative method was chosen.

### **Nature of the Research Design for the Study**

This section describes the specific research design utilized to answer the research questions, and explains why the approach was selected. According to Gerring (2011), the purpose of a research design is to test hypotheses governing the research. Thus, the nature of the current study is not one designed to measure causal effect of variables. Instead, it only focuses on measuring relationships between variables. According to Robson (2011), a correlational design has the ability to identify patterns that can be linked to organizational or group features. It also enables data to be statistically analyzed. This study's research used a relational design, also known as a correlational study, to measure relationships between independent and dependent variables: specifically, corporate rank on the Best Workplaces List (BWL) and the Level 5 hierarchy (Cooper and Schindler, 2010). Thus, this quantitative correlational study was designed to examine the relationship between variables, rather than to search for causation of variables (Bluman, 2011).

Salkind (2010) stated that both the correlational design and the causal-comparative design are applicable to examine relationships between independent and dependent variables. However, the causal-comparative design was not chosen for the current study because it is intended to investigate the effect of an independent variable on a dependent variable by comparing two or more groups of individuals. Instead, a correlational design was chosen for the current study because it does not compare two groups; it examines the effect of one or more independent variable on the dependent variable within the same group of subjects. For instance, the current study only examined CEOs from among 2012 best workplaces in the United States, as ranked by the Great

Place to Work Institute. In addition, similar to causal-comparative design, an experimental design was not applicable for the current study because this research design was created to compare two or more groups of subjects. Finally, in an experimental design, a researcher usually manipulates the independent variables in the experimental groups because the researcher has more control over the variables. This model was not utilized, as it would be considered unethical and deemed undesirable for the current study (Salkind, 2010).

In the current study, the researcher originally selected a sample of 50 CEOs from small and mid-sized organizations ranked among the 2012 best workplaces in the United States as listed by *Fortune* magazine. In addition, there were also 61 CEOs from small-sized and mid-sized Fortune 500 organizations ranked among the 2012 best workplaces in the United States also listed by *Fortune* magazine. This made the original total number of CEOs, 111 (i.e., the total sample). However, eight CEOs did not meet the eligibility criteria in terms of number of years serving as CEOs for their respective organizations, and they were therefore excluded from the study.

The data collection process consisted of two established self-report instruments: the adapted Multifactor Leadership Questionnaire (MLQ), and the adapted Personal Value Scale (PVS). The survey questionnaires were completed and collected through the use of a mailed package. Each mailed package consisted of a personalized letter to each potential participant, a copy of survey questionnaire made up of the two instruments, a copy of the informed consent form, and a self-addressed, stamped envelope. Subsequently, the collected data were analyzed by Statistical Package for Social Sciences software (SPSS) version 21.



The data analysis process involved the use of the Statistical Package for Social Sciences software (SPSS), which determined the extent of the relationship among the independent and dependent variables. The correlation analysis was used to determine the strength and direction of the relationship between the dependent and independent variables (i.e., corporate rank on the Best Workplaces List and CEO attributes associated with the Level 5 hierarchy). According to Bluman (2011) and others, correlation analysis does not imply causation. Instead, it indicates whether a relationship exists among variables and defines the strength and direction of that relationship. The type of correlation analysis used to analyze the data in the study was the Spearman's rank correlation coefficient.

The Spearman's rank correlation coefficient test is applicable when both independent and dependent variables are continuous, when both are discrete, or when one variable is discrete while the other is continuous. For example, in the current study, the rank on best workplaces was a discrete variable and measures of the Level 5 hierarchy were continuous variables. In addition, this correlational test is appropriate to determine relationships between independent and dependent variables (Bluman, 2011). It also does not assume a linear relationship between variables.

### **Definition of Terms**

The terms used for this study are important to allow the reader to understand the research conducted. Definitions are provided to assist the reader in clarifying the terms and to allow for greater understanding of this study. The following concepts and abbreviations are defined for this study:

**Attribute.** This is a general concept with overlapping leadership terms such as traits, behavioral styles, values, competencies, and skills (Ulrich, Zenger, & Smallwood, 1999).

**CEO.** The abbreviation for the term chief executive officer (Wibowo & Kleiner, 2005).

**CEO success.** This is a reflection of the overall business context, and involves the leadership skills and an approach attitude a CEO brings to that context (Wood & Vilkinas, 2005).

**Characteristics.** This term is interchangeable with the concept attributes (Ashley & Patel, 2003).

**Chief executive officer.** This is the highest paid and ranked executive in an organization (Wibowo & Kleiner, 2005).

**Corporate rank on best workplace list.** For the purpose of this study, corporate rank on best workplace list is a published discrete variable based on scores obtained from The Great Place to Work Institute's Trust Index Employee Survey, which is a Likert scale with some open-ended questions (providing about two-thirds of the final score); and also from its Culture Audit (accounting for one-third of the score). The higher the score, the higher ranking a best workplace obtains (Great Place to Work, 2012).

**Good to Great.** This is a condensed version of the title of Collins' (2001) study *Good to Great: Why some companies make the leap...and others do not* (Sternke, 2011).

**The Great Place to Work Institute.** The Great Place to Work Institute has been a pioneer in selecting and ranking the "best workplaces to work for" around the world. It also uses established criteria such as credibility, respect, fairness, pride, and camaraderie

to assess the organizations nominated among the best workplaces. More importantly, the Great Place to Work Institute usually produces the list for best workplaces in the United States for both Fortune and Entrepreneur magazines (Great Place to Work, 2012).

**Leadership trait.** This is a physical or personality quality of a leader (Kreitner & Kinicki, 2007).

**Leadership behavior.** This focuses on what a leader does and how he/she acts (Northouse, 2012).

**Level 5 hierarchy.** These are leadership traits and behaviors associated with Collins' Level 5 leadership model (Kreitner & Kinicki, 2012). It has implications for the trait theory and the full-range theory (Kreitner & Kinicki, 2012).

**Level 5 leadership.** This is a leadership model coined by Collins in his *Good to Great* study (Sternke, 2011).

**Transactional leadership behavior.** This is a leadership behavior that focuses on clarifying an employee's role and provides rewards contingent on performance (Kreitner & Kinicki, 2012).

**Transformational leadership behavior.** This is a leadership behavior that focuses on transforming an employee to pursue organizational goals over self-interests (Kreitner & Kinicki, 2012).

**Workplace spirituality.** This means an organizational culture that fosters togetherness, meaning of work, and a sense of purpose for employees (Herman, 2008).

### **Assumptions, Limitations, Delimitations**

The current study was based on three assumptions. First, the researcher assumed that participants (CEOs) provided truthfulness in their responses. As a means of increasing the probability that participants answer honestly, the participants were assured that the survey information would remain confidential without personal identification. However, one is cognizant that this does not, necessarily guarantees honesty. Next, the researcher made every effort to conduct the study and present the findings without bias. This means that the participants interpreted and understood the survey questions. Finally, McCann (2007) also stated that a quantitative research study tends to have the concern for instrument validity and reliability for data collection. Thus, validity and generalizability are critical elements to establish the “value and trustworthiness of a fixed design and in addition, objectivity and credibility are necessary” (p. 13). This study was dependent on the accuracy of the data collected and the validity of the adapted Multifactor Leadership Questionnaire (MLQ), and the adapted Personal Value Scale (PVS). Validity may be threatened if the participants do not take the adapted Multifactor Leadership Questionnaire (MLQ), and the adapted Personal Value Scale (PVS) seriously or do not comprehend the meaning of the different items on these instruments.

Additionally, threats to anonymity may cause participants to answer in a biased manner.

There were limitations regarding the study. First, the findings of the study did not provide a complete set of all the leadership traits and behaviors needed for CEO success. Instead, it only focused on a set of leadership attributes that might relate to Collins’ Level 5 hierarchy. Next, caution should be exercised to generalize these findings to any organization because the study used only small and medium-sized organizations

including small and mid-sized Fortune 500 companies with fewer than 10,000 employees in order to achieve a favorable response rate. There were also delimitations regarding the study. Delimitations are the elements that the researcher can control. First, this study was delimited to the research population, which consisted of only CEOs from among 2012 best workplaces in the United States as ranked by the Great Place to Work Institute. Next, this study was delimited to a quantitative correlational design. The study examined only the relationship between independent and dependent variables: corporate rank on the Best Workplaces List (BWL) and the Level 5 hierarchy.

### **Summary and Organization of the Remainder of the Study**

This study made an attempt to add to the few recent studies done on characteristics associated with successful CEOs using a sample consisting solely of CEOs (Wood & Vilkinas, 2005). The theoretical model applied in the study was Collins' work on Level 5 hierarchy. The study examined the extent to which there is a correlation between corporate rank on the Best Workplaces List and attributes associated with the Level 5 hierarchy. The current study is presented in five chapters. Chapter 1 addressed the following: an overview of the background of the study, purpose and statement of the problem under study, rationale for methodology, and likelihood of advancing scientific knowledge. Chapter 1 provided a definition of the research questions and hypotheses, defined the nature of study, provided a definition of terms, and explained the assumptions, limitations and delimitations of the study. Chapter 2 addresses the theoretical framework of the current study through the literature review, which relates to the research question. Chapter 3 addresses the methodology selected to conduct the current study, data collection, and describes the data analysis protocol. Chapter 4

addresses analysis of the data collected using the methodology described in Chapter 3. Chapter 5 draws conclusions concerning results presented in Chapter 4 and provides recommendations for future research.

## Chapter 2: Literature Review

### Introduction and Background to the Problem

The overall topic of this study focused on determining if there was a relationship between attributes of Level 5 hierarchy as defined by Collins (2001) and corporate rank on the Best Workplaces List (BWL). This chapter provides an argument for the need to perform this study, demonstrates how the research questions that guided the study were formulated, as well as shows rationalization for the chosen methodology.

Leadership theory has changed significantly in the past 100 years. Hence, there are as many explanations for the term *leader* as there are leaders. However, researchers continue to focus their attention on leadership attributes of a leader such as a CEO or upper level manager (Janssen, 2004). Furthermore, the literature asserted that Collins' concept of the Level 5 hierarchy has implications for leadership attributes. These leadership attributes relate to traits and behavioral styles (Kreitner & Kinicki, 2012). Several studies have determined the attributes of effective leadership (Sternke, 2011). Despite these studies, little is known about the defining attributes of effective leadership (Fleming, 2009). According to Ulrich et al. (1999), an attribute is an ambiguous concept, because it might consist of traits, behaviors, styles, values, among others characteristics. Nevertheless, one might classify leadership attributes into three main groups: who a leader is, what a leader knows, and what a leader does. For example, Northouse (2012) noted that who a leader is, tends to have implications for leadership traits. On the other hand, what a leader does has implications for leadership behavioral style.

The search for pertinent information for this study entailed the use of several sources, including books, dissertations, and scholarly articles from peer-reviewed

journals such as *EBSCOhost database*, *ProQuest database*, *InfoTrac database*, and *ERIC database*. Multiple Google and Yahoo! online searches were also conducted. All these sources were used in compiling the literature review. The literature review provides an overview for the leadership characteristics associated with organizational performance. The first segment of the literature review addresses theories that relate to traits and behaviors for leadership effectiveness. Next, it addresses previous empirical studies that relate to traits and behaviors associated with CEO success. Finally, it addresses theories based on humanity in the workplace and organizational performance.

A plethora of information was available on leadership characteristics, but these studies do not appear to agree on the number of leadership behaviors and traits in a successful organizational leader (e.g., CEO), and which attributes are indeed the ones critical for effective leadership (Sternke, 2011). Kaplan, Klebanov, and Sorensen (2012) agreed with this by stating, “neither theoretical nor empirical studies provide much guidance concerning which particular characteristics and abilities are important for corporate governance and performance” (p. 973). Furthermore, Wood and Vilkinas (2007) stated that CEOs as an executive group remains under-investigated and this is a mystery as to how this could have happened. This is because the few studies on CEO samples found that there is indeed a positive relationship between CEO performance and organizational performance.

The conceptual framework for this study was based on Collins’ (2001) *Good to Great* study. Collins and his associates spent over five years comparing a sample of 1,460 companies listed on the Fortune 500 between 1965 and 1995 to determine what factors were responsible to transform an average organization into an exceptional organization in



terms of sustained financial success for a period of 15 years from the transition period. As a result, the concept called the Level 5 hierarchy was developed from Collins' (2001) *Good to Great* study. Sternke (2011) stated that Collins' work on the Level 5 hierarchy appears grounded in the belief that a successful leader possesses distinctive traits and behaviors, which positively influence the individual's leadership abilities.

Collins' (2001) *Good to Great* research analysis consisted of two components of leadership. The first component discussed leadership traits in Collins' definition of Level 5 leadership. Collins believed that a trait is a quality that an organizational leader possesses within him/herself. The second component studied by Collins was leadership behavior. Leadership behavior is defined as "what an organizational leader does or how he/she chooses to act" (Sternke, 2011, p. 16). For instance, theorists such as Bass and Burns proposed that an organizational leader may be identified by his/her actions and the influence those actions may have on others (Kuhner & Lewis, 1987). For the purpose of this study, Collins' Level 5 hierarchy provided a distinctive framework that combines attributes such as CEO traits and behaviors for successful leadership in terms of financial success.

Wong and Davey (2007) argued that leadership should focus on people and the future. This is because the philosophy of the market and profit margin tend to dominate business corporations. However, a "more humanistic vision is needed to maintain a proper balance between hard-nosed, aggressive competition and a respect for human dignity" (Wong & Davey, 2007, p. 2). Thus, there appears to be a gap in the literature to examine attributes associated with Collins' Level 5 hierarchy and best workplaces. The purpose of the current study was to determine the relationship between traits and

behaviors of the Level 5 hierarchy and CEO success in terms of corporate rank on the Best Workplaces List (BWL).

The main research question that framed the present study was: To what extent is there a correlation between the Level 5 hierarchy and corporate rank on BWL? However, the related questions that guided the current study focused on whether there was a positive correlation between the corporate rank of BWL and the trait and behavioral components of the Level 5 hierarchy.

### **Theoretical Foundations**

According to Sternke (2011), a researcher's theoretical orientation usually influences one's research. In the current study, the researcher believes that leadership attributes for CEO success should be constant and measurable. This post positivistic framework held by the researcher confirms that one should verify a theory that presides in the world in order to comprehend the world as earlier asserted by Kipo (2013) and Creswell (2013). The primary question in the current study requires the researcher to use a deterministic approach in the attempt to find whether a relationship exists among variables (Hughes, Ginnett, & Curphy, 2011). The variables for analysis are as follows: the dependent variable is "corporate rank on the Best Workplaces List (BWL). While the independent variables are, the "traits and behaviors" associated with Collins' (2001) Level 5 hierarchy. As a result, the post positivistic theoretical framework guides the research process in order to answer the stated research question.

Furthermore, the choice of research methodology tends to influence the intent of the researcher (Sternke, 2011). For instance, a methodology may be chosen because the study results are intended to be of benefit to others rather than to benefit the researcher

(Creswell, 2013; Colorado State University, 2007). In the current study, the researcher attempted to gain a greater comprehension of the leadership attributes of Collins' Level 5 hierarchy and CEO success using a performance measurement that differs from those utilized in earlier studies. The leadership attributes of the Level 5 hierarchy were presumed to be responsible for CEO success in terms of sustained financial performance identified in Collins' (2001) *Good to Great* study. The aim of this study was to learn if Collins' Level 5 hierarchy correlated with CEO success from a different organizational performance measurement, specifically, corporate rank on the Best Workplaces List (BWL). Thus, the current study seeks an objective measurement of participants' perspectives concerning leadership attributes to verify if the CEO population in the current study will exhibit identical attributes to the Level 5 hierarchy for organizational performance, in terms of "best places to work". Collins' contribution to the literature acts as a framework for the proposed study. Consequently, the researcher used the framework of Collins' Level 5 hierarchy to determine if it is also applicable to a different organizational context such as "best places to work" in the United States.

In the literature, there appears to be a lack of instruments to measure the concept of Level 5 leadership (Reid, 2012). For example, since there was no empirically tested self-rating survey measurement to measure attributes (i.e., traits, transformational and transactional behaviors) associated with Collins' Level 5 hierarchy. The researcher decided to use two established and validated quantitative self-report instruments (the adapted Multifactor Leadership Questionnaire (MLQ), and the adapted Personal Value Scale (PVS)), which have implications for CEO attributes associated with the Level 5 hierarchy.

Kreitner and Kinicki (2012) stated that Collins' Level 5 hierarchy has implications for trait theory in terms of personal traits. The adapted PVS scale seems appropriate to measure the trait component of the Level 5 hierarchy. This is because it is a self-reporting valid Likert scale used to measure values /traits of upper level executives (CEOs) in an organization (Strom-Borman, 1993). The PVS scale was developed by England (1967), who believed that values are a trait attribute that are stable in an executive over time and shapes that executive behavior. Furthermore, the PVS instrument seems to have implications for gender in terms of managerial values (Strom-Borman, 2003). American Psychological Association (2010) argued that even when a researcher does not use a demographic characteristic in one's data analyses; it oftentimes increases generalizability of one's results. For example, gender might add to the external validity of the current study. Thus, the Personal Traits component of the adapted PVS scale was used to measure upper level executive (CEO) traits, which might relate to traits associated with the Level 5 hierarchy such as cooperativeness, determination, concern for others, among others.

Kreitner and Kinicki (2012) also stated that the Level 5 hierarchy has implications for the full-range theory of leadership (i.e., transformational and transactional leadership styles). Bass (1985) originally developed the MLQ scale to measure the extent to which a leader exhibits either transformational or transactional leadership (Hughes et al., 2011). However, the study used the adapted MLQ, a self-reporting valid Likert scale developed by Rosener (1990), to measure transformational and transactional leadership styles associated with the Level 5 hierarchy. Rosener (1990) converted the MLQ instrument to a self-reporting instrument, which appears consistent with subordinates' ratings of their

organizational leaders. The adapted MLQ seems to be applicable to the study because it is a well-established instrument often used to measure leadership behaviors of upper level executives such as CEOs (Strom-Borman, 1993). It also appears applicable to the current study, in that it has no gender bias when compared with Bass' MLQ scale (Strom-Borman, 1993). This is because Rosener (1990) removed the term "father figure" from the adapted MLQ scale when it was converted into a self-reporting instrument.

### **Review of the Literature**

According to Fleming (2009), the 21<sup>st</sup> century appears preoccupied with trying to identify defining attributes that are associated with an effective leader. He also stated that leadership theory appears to be researched more than any other area of human behavior, despite the results of previous research on organizational leadership. The pursuit of this knowledge continues to seek a full comprehension of leadership traits and behaviors of effective leadership.

**Research and theories on leadership traits.** Northouse (2012) stated that trait theories appear to be the first attempt to examine leadership effectiveness. The development of the trait theory began to evolve in the United States during the early 1900s (Janssen, 2004). During this time, leadership theorists studied which traits were linked to successful leaders. Moreover, these earlier trait theories, called the "great man" theories, focused primarily on hereditary characteristics of outstanding leaders such as those who held military and political positions. For instance, these earlier trait theories suggested then, that influential leaders such as Abraham Lincoln and Mahatma Gandhi were born with distinct innate characteristics, which transcended them into "great" leaders (Kreitner & Kinicki, 2012; Northouse, 2012). Subsequently, the trait approach

replaced the great man theories as theorists began to suspect that traits are learnable over time (Kreitner & Kinicki, 2012). This means that leadership theory progressed from the ideology that a leader is destined to be in one's role at a certain time to a contemplation of certain traits that explain a potential for leadership (Janssen, 2004). Theorists such as Stogdill (1948) argued that there was no general set of traits to differentiate military and non-military leaders from followers in all situations (Northouse, 2012). This is because one might be a leader in one situation, and not be a leader in a different situation.

Stogdill's (1948) research on the relationship between traits and leadership consisted of two surveys. Stogdill's first survey conducted between 1904 and 1947 found that there was a set of traits responsible for one to become a leader. These traits included: intelligence, responsibility, initiative, and self-confidence, among others (Northouse, 2012). However, Stogdill believed that a person did not become a leader only because of these traits. Instead, the study demonstrated that these traits mainly depended upon the situation at hand. Thus, the situation was significant for the development of a person's leadership ability. It also determined which traits were more critical than others (Stogdill, 1948) were. Subsequently, Stogdill's second survey found that both traits and situational factors are essential to one's leadership (Northouse, 2012). Although, Stogdill appeared to believe that the most critical traits a leader might possess were those most closely related to the task. Interestingly, Stogdill's second survey coincided with the original trait concept that stated individual leadership traits are indeed critical for effective leadership (Northouse, 2012).

The literature appears to demonstrate that little consensus exists when one compares empirical findings that relate to distinctive traits needed for effective leadership

(Sternke, 2011). Nevertheless, most of the studies conducted on traits appear to identify a common set of traits. Consequently, Sternke (2011) claimed that traits identifiable for effective leadership appear to offer a strong foundation for making sense of leadership traits. For example, theorists such as Stogdill (1974) observed approximately 13 traits that a successful leader needs to possess. These traits included dominance, self-confidence, adaptability to situations, and being achievement oriented, among others in Table 2.

Table 2

*Stogdill's Leadership Traits and Skills*

Traits	Skills
<ul style="list-style-type: none"> <li>• Adaptable to situations</li> <li>• Alert to social environment</li> <li>• Ambitious and achievement orientated</li> <li>• Assertive</li> <li>• Cooperative</li> <li>• Decisive</li> <li>• Dependable</li> <li>• Dominant (desire to influence others)</li> <li>• Energetic (high activity level)</li> <li>• Persistent</li> <li>• Self- confident</li> <li>• Tolerant of stress</li> <li>• Willing to assume responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Clever (intelligent)</li> <li>• Conceptually skilled</li> <li>• Diplomatic and tactful</li> <li>• Fluent in speaking</li> <li>• Knowledgeable about group task</li> <li>• Organized ( administrative ability)</li> </ul>

*Note.* From *Handbook of leadership. A survey of the literature*, by R.M. Stogdill, 1974, New York: Free Press. Copyright 1974 by Free Press. Adapted with permission.

Kirkpatrick and Locke (1991) found that a successful leader needs to possess six key traits. These traits included: drive, motivation, honesty and integrity, intelligence, knowledge of one's business, and self-confidence. Kouzes and Posner (2012) surveyed over 70,000 participants concerning the characteristics for effective leadership.

Subsequently, they developed the Leadership Practices Inventory, which identified approximately 20 traits needed by a successful leader. These traits included: intelligence, caring, determination, cooperativeness, being achievement oriented, thoughtfulness, and honesty, among other traits (See Table 3, below). Meanwhile, Northouse (2012) found that, from the lengthy list of traits studied, only intelligence, self- confidence, determination, integrity, and sociability appear to be universal determinants of an effective leader.

Table 3

*Kouzes and Posner's Leadership Traits*

- 
- |                          |                   |
|--------------------------|-------------------|
| • Honest                 | • Broadminded     |
| • Forward-looking        | • Imaginative     |
| • Competent              | • Ambitious       |
| • Inspiring              | • Courageous      |
| • Intelligent            | • Caring          |
| • Fair-minded Supportive | • Mature          |
| • Straight-forward       | • Loyal           |
| • Dependable             | • Self-controlled |
| • Cooperative            | • Independent     |
| • Determined             |                   |
- 

*Note.* From *The leadership challenge*, by J. Kouzes and B. Posner, 2012, San Francisco, CA: Jossey Bass. Copyright 2012 by Jossey Bass. Adapted with permission.

Derue Scott, Nahrgang, Wellman, and Humphrey (2011) examined the contribution of Bass' research on traits. Specifically, they found support for the following: (1) a description of the specific traits that differentiate a leader from a follower, and (2) the extent of the differences between leaders and nonleaders. The authors jointly explained a variety of studies on traits of successful leaders, but there have been limited studies to assess the extent of the difference in leadership traits (Derue Scott et al., 2011). Derue Scott et al. later stated that the traits of an effective leader might



include certain demographic characteristics such as gender, age, or education; task competence such as intelligence; interpersonal attributes such as agreeableness, and extraversion. The demographic characteristic gender appears to have received the most interest in the literature, compared to other personal characteristics such as education and experience. Nonetheless, the literature has thus far determined that there is an insignificant relationship between the demographic characteristic gender and leadership effectiveness. Instead, one needs to include other traits such as intelligence, in order to determine the validity of one's gender to leadership effectiveness (Derue Scott et al., 2011).

Derue Scott et al. (2011) found that the term task competence consisted of a group of traits that determine how well a leader does tasks. Task competence has included traits such as intelligence, conscientiousness, openness to experience, and emotional intelligence. Intelligence, for example, represents one's capability for cognitive thinking and problem solving. However, Gardner (1999) believed that intelligence is not comprised of cognitive abilities only. The term also includes a set of social, physical abilities and skills. This means that intelligence incorporates "an individual's capacity to diagnose and respond to their environment" (Kutz & Bamford-Wade, 2013, p. 64). Gardner then classified intelligence as multiple intelligences. Examples of these include linguistics intelligence, logical mathematical, musical, bodily-kinesthetic, spatial, intrapersonal, and interpersonal types of intelligence (Kreitner & Kinicki, 2012). Nevertheless, Gardner stated that intelligence such as intrapersonal, linguistic, and interpersonal characteristics are crucial to effective leadership. Northouse (2012) asserted that intelligence in terms of cognitive abilities also tends to relate positively with one's

leadership effectiveness. This means that one's reasoning, verbal, and perceptual abilities assist with one's leadership. In spite of the type of intelligence identified, recent studies found that the construct of "intelligence" is indeed critical for effective leadership (Wilson & Mujtaba, 2010).

Meanwhile, traits such as conscientiousness, openness to experience, and emotional intelligence, which may appear to be related to how one reacts to one's task (Derue Scott et al., 2011), must also be considered. For instance, the trait conscientiousness appears to include one's initiative and ambition to accomplish a task. In contrast, the trait openness to experience appears to include one's willingness to become creative and open minded in doing one's task; whereas emotional intelligence appears to include one's emotional stability in difficult situations (Derue Scott et al., 2011). The literature supported that all of these traits demonstrated a positive relationship with leadership effectiveness. In addition, interpersonal attributes consisting of "agreeableness" and "extraversion" also have demonstrated a positive relationship with leadership effectiveness in some studies (Derue Scott et al., 2011).

Individual attributes such as competence and agreeableness appear comparable to leadership skills such as technical and social skills are noted in the literature. Technical skills that include education or knowledge and are thought to be responsible for problem solving in an organization, In addition, the literature suggested that technical skills help to define and solve organizational problems may be critical in leadership (Northouse, 2012). On the other hand, one's social judgment skill enables a qualified person to get along with others to solve organizational problems. It also enables one to garner assistance in implementing organizational change (Northouse, 2012), both needed skills

for effective management. Herman's (2008) study investigated the relationship existing between organizational factors and workplace spirituality. The study had a sample size of 400 participants, some 43% whom were relatively new leaders with only one to six years' experience. The results demonstrated that there was a positive relationship between one's role in an organization, and workplace spirituality (Herman, 2008). As a result, traits such as competence and agreeableness appear to create a "shared system of beliefs, attitudes, values, expectations and norm of behavior" (Taylor, 2006, p. 12). The study had limitations in terms of the sample size and additionally, it used participants only from nonprofit and educational organizations. These limitations usually have implications for generalization of results to for-profit and large corporations (American Psychological Association, 2010).

**Five-factor model of personality.** Hughes et al. (2011) stated that personality traits are useful in explaining why an individual behaves consistently from one situation to another (Farrington, 2012; Zopiatis & Constanti, 2012). In addition, it is compelling that personality traits explain farther how one behaves in uncertain circumstances as opposed to anticipated circumstances. As a result, the literature suggested that personality traits are essential to leadership effectiveness as today's organizational leaders are operating in a more ambiguous and unfamiliar business environment than in the past (Hughes et al., 2011). In contrast to Derue Scott et al.'s (2011) categorization of traits, Hughes et al. (2011) believed that one might group personality traits into five dimensions rather than three. This categorization of traits makes up the Five-Factor Model of personality (FFM), which consists of the following trait dimensions: surgency, dependability, agreeableness, openness to experience, and adjustment.

**Surgency.** The trait dimension of surgency appears to be responsible for an individual's performance. Hughes et al. (2011) noted that an organizational leader who exhibits a high degree of surgency tends to be more effective than one with a low degree of surgency. The personality dimension of surgency includes personal characteristics such as self-confidence, competitiveness, assertiveness, and sociability (Hughes et al., 2011). As a result, the trait extraversion appears to be a part of the surgency personality dimension, because an extraverted leader is highly sociable and outgoing but is also assertive (Migliore, 2011). Further, the trait extraversion is believed to relate positively to leadership effectiveness and emergence (Kreitner & Kinicki, 2012). For instance, an effective leader usually tries to become a part of a group until one's characteristics become prototypical of that group (Kerfoot, 2007). In contrast, the leader who separates him/herself and prefers to work alone tends to be less effective than one who identifies with his or her group. Thus, a leader who exhibits the trait extraversion usually gains organizational commitment and job satisfaction from his/her employees (Farrington, 2012).

**Agreeableness.** This trait dimension is responsible for affiliation and interpersonal sensitivity (Hughes et al., 2011; Migliore, 2011). According to Hughes et al. (2011), a leader who exhibits a high score in agreeableness tends to be approachable, caring, softhearted, cooperative, and positive (Zopiatis & Constanti, 2012). Though it appears that a leader with a high agreeableness will have problems if there is no consensus (Hughes et al., 2011). However, this trait is crucial to establish a collaborative atmosphere. For instance, if leaders learn more about their groups there should be more commonalities than differences (Kerfoot, 2007). According to Kerfoot, there is always

the likelihood for an organizational group to have dysfunctional members who might cause harm to others. In this case, the organizational leader would need to get members with the *healthiest social identities* and place them in influential positions. Subsequently, over time there should be appropriate changes in these individuals. More importantly, one who is too agreeable might be an erotic personality type leader. Northouse (2012) stated that an *erotic* leader focuses on relationships and wants to have a close-knit family of agreeable people who get along. This causes a sense of neediness and dependence. According to Hughes et al., this personality dimension has mixed results in terms of effective leadership especially when there are conflicts.

**Dependability.** This dimension is synonymous with traits such as conscientiousness and prudence (Hughes et al., 2009). According to Hughes, et al. (2009), this dimension appears to be what could be regarded to be the managerial aspect of leadership as it focuses on the leader in the sense of organizing, planning, directing and controlling. For instance, a leader who is dependable appears to be more deliberate in following through with commitments. Although, a leader with a high level of dependability might appear “uncreative, somewhat boring and to dislike change” (Hughes et al., 2009, p. 210). Hughes et al. argued that dependability might coexist with a dislike of change is because one usually focuses on "behavioral patterns related to people's approach to work" (p. 210). This trait is synonymous to a disciplined and organized approach to work. As a result, one could assume determination relates positively to the dimension “dependability” because determination is "the desire to get the job done" (Northouse, 2012, p. 20). In addition, it is applicable when others need some purpose and direction, and where time might be of the essence (Rowe & Guerrero,

2010). This means that a dependable leader appears earnest in his or her commitment to complete tasks, and rarely encounters problems (Hughes et al., 2009).

**Adjustment.** This personality dimension is synonymous with traits such as emotional stability, and self-control. According to Kreitner and Kinicki (2012), Goleman believed that a leader needs to have emotional intelligence. This means that an organizational leader needs to manage him/herself and others in a productive manner (Goleman, 2000). More importantly, there is a positive relationship between emotional intelligence and leadership effectiveness (Fioravante, 2013; Singh, 2013). For instance, emotional intelligence empowers a leader with the ability to comprehend instinctively what others might need and develop tactics to fulfill that need (Anand & Udaya Suriyan, 2010). Furthermore, Groves (2006) proposed that there is an emotional connection between a leader and his or her followers in order to achieve organizational change (Groves, 2006; Singh, 2013). For example, a leader who exhibits a strong sense of connection, support, and genuine care for employees usually creates an environment where employees tend to feel free to ask, share, and participate in any activity within that workplace (Charoensukmongkol, Daniel, & Chatelain-Jardon, 2013). In essence, an organizational leader's mood usually reflects the organization's mood (Kreitner & Kinicki, 2012).

**Openness to experience.** The trait dimension, openness to experience is synonymous with traits such as curiosity, and intelligence. Consequently, an organizational leader with a high level of openness to experience might appear to be broad minded and imaginative (Migliore, 2011; Zopiatis & Constanti, 2012). This means that the leader tends to look at the bigger picture of a problem while seeking out the best

solutions. Though the trait openness to experience appears similar to trait intelligence, these traits are not the same. For example, "smart people are not necessarily intellectually curious" (Hughes et al., 2009, p. 212). Nevertheless, Derue et al. (2011) found that a positive relationship exists between openness to experience, intelligence, and extraversion.

**Research and theories on leadership behaviors.** The literature suggests that during World War II a new leadership behavioral theory began to replace the previously accepted leadership trait theory, in order to explain work-group effectiveness. At that time, a series of studies were part of the concerted effort to develop more effective military leaders (Kreitner & Kinicki, 2012). Furthermore, Badshah (2012) stated that after World War II there appeared to be a shift from a “search for personality traits to a search for behavior that makes a difference in the performance or satisfaction of the followers” (p. 51). Theorists such as Carter (1953) and Shartle (1956) argued that the trait theory was at a dead end and recommended that attention should be redirected toward leadership behaviors. This is because researchers thought that the trait theory failed to explain situational aspects of leadership effectiveness. Instead, it focused solely on a leader as being a homogenous role player (Salter, Green, Hodgson, & Joyner, 2013). Subsequently, the behavioral leadership theory began to focus on what a leader does, rather than who the leader is (Northouse, 2012). According to Janssen (2004), there were originally three leadership behaviors. These leadership behaviors included autocratic, democratic and laissez-faire behaviors. However, Blake and McCause (1991) soon identified two additional principal leadership behaviors for effective leadership: relationship/ concern for people and initiating structure/concern for production.

Behaviors relating to the initiating structure usually facilitate goal achievement. In essence, the initiating structure encompasses leadership behaviors that facilitate structuring work tasks and setting task-related organizational goals (Rowold, 2011). In contrast, behaviors relating to relationships usually “help subordinates feel comfortable with themselves, and compatible with each other and the situation in which they find themselves” (Northouse, 2012, p. 69). This implies that behaviors concerning relationships facilitate trust, respect, and open communication between a leader and his or her followers (Rowold, 2011).

Eventually Blake and Mouton (1964) added their managerial grid to the behavioral theory. The assumption was that the managerial grid could classify different leadership behaviors as styles. Over the years, there appear to be several revisions of the managerial grid, and researchers of today call it the *leadership grid* (Janssen, 2004). Functionally, the leadership grid groups’ different patterns of leadership behaviors into styles such as directive leadership, participative leadership, concern for people, and concern for tasks (Janssen, 2004).

For example, the leadership grid consists of units, which ranges from 1-9 on the X and Y axes in terms of relationship/concern for people and structure/concern for production (see Figure 1).



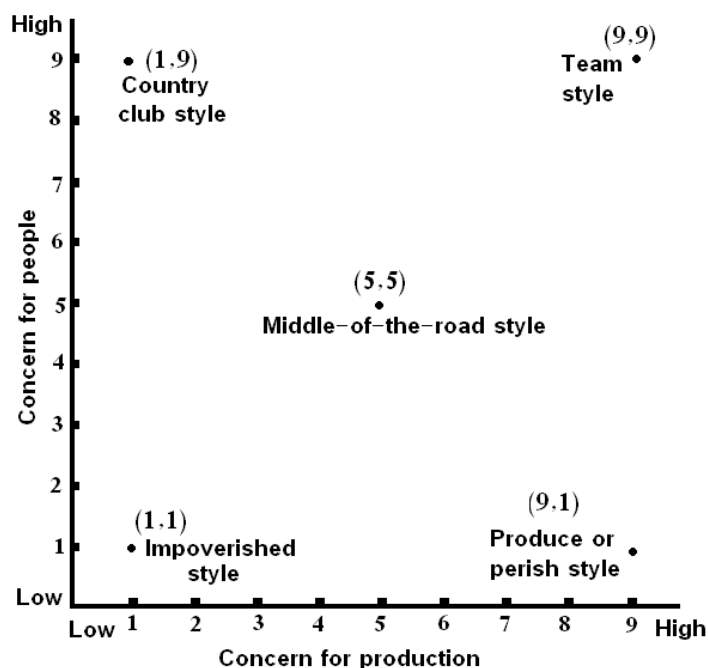


Figure 1. Blake-Mouton Leadership Grid

Note. From *Leadership Dilemmas-Grid solutions*, by R. Blake and A. McCauley, 1991, Houston, TX: Gulf. Copyright 1991 by Gulf Publication. Adapted with permission.

The ultimate behavioral style appears to be one with both relationship and structure, meaning that the perfect score is (9, 9). This behavioral style is known as team management (Hughes et al., 2009). According to Hughes et al. (2009), the team management behavioral style appears to be the most effective approach for teamwork and goal attainment irrespective of the country (Hughes et al., 2009). In contrast, the behavioral style with a matrix (9, 1), otherwise called an authority-compliance style/produce style, is high on goal attainment but this behavioral style has no concern for people; it is only concerned with getting the job accomplished (Koc, Kiliçlar, & Yazıcıoğlu, 2013). As a result, theorists such as Ulrich et al. (1999) articulated that an effective organizational leader might do things differently. For instance, one might mobilize commitment from employees through relationship building, participative

leadership, or referent power. Finally, several additional studies sought to identify actions that a leader might take that have a positive or negative influence. However, the majority of these studies that attempted to identify what a leader did differently focused on a set of leadership traits and behaviors. Thus, most of these studies appeared to focus on attributes (Sternke, 2011).

**Transformational style.** According to Fleming (2009), Burns was the first researcher to introduce the concept of transformational leadership theory (Rowold & Borgmann, 2013). Fleming stated that this leadership model goes beyond an exchange of resources for productivity. Instead, an organizational leader tries to develop and empower employees to attain their fullest potential (Cavazotte, Moreno, & Bernardo, 2013; Ravazadeh & Ravazadeh, 2013). It is of note that Miner (2013) opined that this leadership model appears to provide a sense of humanism and concern for employees. Burns (1978) believed that transformational leadership not only influences individuals and groups; it also influences the entire organizational culture. As a result, transformational leadership appears to focus on the greater good of an organization (Fasola, Adeyemi, & Olowe, 2013). Fasola et al. (2013) explained that transformational leadership creates a mutual relationship between leaders and their followers. The transformational relationship tends to be beneficial and elevating to all involved. Furthermore, Burns (2003) considered the transformational leadership model as a transforming leadership model. This leadership model appears to represent the simultaneous change in both the organizational leader and the followers. Thus, Weiner (2003) argued that effective transformational leadership takes place within the context of

democracy because a leader and the followers need to share a common value system and vision.

Boerner, Eisenbeiss, and Griesser (2007), reported on the meta- analyses examining the relationship between transformational leadership behaviors and organizational performance that have been conducted over the years. These meta- analyses found that a positive relationship exists between transformational leadership behaviors and organizational performance. It is compelling that this result appears to “hold for different organizational setting and success criteria” (Boerner et al., 2007, p. 15). Additionally, studies also found that transformational leadership behaviors are related to improvements in the common identity of a workgroup (Boerner et al., 2007). According to Boerner et al. (2007), a common identity tends to encourage employees’ team spirit and helpfulness in an organization (Polychroniou, 2009). It also appears to increase employee conscientiousness. Kreitner and Kinicki (2012) noted that conscientiousness relates positively to job performance. Further, this personality dimension usually includes the following characteristics: dependability, responsibility, the need for achievement, and persistence. Finally, transformational leadership behaviors were also found to have a significant, positive effect on organizational commitment of employees (Chen, Chen, & Chen, 2010; Dhammika, Ahmed, & Sam, 2013). This organizational commitment is observed when an employee exerts an extra effort for the organization and demonstrates commitment to the organization by remaining with that organization. This is thought to occur because the employee believes and accepts the values and goals of that organization (Dhammika et al., 2013). However, when there is a

lack of organizational commitment from employees, it usually results in poorer performance (Hamdi, & Rajablu, 2012).

According to theorists, including Bass (1985), and Conger and Kanungo (1978), the charisma dimension (idealized influence) appeared as the most significant dimension of the transformational leadership model. Fleming (2009) stated that the dimension of charisma usually defines an organizational leader who acts as a strong role model for others, and whom others try to emulate. Additionally, a leader with this dimension tends to exhibit a strong moral and ethical disposition. Consequently, followers respect that person (Northouse, 2012). This means that employees usually trust this type of leader because this person is a role model who shares risk with others and behaves in a manner consistent with the employees' principles and values (Boerner et al., 2007).

At first, Bass (1985) described the transformational leadership model as a construct with only three transformational factors: charisma, intellectual stimulation, and individual consideration. Subsequently, Bass and Avolio (1994) conceptualized a new construct of the transformational leadership model with an additional factor. This factor is inspirational motivation. Bass also believed that the charisma factor usually provides inspiration and encouragement to employees through a leader's presence. Northouse (2012) explained that the inspirational motivation factor is exhibited when a leader tends to communicate high expectations for others and uses inspiration to get commitment for the organizational vision (Fasola et al., 2013; Northouse, 2012). In such circumstances the leader encourages others to envision an attractive future state through a modeling the leader's own enthusiasm and self-confidence (Warrick, 2011).

The individual consideration factor refers to an organizational leader who provides a supportive organizational climate in which that leader listens deliberately to others' needs (Fasola et al., 2013; Northouse, 2012; Warrick, 2011). This means that the leader pays attention to others' needs for achievement and growth, and acts as a coach (Bacha & Walker, 2011). Finally, the intellectual stimulation factor is illustrated in a leader who stimulates employees to be creative and question their own convictions, as well as those of the organization. The leader motivates others by modeling a questioning of beliefs and attempts to approach old situations in novel ways (Bacha & Walker, 2011; Mcknight, 2013).

**Transactional style.** Janssen (2004) stated that a multi-dimensional new understanding of leadership styles such as the transactional leadership style appeared to result when the leadership theories began to focus on the processes of interaction between a leader and followers. According to Janssen, transactional leadership behavior focuses on an exchange process between organizational leaders and followers (Fasola et al., 2013; Ravazadeh & Ravazadeh, 2013; Rowold & Borgmann, 2013). This leadership style is known as an *exchange-based* type leadership (Christ-Lakin, 2010). Hughes et al. (2009) posited that this exchange process assists followers to get their needs met (Sahaya, 2012). As a result, the transactional exchange process might appear to be either psychological (when addressing needs) or economical (for instance when addressing pay for work performed). It seems clear that any exchange relationship would tend to be transitory and in essence, it only appears to last until the transaction takes place (Hughes et al., 2009; Sahaya, 2012). There is no certainty it will last beyond that point. Furthermore, Burns (2003) believed that this type of leadership behavior is an exchange process designed

only to fulfill organizational, rather than employee goals. Clearly, the behavioral model defines and rewards only in-role performance (Boerner et al., 2007). Nevertheless, Strom-Borman (1993) stated that a transactional leader tends to use his employees' self-interest to stimulate organizational performance (Christ-Lakin, 2010; McMurray, Mazharul Islam, Sarros, & Pirola-Merlo, 2012). For example, an employee usually relies to a great extent on a transactional leader to achieve certain valued outcomes when he or she complies with the leader's expectations. The assumption is that when the work environment does not provide the necessary incentive such as motivation, and job satisfaction, the leader needs to provide necessary compensation for such deficiency experienced by that employee (Fleming, 2009).

According to Sahaya (2012), there are two main transactional leadership factors: contingency reward and management-by-exception. The contingent reward is an exchange process that relates an effort to a reward. There appears to be an agreement between parties on what one needs to accomplish and rewards for such an accomplishment (Fasola et al., 2013; Northouse, 2012; Simola, Barling, & Turner, 2012). This means that the reward clarifies one's expectation in the exchange process. Sahaya stated that there are two forms of management-by-exception: active and passive. The main difference between the two types is the timing of an organizational leader's intervention. For example, an active form of management-by-exception usually focuses on continual review of others' performance with proactive interventions. Such a form of management-by-exception requires advance expectations and someone who monitors these expectations accordingly. In contrast, the passive form of management-by-exception usually occurs after there are mistakes or after expectations are not met

(Sahaya, 2012). Thus, this form of management-by-exception appears reactive as one sets expectations after a problem occurs. Northouse (2012) explained that either form of management-by-exception tends to use more negative reinforcement rather than positive reinforcement. Negative reinforcement uses an exchange process that contingently withdraws something negative until one meets expectations. For example, an organizational leader who gradually stops giving unfavorable feedback until an employee meets expectations. This strengthens an acceptable behavior as it provides relief from something displeasing to the person (Kreitner & Kinicki, 2012).

Finally, though the exchange process between an organizational leader and a subordinate appears strictly task-related, it is usually critical and complementary to transformational leadership behaviors (Laohavichien, Fredendall, & Cantrell, 2009). When leaders exhibit transactional leadership behaviors with transformational leadership behaviors it usually produces above average performance among employees (Kreitner & Kinicki, 2012). Theorists such as Waldman appeared to agree with the interactive relationship between transactional and transformational styles, claiming that leadership characteristics such as transactional and charisma behaviors might affect the financial performance of an organization. However, for the most part these results were inconclusive and did not reach the level of statistical significance (Waldman, Ramirez, House, & Puranam, 2001). In addition, similar to transformational leadership behaviors, transactional leadership behaviors are found to be positively correlated with organizational commitment (Clinebell, Skudiene, Trijonyte, & Reardon, 2013).

**CEO definition and responsibilities.** Wibowo and Kleiner (2005) stated that a CEO is the highest ranked and highest paid executive in an organization. According to

Offstein et al. (2011/2012), a chief executive officer is described as the main spokesperson, and usually occupies the *bully-pulpit* of the organization. This person is responsible for implementing strategic plans and policies reviewed by the board of directors on a routine basis. It is of note that O'Shannassy (2010), opined that in today's business world, a CEO is the chief designer of his or her organization's strategic processes, because strategic planning usually occurs only at the top of the organization.

The title of CEO varies with different types of organizations (Wibowo & Kleiner, 2005). For instance, a CEO might be called by another title, such as a chief administrative officer, or a manager. Wood and Vilkinas (2005) suggested that the role of a CEO has become more important because there is a new way of thinking about the role of a CEO, and the implications of that role. Furthermore, a CEO usually functions in a different organizational context from either a middle level manager or a senior level manager (Wood & Vilkinas, 2005). Consequently, the effect of a CEO's power and position, and how each leader chooses to use that power influences organizational outcomes (Bigley & Wiersema, 2002). In essence, a CEO is the main catalyst of goal accomplishment and organizational change. There are five main responsibilities of a CEO that are applicable to both nonprofit and for-profit organizations. These responsibilities include a corporate leader, a visionary, a decision-maker, a manager, and a board developer (Wibowo & Kleiner, 2005).

For example, a CEO as an organizational leader is one who acts as a role model for the organization. The CEO usually gives advice to the board of directors, encourages innovation and creativity in the organization and inspires organizational members to contribute to their full potential. A CEO as an information bearer ensures that employees



and board members have enough information to make wise decisions and the CEO searches for change initiatives to introduce to the organization. A CEO as a decision maker, gathers and reviews facts, keeps these facts organized, prepares organizational policies, plans recommendations for the board, and directs action courses held by employees (Wibowo & Kleiner, 2005). A CEO as a manager oversees the organization's operations, executes organizational plans, and manages the human and financial resources. Finally, a CEO as a board developer assists in the selection and appraisal of a board member, and assists the board during its orientation and self-evaluation processes.

Several studies identified leadership traits and behaviors of successful CEOs. However, these studies appeared to use varying methodology and participant types (Sternke, 2011). Additionally, most of these studies appeared theoretical in nature and may have studied middle level managers or senior level managers, rather than CEOs. To date, the leadership literature does not appear to differentiate enough between the attributes of a successful middle level manager or a senior level manager and a successful CEO because traditionally these executive groups (middle level managers and senior level managers) have been the focus of executive leadership (Wood & Vilkinas, 2005). Studies with mixed level leaders as participants usually do not provide clarity on CEO level behaviors that may be related to successful leadership efforts.

**Studies associated with attributes for CEO success.** According to Wood and Vilkinas (2005), there have been few recent studies that seek to identify characteristics associated with CEO success and that have studied solely a CEO population. Two of these recent studies are Wood and Vilkinas (2005) and Wood and Vilkinas (2007). Nevertheless, earlier studies done on the leadership attributes associated with CEO

success and that used CEO populations such as Levinson and Rosenthal (1984) and Puris (1999) may also provide salient results. Both of these landmark studies are qualitative in design. First, Levinson and Rosenthal (1984) found that CEO success depended on attributes such as the need for achievement, humility, determination, and risk taking. Reilly (2007) believed that the trait humility is a powerful irony in business because one is willing to see the world in *terms larger than self* (i.e., the leader is connected with others). It is a critical trait for teambuilding in that a leader lowers “self” for the team. Team membership enables a leader to share credit and offers others due recognition. Finally, this positive trait enables a leader to instill pride in others without showing arrogance. In essence, the leader is able to encourage others to be open to growth. According to Reilly (2007), humility means that the leader is open to personal growth, and an awareness that the leader is no more valuable than is anyone else. Thus, it is imperative that an organizational leader continually gives credit to others while taking little credit for him/herself (Kerfoot, 2010). Puris (1999) found that CEO success depended on similar leadership attributes encapsulated by the following terms: intelligence, experience, knowledge, high energy, and focus.

Wood and Vilkinas (2005) first studied the characteristics associated with CEO success by asking CEOs to identify characteristics that the CEO believed to be related to success. The study did not follow the example of other studies that made reference to a set of characteristics based on a pre-existing model of leadership such as transformational and transactional approaches. The qualitative study had a sample of 20 CEOs chosen from sampling frames such as business magazines and newspaper articles. The main criterion used to select a successful CEO was organizational performance. Additionally,

the CEOs had to have held the position for at least two years. Four of the 20 CEOs selected were chosen because they had earlier received organization-based awards. There were 120 responses from the sample of 20 CEOs. These answers were from two questions: 1) What characteristics do you possess that have helped you to become a successful CEO and 2) Prioritize these characteristics according to which are the three most important for your success? Subsequently, the researchers used content analysis to develop categories for characteristics identified by the CEOs.

The most significant reported categories were achievement orientation and humanistic approach (Wood & Vilkinas, 2005). Achievement orientation is when a CEO exhibits characteristics such as being results oriented, persistence, zeal, and having high energy. On the other hand, the humanistic approach is noted in cases in which a CEO believes in the growth and capabilities of employees, and is an effective communicator. The third most significant category of characteristics is positivism. This exists when a CEO takes responsibility for his/her own thinking and is imaginative. The other categories of characteristics were not as significant to CEO success. These categories included the following: inclusivity, integrity, balance approach, and learning and self-awareness. These terms will be described as follows: 1) Inclusivity is the term for a CEO believes in participation and empowerment; 2) Integrity is demonstrated when a CEO clearly articulates values, which translates into behavior; 3) Balanced approach is shown when a CEO balances his or her personal and professional life; and 4) Learning and self-awareness occurs when a CEO is cognizant of his/her strengths, and weaknesses, and learns from experiences.

Wood and Vilkinas' (2007) second study on characteristics associated with CEO success interviews as well as a survey to collect responses. The study had a sample of 20 CEOs and 38 subordinates. The criteria used to select the CEOs remained the same as in the first study. On the other hand, the criteria to select the subordinates as participants were: staff members who reported directly to successful CEOs, and had the reporting relationship for at least two years. The sample of CEOs was from publicly held and private organizations. A variety of industries, including manufacturing, retail, financial services, among others were represented in the study. The survey consisted of a 52-item leadership questionnaire in two parts: Part A and Part B. In Part A, both staff and CEOs rated the characteristics they believed to be possessed by a successful CEO. In Part B of the leadership questionnaire both staff and CEOs rated the degree to which successful CEOs effectively demonstrated the characteristics considered essential for CEO success. Responses on the leadership questionnaire were made on a 3-point Likert scale, with 1= "*Sometimes*;" 2 = "*Usually*;" and 3= "*Always*."

The results from the first part (Part A) of the leadership questionnaire were that all of the characteristics for CEO success had a high mean score with no significant variance about the mean score. Nevertheless, the study found that all of the characteristics were critical for CEO success. In addition, Part B of the leadership questionnaire demonstrated no significant differences in ratings for those six categories of characteristics for CEO success. The categories identified were achievement orientation, humanistic approach, positivism, integrity, inclusivity, and learning and self-awareness. Similarly, the results of Wood and Vilkinas' (2007) second study coincided with their first study because both staff and CEOs considered humanistic approach, achievement orientation and positivism

as necessary for CEO success. However, characteristics such as integrity, inclusivity, and learning and self-awareness did not appear as closely related to CEO success. Both studies were limited in terms of sample size. As identified in the published articles it was difficult to obtain a truly representative sample because of the number of CEO who had to be excluded during the selection process (Wood & Vilkinas, 2005; Wood & Vikinas, 2007).

**Humanity in the workplace and organizational performance.** Today, it is believed that an organization should not exist only for to produce profits (Wong & Davey, 2007). There should be the growing concern for people and society (McLaughlin, 2004). The concept spirituality in today's workplace appears as a key component for general success in an organization (McLaughlin, 2004)). As a result of this concept of workplace spirituality, some individuals believed that an organizational leader such as a CEO should use spiritual values to lead an organization. According to McLaughlin (2004), there are many perspectives of spirituality in the workplace. One perspective refers to an organizational leader who demonstrates caring for the employees in a thoughtful and responsible manner. For example, Karakas (2010) stated that this consideration toward others in the workplace has been correlated in empirical studies with lower turnover rates, and higher job satisfaction. Russell (2001) stated that several theorists proposed that there are certain values critical for effective leadership. These values usually include cooperation, humility, and justice, among others. Further, values tend to create one's attitude for intentional behaviors in an organization (Fernandez, 2004). There are several recent studies that found that an organization that displays spiritual values tends to have loyal and satisfied employees (Karakas, 2010; McLaughlin,

2004). Consequently, when employees are satisfied there is an increase in productivity and profitability (Karakas, 2010). For example, an empirical study done by Mckinsey on Australian organizations found that workplace spirituality improves engagement in an organization and asserted that an empowered and satisfied workforce tends to work harder and usually stays in their jobs. Another study discusses Wilson Learning Corporation, a respected research organization that conducted studies on organizational performance. The Wilson Learning Corporation study found that 39% of inconsistency in organizational performance resulted from employee satisfaction (McLaughlin, 2004).

Miller and Alber (2012) suggested that there appears to be trouble in today's organizations. The trouble seems to result from the negligence of attention to employees' primary concern about the future. Miller and Alber (2012) asked the question: *Are people still an organization's greatest asset?* In essence, do today's organizations focus on the needs of employees? It appears that people are not as valuable as previously. According to Miller and Alber (2012), humanity now appears a burden to an organization's profitability and a liability to the future. The authors argued that an organizational leader such as a CEO should care about the viability of the organization as a whole. As a result, the emphasis is not only on business metrics, which blurs creativity. Employees should feel a part of something valuable in order to perform with vigor and self-renewing energy. Only when an organizational leader gets this correct, does the organization flourish (Miller & Alber, 2012). Furthermore, Wong and Davey (2007) stated the most critical resource in an organization is people especially in today's knowledge-based economy.

Miller and Alber (2012) asserted that a successful organizational leader usually gives value and purpose to employees to positively influence the way they see themselves. Miller and Alber commented on the adage that CEOs should motivate, empower, and reward employees. In addition, companies should demonstrate gratitude toward customers and suppliers. The word appreciation is an ordinary word; however, when it is present, it prevents turnover among employees. The United States Labor Department published a report stating that 46% of employees who quit their positions in 2011, reported that they felt unappreciated (Miller & Alber, 2012). Finally, Miller and Alber found that what an employee wants from a job is recognition and appreciation. The concept of recognition usually fosters job satisfaction and self-esteem whether the person is among the top tier or bottom tier of the organization.

Herman (2008) articulated the definition of motivational factors to involve qualities that strengthen and maintain human behavior over time. Each person is believed to have a personal motivational need system. An organization that achieves an award such as “best workplaces” does so by motivating employees in a systematic way. Feeling appreciated results in greater than average efforts by individuals (Herman, 2008) to contribute to organizational goals. Further, theorists such as Jurkiewicz and Giacalone (2004) noted that an organizational culture with a high level of workplace spirituality influences employee motivation, as well. This workplace spirituality increases employees’ drive through a sense of wholeness (Fry, Hannah, Noel, & Walumba, 2011).

Additionally, workplace spirituality usually fosters a humanistic work environment, which encourages initiative (Christ-Lakin, 2010). Herman (2008) stated that an employee also becomes motivated by his or her desire to feel valued, and then has

the ability to go beyond his or her individual needs in an effort to find the general meaning in life. This means that when one connects with the spirit in the workplace, that person becomes more grounded because of the increased meaningfulness in one's work. According to Herman (2008), a valuable organizational resource that complements a motivated employee is a committed employee. As a result, the more a person experiences meaning in his or her work, the greater the commitment.

Herman (2008) also purported that an organization needs to find ways to motivate its employees because they are critical assets to the company. Workplace spirituality appears to provide an organizational culture that fosters employees being a part of something worthwhile (Charoensukmongkol et al., 2013). Consequently, this usually increases motivation and a sense of commitment to that organization. Yeo (2003) commented that it appeared customary for one to view organizational performance in terms of financial results. Theorists such as Choudhary, Akhtar, and Zaheer (2013), agreed that organizational performance is normally evaluated by tangible performance indicators such as profits and asset turnover, among others. Nevertheless, one should also consider the value of an organization's intangible assets such as people and organizational culture. For example, Crain (2009) stated that JetBlue's organizational success appears to depend on its "ability to continue hiring and retaining people who are friendly, helpful, team-oriented and committed to delivering the JetBlue Experience" (p. 36). According to Herman, studies such as one done by Thompson (2000) found that there is a positive correlation between financial performance and an organizational culture of work spirituality (Marschke, Preziosi, & Harrington, 2011). These organizations tend to outperform their comparable others in some cases by 500%.



Positive employee mindsets usually produce greater levels of productivity (Herman, 2008). Finally, organizations ranked among the best workplaces in the United States with criteria such as fairness, pride in work and organization, camaraderie, and respect tend to have a leader who exhibits distinctive attributes. These attributes include leaders who have humility, who believe in building a community in the workplace, who show appreciation for others, demonstrate caring about the growth and development of others, and clarifying goals for others (Herman, 2008).

### **Summary**

In summary, the purpose of this literature review was to lay the foundation on which the study will examine the relationship between the attributes of Collins' Level 5 hierarchy and organizational performance in terms of best workplaces. Several studies in the past have sought to identify and describe a set of unique leadership attributes thought to be present in successful leaders. For example, there are studies that focused exclusively on leadership traits, whereas others focused exclusively on distinctive leadership behaviors (Sternke, 2011). According to Sternke, there is still little consensus regarding the number of leadership traits and behaviors identified for a successful leader, and which ones accurately reflect success, creating a gap in knowledge in the field. There also appears little consensus in research relating to the actual leadership traits and behaviors identified in a successful leader. Collins' Level 5 hierarchy adds a new dimension to the body of knowledge, which relates to distinctive leadership traits and behaviors for effective leadership. Further, CEO success in terms of best workplaces depends upon an organizational culture of workplace spirituality, as well as employee motivation (Herman, 2008). This means that workplace spirituality usually increases the

meaning of work for an employee and provides the feeling that one's workplace is a community. This workplace spirituality usually leads to profitability in an organization (Herman, 2008).

There appears empirical evidence to support an understanding of CEO success in terms of organizational performance dependent upon distinctive leadership attributes. These attributes include achievement orientation, humanistic approach, positivism, among others. However, many of these studies on characteristics associated with CEO success in terms of organizational performance appeared to use different research designs with different participants (Sternke, 2011). Recently, there have been only a few comprehensive studies on the attributes associated with CEO success that used solely a CEO population (Wood & Vilkinas, 2005). Thus, the choice of the research methodology chosen was quantitative because one sought an objective measurement from a post positivist perspective. Chapter 3, below, discusses the proposed examination and analysis of the relationship between corporate rank on the Best Workplaces List (BWL) published by the Great Place to Work Institute and attributes associated with the Level 5 hierarchy. Chapter 3 addresses the methodology employed to obtain the data, the study research design, provide a thorough description of the research questions, and the data-collection procedures. Chapter 3 also clarifies and discusses the variables, the data analysis procedures and the limitations of the study.

## Chapter 3: Methodology

### Introduction

This chapter discusses the methodology used to investigate the relationship between corporate rank on the Best Workplaces List (BWL) and the Level 5 hierarchy. The chapter begins with a restatement of the research problem. Next, a review of the research design, including an explanation of each of the research questions previously introduced in Chapter 1. Specifically, an explanation of the hypotheses and a description of the population from which the sample being studied was drawn follows, a review of the chosen survey instruments and the chapter concludes with the detailed description of the data collection protocol, data analysis, and ethical considerations used in the study.

According to Sternke (2011), several studies have sought to determine attributes of effective leadership. Despite these studies, there is still little known about the defining attributes of effective leadership (Fleming, 2009). The purpose of the current study was to increase knowledge of attributes associated with CEO success in terms of a concept known as “best workplaces” which is described as a company that realizes it needs more than the bottom-line to be successful. It also needs a sense of humanity and community in the organization. The present study examined to what extent there was a relationship between attributes associated with the Level 5 hierarchy and corporate rank on the Best Workplaces List (BWL). The following research questions and hypotheses guided this quantitative correlational study:

R1: Is there a positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

H<sub>1</sub>: There is a positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>0</sub>: There is no positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>1.1</sub>: There is a positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>0.1</sub>: There is no positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

R2: Is there a positive correlation between corporate rank on mid-sized business best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

H<sub>2</sub>: There is a positive correlation between corporate rank on mid-sized business best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>2.0</sub>: There is no positive correlation between corporate rank on mid-sized business best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>2,1</sub>: There is a positive correlation between corporate rank on mid-sized business best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>20,1</sub>: There is no positive correlation between corporate rank on mid-sized business best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

R3: Is there a positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

H<sub>3</sub>: There is a positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>30</sub>: There is no positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>3,1</sub>: There is a positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>30,1</sub>: There is no positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

R4: Is there a positive correlation between corporate rank on mid-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

H<sub>4</sub>: There is a positive correlation between corporate rank on mid-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>4o</sub>: There is no positive correlation between corporate rank on mid-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>4.1</sub>: There is a positive correlation between corporate rank on mid-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>4o.1</sub>: There is no positive correlation between corporate rank on mid-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

This study's theoretical framework was based on Collins' work on the Level 5 hierarchy. Collins' work is grounded in the belief that a successful leader possesses distinctive traits and behaviors, which positively influence one's leadership abilities (Sternke, 2011). These attributes of the Level 5 hierarchy were responsible for CEO success in terms of sustained financial performance identified in Collins' (2001) *Good to Great* study. The aim of the present study was to determine if attributes associated with Collins' Level 5 hierarchy correlate with CEO success from a different organizational

performance measurement such as rank on “the Best Workplaces List” in the United States.

### **Statement of the Problem**

It was not known if a relationship existed between attributes of Collins’ Level 5 hierarchy and organizational performance in terms of best workplaces. According to Wood and Vilkinas (2007), there have been few comprehensive studies that examine characteristics associated with CEO success. The current study defined CEO success as the reflection of the overall business context, and also involves leadership skills, and an approach attitude a CEO brings to that business context. The business context in the current study is organizational performance such as the accomplishment of being one of the best places to work in the United States. The current study examined to what extent there is a correlation between the Level 5 hierarchy and corporate rank on Best Workplaces List published by the Great Place to Work Institute. For example, the ideal concept of “best workplaces” tends to have implications for organizational performance such as employee performance, satisfaction, and the healthy bottom line of an organization (Herman, 2008). Furthermore, Wood and Vilkinas (2007) asserted that CEO performance relates closely to organizational performance.

Today one could argue that the concept of the role of a CEO seems to be evolving, and the implications of that role may be changing along with it (Wood & Vilkinas, 2005). Consequently, the role of a CEO had become critical, perhaps, in terms of how the company sets organizational goals and mobilizes its organization to meet those goals (Fernandez, 2004). The current study provides an objective analysis of certain leadership attributes that may be related to an increase in the probability of CEO success,

measured in terms of selection by one's peers as having a met the conditions for "best workplaces".

### **Research Question(s) or Hypotheses**

The study examined to what extent there is a relationship between the Level 5 hierarchy and corporate rank as a "best workplace". The following research question and hypothesis guided this quantitative study:

R1: Is there a positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

H<sub>1</sub>: There is a positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>0</sub>: There is no positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>1.1</sub>: There is a positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

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H<sub>0.1</sub>: There is no positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

R2: Is there a positive correlation between corporate rank on mid-sized business best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

H<sub>2</sub>: There is a positive correlation between corporate rank on mid-sized business best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>20</sub>: There is no positive correlation between corporate rank on mid-sized business best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>2,1</sub>: There is a positive correlation between corporate rank on mid-sized business best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

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R3: Is there a positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

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R4: Is there a positive correlation between corporate rank on mid-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

H<sub>4</sub>: There is a positive correlation between corporate rank on mid-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>4o</sub>: There is no positive correlation between corporate rank on mid-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>4.1</sub>: There is a positive correlation between corporate rank on mid-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>4o.1</sub>: There is no positive correlation between corporate rank on mid-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

According to Given (2008), a quantitative research usually examines a social phenomenon through statistical or mathematical means. As a result, the above research questions were investigated through the results of a survey questionnaire with a follow-up correlational analysis. Additionally, the quantitative methodology was aligned with the hypotheses because the goal was to determine if positive statistical correlations existed between corporate rank on Best Workplaces List (BWL) and attributes associated with the Level 5 hierarchy.

The research questions required numerical data to allow for a statistical examination of the relationship between corporate rank on best workplaces and attributes of the Level 5 hierarchy. Hence, the adapted MLQ and PVS instruments were used to collect the continuous numerical data to answer the research questions concerning CEO attributes associated with the Level 5 hierarchy. The researcher used a published list from the Great Place to Work Institute and *Fortune* magazine to obtain the ordinal data of rankings for 2012 best workplaces.

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### **Research Methodology**

A quantitative study examines empirical theories using numerical variables designed to represent the theoretical concepts so that mathematical relationships can be

revealed (Aaron, 2011; Creswell, 2013). The current study was designed as a quantitative correlational study to explore the research question: To what extent is there a correlation between the Level 5 hierarchy and corporate rank on a published list of best workplaces? The rationale to use a quantitative approach was to develop an objective way of testing theories by examining relationships between variables that can be measured and analyzed using statistical procedures, resulting in numerical results (Creswell, 2013; Wellington & Szczerbinski, 2007). In this study, a survey design was utilized to obtain concrete data for analysis. According to Creswell (2013) and Trochim (2006), a survey may provide numerical descriptions of attitudes, trends, or opinions of a sample chosen from a population. The study utilized a mailed survey for two main reasons. First, such a survey instrument usually gathers data from sample too large for one to personally observe. Next, it is a cost effective means to collect data (Babbie, 2009), it provides geographic flexibility, and provides time convenience for the respondents while eliminating interviewer's bias (Larson & Poist, 2004).

Thus, the research used a self- administered mailed survey instrument to collect numeric data concerning Levels 5 leadership attributes, from a sample of 48 CEOs from "best workplaces", as described earlier, in small and mid-sized organizations. In addition, the survey instrument collected numeric data concerning Level 5 leadership attributes from a sample of 55 CEOs from "best workplaces" in small-sized and mid-sized Fortune 500 organizations. Finally, a published list from the Great Place to Work Institute and *Fortune* magazine was utilized to obtain a listing of organizations ranked among 2012 best workplaces.

## Research Design

The research design was a quantitative correlational study using two Likert-type scales: the adapted Personal Value Scale (PVS) and the adapted Multifactor Leadership Questionnaire (MLQ) instruments. This study design examined the relationship among variables, rather than examining the differences among variables. Thus, the current study's purpose examined: To what extent there is a correlation between the Level 5 hierarchy and corporate rank on the Best Workplaces List. The study used a quantitative correlational research design because it assessed the strength and direction of the relationship among variables and do not imply causation (Cohen & Swerdlik, 1999).

According to Bluman (2011), the correlation coefficient usually determines the strength of the relationships between variables, and the direction of that relationship. The range of the coefficient lies between -1 and +1; the closer the correlation coefficient is to +1, there stronger the positive relationship. Meanwhile, the closer the correlation coefficient is to -1, there is a stronger the negative relationship. A positive relationship means that as one value goes up, so does the other; a negative relationship means that as one value goes up the other goes down. Furthermore, the purpose of a quantitative study usually predicts, explains, or controls phenomena through a precise process of collecting numeric data (Borland, 2001). As a result, it is an objective method to confirm an existing theory or to conduct further tests (Borland, 2001). Finally, in a quantitative paradigm, a researcher usually desires to measure general patterns to identify relationships between variables that account for the behaviors of a distinct population (Borland, 2001). The dependent variable in this study was corporate rank on the Best Workplaces List

published by the Great Place to Work Institute. Meanwhile, the independent variables included leadership traits and behaviors associated with Collins' Level 5 hierarchy.

### **Population and Sample Selection**

The population for the study consisted of CEOs of organizations whose organizations are among the 2012 best workplaces in the United States and ranked by the established research institute called the Great Place to Work Institute. The sampling procedure was sampling frames in terms of published lists. This method determines and identifies individuals in the population (Creswell, 2013). Furthermore, Cooper and Schindler (2010) stated that a good sampling design is determined by how well that design represents the characteristics of the population it implies to represent.

The current study targeted all of the small and mid-sized organizations including small -sized and mid-sized Fortune 500 companies ranked among 2012 best workplaces in the United States listed by *Fortune* magazine (i.e., 100% of the total population). Because the current study used all the population of the small and mid-sized businesses including small and mid-sized Fortune 500 companies ranked among the 2012 best workplaces in the United States as listed by *Fortune* magazine, calculation for the minimum sample to be included in the study was not needed. Nevertheless, the researcher decided to calculate the power of a test for the current study. The power of a test is based on the expected effect size.

According to Bluman (2011), the power of a test is 1 minus the probability of committing a type II error. Type II error is the probability of rejecting the null hypothesis when it is indeed false. Importantly, a researcher may calculate the power based on the number of responses he/she collected. Or, a researcher may calculate the power based on

how many responses he/she needed for a particular study. It is telling that Cohen (1988) stated that the effect size tends to determine the intensity of the association relating to the variables in the research. Thus, for the purpose of the present study, a medium effect size was selected. This would offer verification of an association between the independent and dependent variables without being too large or too small. However, for a medium effect size and a power of 80%, it was calculated that the researcher would need 65 -85 subjects. According to Moore, McCabe, and Craig (2010), in order to sufficiently eliminate a false null hypothesis, a power of 80% is usually chosen.

The sample consisted of private and publicly held organizations from several industries such as retail, financial services, and others. The Great Place to Work Institute and *Fortune* magazine defined small organizations to have between 25 and 249 employees. The Great Place to Work Institute and *Fortune* magazine defined midsized organizations to have between 250 and 999 employees. The study also used small-sized and midsized Fortune 500 organizations ranked among 2012 best workplaces also listed by the *Fortune Magazine*. The Great Place to Work Institute and *Fortune* magazine defined small sized Fortune 500 organizations to have between 1,000 and 2,500 employees. Meanwhile, the Great Place to Work Institute and *Fortune* magazine defined midsized Fortune 500 organizations to have between 2,500 and 10,000 employees. Both small-sized and midsized types Fortune 500 organizations needed to be in operation for at least five years. This addition brought the original total number of target CEOs to 111. All of the 2012 midsized Fortune 500 best workplace companies ranked by the Great Place to Work Institute were utilized in the surveyed sample. This was done to make the



sample as large as possible to reduce sampling error, some amount of which is a part of every survey research (Babbie, 2009).

Thus, for the purposes of this study, the individuals who were invited to participate were CEOs among 2012 best workplaces in the United States as ranked by the Great Place to Work Institute. Prior to participation, approval was obtained from the Institutional Review Board (IRB) at Grand Canyon University. The participants were male and female CEOs, ranging in age from 18-75 years, and occupying their positions for at least two years. Confidentiality of responses was guaranteed to all participants, therefore, the participants' privacy was protected at all times, there were no distinguishing characteristics of participants, and there was de-identifying of distinguishing information of participants who took the survey by allowing the mailed survey questionnaires to be completely anonymous.

### **Instrumentation**

The current study utilized two established quantitative self-report instruments. These instruments were: the adapted Multifactor Leadership Questionnaire and the adapted Personal Value Scale (the Importance of Organizational Goals, Stakeholders, and Personal Traits Questionnaire). Finally, these instruments were used to measure components of the Level 5 hierarchy: the trait component, and the behavioral style component.

**Dependent variable.** Creswell (2013) and Martin and Bridgmon (2012) stated that a dependent variable depends upon the independent variables. The dependent variable was a concept known as “organizational performance” in terms of corporate rank on best workplaces. The Great Place to Work Institute only published the rankings based

on scores for the best workplaces. This makes the dependent variable used in the current study, “rank on best workplaces” a discrete variable. The Great Place to Work Institute ranks the best workplaces worldwide from the scores received from 58 metrics embedded in its Trust Index Employee Survey, which is a Likert scale with some open-ended questions (providing about two-thirds of the final score); and also from its Culture Audit (accounting for one-third of the score). Business leaders and academicians rely on the Great Place to Work's metrics to establish an objective standard of what makes an organization become one of the best workplaces in terms of five criteria: credibility, respect, fairness, pride and camaraderie.

**Independent variables.** Below the independent variables for this study are discussed.

***Trait component of the level 5 hierarchy.*** The Importance of Organizational Goals, Stakeholders, and Personal Traits Questionnaire (PSV) were utilized to measure the trait component of the Level 5 hierarchy. The instrument was originally developed by England (1967), “under a Ford Foundation Faculty Fellowship for Research on Business” (Strom-Borman, 1993, p. 69). The original instrument had 66 items grouped into five categories. The instrument had a seven-point scale used to measure values of managers in an organization. The scale also appeared consistent with scales used to measure managerial values such as the Rokeach Value Survey (Strom Borman, 1993). Values are among the attributes that indicate who a leader is (Ulrich et al., 1999). Further, England (1967) believed that values are a trait attribute that are stable in an executive over time and shapes that executive behavior. According to Strom-Borman (1993), Powell, Posner, and Schmidt (1984) adapted the instrument to test its psychometric properties.

Subsequently, the adapted version of the instrument consisted of only three categories and 48 items. The three categories are organizational goals, stakeholders, and personal traits. Additionally, the revised scale uses a 5-point Likert response format that ranges from 1= “not at all important” to 5 = “very important.” It is telling that the revised instrument also had implications for gender in terms of managerial values (Strom-Borman, 2003). American Psychological Association (2010) argued that even when a researcher does not use a demographic characteristic in one’s data analyses; it oftentimes increases generalizability of one’s results. For example, gender might add to the external validity of the current study.

The researcher, with permission, only used survey questions based on the 12-item Personal Traits component of the adapted PVS. Kreitner and Kinicki (2012) stated that Collins’ Level 5 hierarchy has implications for personal traits, such as cooperativeness, determination, humility, and competence. The personal traits component of the PVS consisted of traits consistent with the Level 5 hierarchy. The adapted PVS consisted of a valid Likert scale appropriate to measure upper level executive (CEO) traits consistent with the Level 5 hierarchy. It also provided a self-rater for an executive leader to evaluate his or her personal traits. Hughes et al. (2009) also commented that traits relate to recurring regularities in a leader’s behavior. As a result, leaders are believed to behave the way they do based upon the strengths of traits they possess.

***Leadership behavioral component.*** Kreitner and Kinicki (2012) reported that the Level 5 hierarchy also relates to the full-range theory of leadership. Furthermore, Bass and Avolio (1994) stated that leadership behaviors vary along a continuum. The continuum ranges from laissez-faire leadership behaviors to transformational leadership

behaviors (Kreitner & Kinicki, 2007). The current study focused only on the transactional and transformational leadership dimensions because both dimensions appear positively related to “a variety of employee attitudes and behaviors and represent different aspects of being a good leader” (Kreitner & Kinicki, 2007, p. 525). The researcher, with permission, used survey questions from Rosener’s (1990) adapted Multifactor Leadership Questionnaire (MLQ) to measure the independent variable (leadership behavioral component). This instrument appears applicable in that it has no gender bias (Strom-Borman, 1993). Bass (1985) originally developed the MLQ with a five-point scale in terms of transactional and transformational leadership. Thus, it appeared that the scale was originally developed to measure the extent to which a leader exhibits either transformational or transactional leadership (Hughes et al., 2011). The adapted version of the MLQ scale also uses a 5-point Likert response format, which ranges from 1 = “almost never” to 5 = “almost always.” Finally, the adapted MLQ consists of 26 items concerning transactional and transformational leadership style, which relate to the Level 5 hierarchy. This demonstrates that the adapted MLQ scale is a valid Likert scale appropriate to measure transformational and transactional leadership styles consistent with the Level 5 hierarchy. Furthermore, it is a well-established instrument often used to measure leadership behaviors of upper level executives such as CEOs (Strom-Borman, 1993).

### **Validity**

Creswell (2013) stated that validity is a means to draw meaningful and practical inferences from scores on existing instruments. There are two main forms of validity: concurrent validity and content validity. According to Creswell (2013), content validity is

when an instrument actually measures the construct it intended to measure (Harrison, 2012). Concurrent validity occurs when results that should correlate with previous results actually do so. In essence, the objective of a measurement is to provide the least amount of error possible along with the highest quality of data for hypothesis testing (Cooper & Schindler, 2010). The current study used two previously validated instruments for data collection: the adapted PVS and MLQ instruments. Importantly, both instruments appear to exhibit concurrent and content validity from data published from previous use. For instance, both instruments are applicable to measure leadership attributes associated with upper level executives such as CEOs (Strom-Borman, 1993). Furthermore, the researcher ensured that the adapted questions were unambiguous and linked directly to the hypotheses of the current study.

### **Reliability**

Creswell (2013) suggested that scores that resulted from previous use of an instrument should demonstrate internal reliability such as internal consistency. Additionally, Gall, Borg, and Gall (2006) stated that reliability refers to the accuracy of a measuring instrument or procedure used in a study. Thus, from previous use of the instruments, Strom-Borman (1993) and the published reliability coefficients for the adapted MLQ scale, the instrument is believed to have the needed internal reliability. The reliability coefficients or scores obtained on the instrument are as follows: charismatic (idealized influence), 0.78; individual consideration, 0.62; contingent reward, 0.73; intellectual stimulation, 0.84; and management-by-exception, 0.76. However, Storman - Borman (1993) emphasized that one needs to retest the internal consistency for the adapted PVS scale. According to Sun et al. (2007), Cronbach's coefficient is the most

appropriate index to estimate the internal consistency for an instrument that has multiple items. The researcher performed this test on the adapted PVS scale using the SPSS software during the data analysis process. The calculated Cronbach's coefficient for the adapted PVS scale was 0.79. This score is considered to have sufficient internal consistency (Gay & Airasian, 2011).

### **Data Collection Procedures**

The American Psychological Association (2010) noted that a researcher needs to discuss the eligibility and exclusion criteria of human participants in research. The current research chose CEOs based upon organizational performance. The measure of organizational performance was based on a selected group of CEOs from organizations that received the award as one of the best places to work. Furthermore, these participants occupied their role for at least two years with the age range 18-75 years. The Great Place to Work Institute has been a pioneer in the selection and ranking of the best workplaces around the world, and uses well-known standard criteria to assess organizations nominated for the award. The Great Place to Work Institute is also a well-known ranking entity that produces the list of best workplaces for various worldwide publications such as *Fortune* magazine on an annual basis. As a result, the current study chose to include all of the small and mid-sized businesses including small and mid-sized Fortune 500 companies ranked among the 2012 best workplaces in the United States as listed by *Fortune* magazine (i.e., the total population). A list of CEOs' names and addresses of each organizations' headquarter office was gathered from a link in the *Fortune* magazine and Great Place to Work Institute websites (i.e.,

<http://money.cnn.com/magazines/fortune/best-companies> and

<http://www.greatplacetowork.com/best-companies/best-small-a-medium-workplaces>).

The original sample size consisted of 111 private and publicly held organizations from different industries (i.e., the total population). The Great Place to Work Institute and *Fortune* magazine defined small organizations as those having between 25 and 249 employees. On the other hand, mid-sized organizations had between 250 and 999 employees. The study also studied small-sized and mid-sized Fortune 500 organizations. Small-sized Fortune 500 companies were those that had between 1,000 and 2,500 employees, and mid-sized Fortune 500 companies had between 2,500 and 10,000 employees. Finally, to be included in the study, these small-sized and mid-sized Fortune 500 organizations were required to have been in operation for at least five years. This addition brought the original total number of target CEOs to 111. Thus, an original sample of 50 CEOs from small and mid-sized organizations who were ranked among the 2012 best workplaces in the United States as listed by *Fortune* magazine, plus the original sample of 61 CEOs from small-sized and mid-sized Fortune 500 organizations who were ranked among the 2012 best workplaces in the United States also listed by *Fortune* magazine were the population from which the study sample was drawn. Eight of the identified CEOs did not meet the eligibility criteria in terms of number of years for serving as CEOs for their respective organizations and were excluded from the study. It is notable that the size of these companies in terms of number of employees only relates to data concerning the 2012 best workplaces by *Fortune* magazine and Great Place to Work Institute. This is because an organization might be categorized as a different size in terms of number of employees for another publication year.

The researcher was cognizant that studies involving responses from CEOs tend to have low response rates (Hood, 2003). However, there appeared to be favorable response rates using a mailed survey to target CEOs of smaller organizations (Strom-Borman, 1993). In comparison, Zajac (1990) stated that mailed surveys targeting CEOs of larger organizations tend to have low response rates. Thus, the researcher targeted smaller organizations including smaller sized Fortune 500 organizations in terms of the number of employees. In addition, the researcher used techniques from the Dillman's (2007) Total Design method to obtain a favorable response rate such as nearing 50 percent or higher. According to Dillman (2007), if one uses this method, one should obtain a favorable response rate in terms of returned mailed survey. It is telling that Babbie (2009) stated that though 50 % response rate appears sufficient for data analysis, one should be cognizant that there may be a response bias created by the differential between responders and non-responders to the mailed surveys. Babbie (2009) posited that the lack of response bias may be more critical than response rates to one's study. Furthermore, most studies using mailed survey questionnaires may result in a wide disparity of response rates, ranging from 18.0 % to 44.3% (Chen, 2006).

Paxson (1995) stated that the Dillman's method is considered a social exchange process between the researcher and respondents. The exchange process is such that, a recipient is more willing to return a mailed questionnaire if the perceived benefits exceeded the costs of participation, rather than if perceived costs are believed to outweigh benefits. Dillman's (2007) recommended that researchers follow techniques to increase response rates from mailed survey requests. The researcher maximized participants' reward for participating by seeking their assistance, emphasizing the importance of their



opinions (Strom-Borman, 1993). The researcher established trust with participants using stamped, self-addressed envelopes, personalizing letters with individualized signatures in blue ink, and by offering a copy of the survey results to participants (Strom-Borman, 1993). In addition, Gall et al. (2006) stated that the cover letter usually plays a pivotal and significant role in this process. This is because accompanying letters positively influence the return rate of mailed surveys. Dillman (2007) noted that trust in the research could also be increased by using one's university sponsorship (i.e., university letterhead). Finally, the researcher minimized participants' cost of participating by reducing the time required to complete the survey. This was accomplished by creating a well-organized layout for the survey tool (Strom-Borman, 1993). In addition, Isaac and Michael (1995) stated that mailed survey questionnaire should not be too burdensome for respondents to complete.

Subsequent to research protocol review from the Grand Canyon University Institutional Review Board (IRB), the researcher precontacted CEOs whose organizations had published email addresses prior to actual mailings. According to Gall et al. (2006), the purpose of the pre-contact tends to alert participants about the importance of the upcoming study, which might improve response rates. The recommended pre-notification before the survey was mailed out. The survey packet included personalized letters to the sample population to request participation in the research project. In the first of two mail distributions, a survey packet was sent to all of the potential participants. Each packet contained a copy of the questionnaire, a personalized cover letter describing the purpose and purpose of the study, a stamped, self-address envelope, and informed consent form (see Appendix A for a copy of the survey questionnaire). The participants were asked to

return the surveys within two weeks for the initial mailing. Data were collected through self-administered survey questionnaires consisting of the adapted MLQ and PVS Likert scales, mailed to the CEOs from small and mid-sized organizations including small-sized and mid-sized Fortune 500 companies ranked among 2012 best workplaces in the United States listed by *Fortune* magazine. The collected data were transferred into a Microsoft Excel Software in order to check for accuracy such as missing values. Then, they were uploaded to the SPSS version 21, where analysis occurred. This means that data from two instruments were analyzed using the Statistical Package for the Social Sciences (SPSS) version 21.0 to measure the relationship between attributes associated with the Level 5 hierarchy and corporate rank on best workplaces by the Great Place to Work Institute.

Mangione (1995) stated that one should send more than one copy of the mailed survey followed by a reminder postcard 2 weeks after each mailed survey. However, this researcher used follow-up mailings including reminder letters rather than reminder post cards. Babbie (2009) stated that follow-up mailings are likely to increase participants' response rates (Munoz-Leiva, Sanchez Fernandez, Montoro-Ríos, & Ibáñez-Zapata, 2010). Thus, in the present study, each follow-up mailing consisted of a reminder letter, a copy of the survey, and an informed consent form. The reminder letters remind those participants that might have not already responded to do so. These reminder letters also served as a "thank you" for those CEOs who had already responded (see Appendix B and Appendix C for a copy of the initial letter and reminder letter). The researcher secured all the collected data in a locked, secure file cabinet accessible only by the researcher. Data will be kept for a period of five years, after which it will be destroyed including hard copies and electronic files.

## Data Analysis Procedures

The current research focused on the following research questions:

R1: Is there a positive correlation between corporate rank on the small business best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

R2: Is there a positive correlation between corporate rank on mid-sized business best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

R3: Is there a positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

R4: Is there a positive correlation between corporate rank on mid-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

The alternate hypotheses being studied were:

H<sub>1</sub>: There is a positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>1.1</sub>: There is a positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>2</sub>: There is a positive correlation between corporate rank on mid-sized business best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>2,1</sub>: There is a positive correlation between corporate rank on mid-sized business best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>3</sub>: There is a positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>3,1</sub>: There is a positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>4</sub>: There is a positive correlation between corporate rank on mid-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>4,1</sub>: There is a positive correlation between corporate rank on mid-sized Fortune 500 best workplace companies published by the Great Place to Work the behavior Institute and the trait component of the Level 5 hierarchy.

The null hypotheses being studied were:

H<sub>0</sub>: There is no positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>0,1</sub>: There is no positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>2,0</sub>: There is no positive correlation between corporate rank on midsized business best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>2,0,1</sub>: There is no positive correlation between corporate rank on midsized business best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>3,0</sub>: There is no positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>3,0,1</sub>: There is no positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>4,0</sub>: There is no positive correlation between corporate rank on midsized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>4,0,1</sub>: There is no positive correlation between corporate rank on midsized Fortune 500 best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

The analysis conducted relied upon the Spearman's rank correlation coefficient rather than the Pearson's coefficient test to determine the size and direction between the

independent variable, measures of the Level 5 hierarchy and the dependent variable, organizational performance in terms of rank on best places to work. Both tests are appropriate to determine relationships between independent and dependent variables (Bluman, 2011). The Spearman coefficient correlation does not assume a linear relationship between variables. On the other hand, the Pearson's coefficients of correlation usually assume a linear relationship between variables (Bluman, 2011). This means that the Spearman rank correlation coefficient test does not make any assumption about the distribution between independent and dependent variables (Parzen, Lipsitz, Metters, & Fitzmaurice, 2010). Importantly, the Spearman's rank correlation coefficient test is applicable when both independent and dependent variables are continuous, when both are discrete, or when one variable is discrete while the other is continuous. For example, in the current study, the rank on best workplaces is a discrete variable and measures of the Level 5 hierarchy are continuous. According to Robson (2011), quantitative measurement might involve nominal, ordinal, interval, and ratio data. It is notable that discrete data are usually either ordinal or nominal data.

Thus, the researcher used the Spearman coefficient correlation as the data have only placement rankings on the best workplaces and do not have any of the potential background scores. Furthermore, this test is a nonparametric test and applicable for rank ordering (Bluman, 2011). The Statistical Package for Social Sciences (SPSS) version 21 was used to analyze the collected data in terms of correlative computations, descriptive statistics, and analysis for hypothesis testing. The alpha level setting for the present study was  $p = .05$  level, which is typical for most research (Cooper & Schindler, 2010). However, the study also used the alpha level of significance of  $p = 0.01$ , a higher level of

significance that increases confidence that the findings were not due to chance to 99%. According to Tabachnick and Fidell (2012), a conservative alpha level of 0.01 may be used to evaluate the significance of skewness and kurtosis with small and moderate samples.

Prior to analysis, the researcher transferred the collected, hard copy questionnaires into Microsoft Excel Software in order to check for accuracy such as missing values. Once the researcher completed the checking and cleaning, the data were uploaded to the SPSS software at which time analysis occurred. There were four different groups for analysis because of the four ranking levels used to group each type organization by the ranking entity.

The rankings represented the scores given to each best workplace by the Great Place to Work Institute. For instance, one group consisted of small businesses. Another group was formed of mid-sized businesses and the final groups focused on small sized and mid-sized Fortune 500 organizations respectively. Statistical descriptive and correlation tests were then applied to the data in a manner to investigate the research questions by testing the null hypotheses. The researcher began the data analysis process by using descriptive statistics to understand the samples without testing the hypotheses. Then, the Spearman's rank correlation coefficient statistic was utilized to determine the magnitude and direction of the relationship between the Level 5 hierarchy and the rank on best places to work.

### **Ethical Considerations**

The American Psychological Association (2010) stated that ethics plays an enormous part in a scholarly research. Thus, the current study took into consideration the

potential benefits and risks that the researcher needed to consider in data collection, data analysis, interpretation, writing and the dissemination of the study (Creswell, 2013; Van Deventer, 2009). According to Creswell (2013), ethical considerations also apply to the research problem, purpose, and questions. Ethical considerations do not only apply to data collecting, data analysis, writing and the dissemination of the study. Consequently, the researcher identified the problem under investigation to benefit others besides himself (Creswell, 2013).

Additionally, the researcher did not convey a purpose for the study to participants with a different one in mind (Creswell, 2013; Van Deventer, 2009). The researcher had to develop an informed consent form, which was a part of the forms required for the Grand Canyon University Institutional Review Board (see Appendix D for a copy of the informed consent form). The informed consent form included the following items:

1. The researcher's name and university.
2. The guarantee of participants' confidentiality.
3. The purpose of the research.
4. The benefits of participation.
5. Indicates how participants were selected.
6. A contact number to answer any questions.

The research for this topic was a search for any potential relationship between characteristics of CEOs from among 2012 best workplaces in the United States as ranked by the Great Place to Work Institute with constructs related to CEO management styles and characteristics. Since human subjects were involved, focusing on how their sensitive data were protected was of a primary importance. The informed consent form indicated



that participation in the study was voluntary, and participants could have withdrawn from the study at any time without penalty. Anonymity and confidentiality was maintained throughout the entire study.

For example, prior to data analysis, the researcher exported the collected data to an Excel spreadsheet to assess completeness and accuracy. During this stage, the researcher dissociated participants' names and organizations. More importantly, the researcher made a plan to keep the actual data for the recommended time in a secured area. All data are maintained in a locked, secure file cabinet accessible only by the researcher. Data will be kept for a period of five years, after which it will be destroyed including hard copies and electronic files. According to American Psychological Association (2010), a researcher usually keeps collected data for at least five years after publication. Finally, all information obtained in this study was considered to be strictly confidential. The results of this research study may be used in reports, presentations, and publications, but the reports will not identify participants individually or collectively and only aggregate data will be published.

### **Limitations**

This study included certain limitations, which operate as uncontrollable factors in the research. In the current study, there was no single measurement for attributes (i.e., traits and behaviors) associated with Collins' Level 5 hierarchy. Instead, the researcher used two established and validated quantitative self-report instruments (the adapted Multifactor Leadership Questionnaire (MLQ), and the adapted Personal Value Scale (PVS)), which have implications for CEO attributes associated with the Level 5 hierarchy.

As a result, the survey questionnaire consisted of two sections to measure attributes associated with the Level 5 hierarchy.

The researcher used the adapted Multifactor Leadership Questionnaire (MLQ) Likert scale to measure 26- items based only on the transactional and transformational leadership behavior subscales (charisma, intellectual stimulation, individual consideration, contingent reward, and management-by-exception). In addition, questions 1-6 (measure charisma behaviors); questions 7-10 (measure individual consideration); questions 11-17 measure (contingent reward behaviors); questions 18-20 (measure intellectual stimulation behaviors); and questions 21-26 (measure management-by-exception behaviors). Responses from CEOs were measured on a five-point Likert rating system ranging from (1 = *almost never*; 2 = *seldom*; 3 = *sometimes*; 4 = *often*; 5 = *almost always*). The researcher used the adapted Personal Value Scale (PVS) Likert scale to measure only 12 –items (traits) that are applicable to the Level 5 hierarchy. Examples of these traits are cooperativeness, achievement-oriented, and humility among others. Responses from CEOs were measured on a five-point Likert rating system ranging from (1 = *not at all important*; 2 = *not very important*; 3 = *somewhat important*; 4 = *important*; 5 = *very important*). Importantly, these instruments only measured attributes associated with the Level 5 hierarchy. These instruments did not have implications for any ordering of attributes associated with the Level 5 hierarchy. Additionally, the data collection process used a mailed survey approach. This process requires the researcher to follow deliberate steps to achieve a favorable response rate because traditionally studies concerning chief executive officers as participants are known to tend to produce low response rates (Hood, 2003). In addition, the lack of statistical significance in the study

among the variables could be due to chance greater than the probability of 0.05 or 0.01. However, a statistical significant relationship is likely to occur if a large sample is used in the study regardless of whether a true relationship exists among the variables (Chang & Chang, 2010; Lodico Spaulding, & Voegtle, 2010).

An important limitation in this study is that low response rates may produce a major source of error through non-response bias. This is because those who completed the survey questionnaires probably do not adequately represent the population. This means that opinions of those who did not respond may differ significantly from those who did respond (Paxson, 1995). Finally, the researcher used a correlational method for data analysis. This statistical approach is one of the most frequently used methods relating to leadership research. Importantly, this method only determines the relationship between variables. It does not determine causal inferences (Hughes et al., 2011).

### **Summary**

The purpose of this chapter was to illustrate the methodology that the researcher used to examine the relationship between the corporate rank on best workplaces by the Great Place to Work Institute and the Level 5 hierarchy. American Psychological Association (2010) stated that a methodology tends to define in detail how a researcher performs a study. As a result, this chapter included the following: the purpose statement; a review of the research design; a description of the variables that the researcher used in the study; and the restatement of the research questions and hypotheses. Additionally, the chapter discussed the sampling method, instruments, and data collection procedures the researcher used in the study. Finally, the chapter examined the ethical issues that the author anticipated in terms of the research question, data collection, analysis and

interpretation with concern for participants, and the potential readers. The chapter also discussed the statistical method the researcher selected for the research data.

Thus, in summary, the current study was quantitative correlational in design and collected interval/ordinal data in terms of independent and dependent variables. The researcher used the adapted Multifactor Leadership Questionnaire and the adapted Personal Value Scale to collect numeric data for the independent variables. Meanwhile, the author used the *Fortune* magazine in collaboration with the Great Place to Work Institute to obtain a published list of organizations ranked among 2012 best workplaces in the United States as the dependent variable. The ranks on these organizations were based on the ordinal scores received from 58 metrics embedded in its Trust Index Employee Survey. However, the two survey instruments used to collect leadership attributes were established self-report instruments that were previously used in other studies to collect leadership characteristics. Furthermore, the researcher recalculated the Cronbach's alpha score for the adapted Personal Value Scale (PVS).

In terms of ethical considerations, the researcher followed the strictest ethical guidelines in conveying the intended purpose to participants. Next, the data were analyzed without any identifying information on participants (Creswell, 2013; Van Deventer, 2009). The researcher also secured the collected data until the recommended time of five years post publication. Lastly, the current study did not examine all of the leadership attributes. Instead, it focused on leadership attributes associated with Collins' Level 5 hierarchy. As a result, the study focused on transactional and transformational leadership, and certain traits associated with the Level 5 hierarchy. The results of this research are presented and discussed in Chapter 4.

## Chapter 4: Data Analysis and Results

### Introduction

The purpose of this quantitative, correlational study was to examine the relationship between corporate rank on the Best Workplaces List (BWL) published by the Great Place to Work Institute for 2012 best workplaces and CEO attributes associated with the Level 5 hierarchy. The study was designed to verify if the sample of CEOs whose organizations were among the 2012 best workplaces in the United States as ranked by the Great Place to Work Institute, exhibited identical leadership attributes as the Level 5 hierarchy identified in Collins' (2001) *Good to Great* study for organizational performance, in terms of "best places." It was not known if there was a relationship between CEO attributes of Level 5 hierarchy and ranking on best workplaces by the Great Place to Work Institute. Thus, the main research question that framed the study was: To what extent is there a correlation between the Level 5 hierarchy and corporate rank on the best workplaces list published by the Great Place to Work Institute? The related questions that guided the study were:

1. Is there a positive correlation between the corporate rank of BWL and the trait component of the Level 5 hierarchy?
2. Is there a positive correlation between the corporate rank of BWL and the behavioral component of the Level 5 hierarchy?

The purpose of this chapter is to present and analyze the data collected through the administration of a mailed survey questionnaire. Chapter 4 contains the findings of the research study and the analysis of the relationships among the predictor/independent variables, measures of the Level 5 hierarchy (traits, transactional and transformational

behavioral styles) and the criterion/dependent variable, rank on best workplaces.

Subsequent sections of this chapter are devoted to fulfilling this purpose. Specifically, the first section provides an overview of the sample, including demographics of the sample.

Next, the data analysis section of the chapter presents the findings relating to the relationship of the data to the research.

### **Descriptive Data**

Mailed survey questionnaires were sent to 103 CEOs in small-sized and midsized organizations, including small and midsized Fortune 500 companies whose organizations were among 2012 best workplaces in the United States as ranked by the Great Place to Work Institute. Importantly, each CEO occupied his/her position for at least two years in his/her respective organization. The hard copies of the survey questionnaires asked the CEOs to answer questions about leadership characteristics associated with Collins' Level 5 hierarchy. In addition, there were questions concerning their demographics.

Of the intended 50 CEOs from small and midsized organizations ranked among the 2012 best workplaces in the United States as listed by *Fortune* magazine, two CEOs did not meet the eligibility criteria mentioned in the study. In addition, of the intended 32 CEOs from small sized Fortune 500 organizations ranked among the 2012 best workplaces in the United States also listed by *Fortune* magazine, three CEOs did not meet the eligibility criteria mentioned in the study. Finally, of the intended 29 CEOs from midsized Fortune organizations ranked among the 2012 best workplaces in the United States also listed by *Fortune* magazine, three CEOs did not meet the eligibility criteria mentioned in the study. Of 103 survey questionnaires that were sent out, 35 survey questionnaires were returned completely filled out as requested, which

represented a 33.98 % response rate (see Table 4 for a summary of survey responses).

According to Chen (2006), this moderate response rate appears to be an acceptable response rate compared with similar studies that used U.S. CEOs as the population given CEOs' constraints for time and the sensitivity of information requested.

Table 4

*Summary of CEO Survey Responses, by Size of Business*

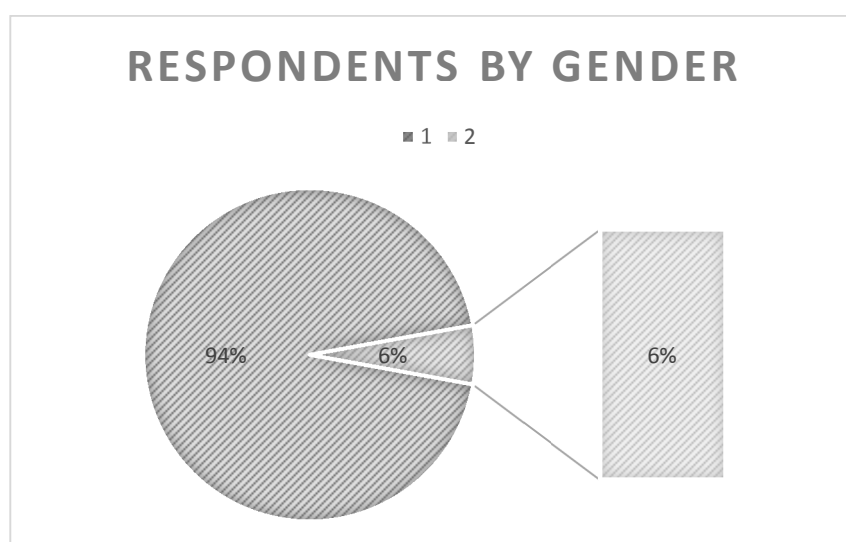
Subjects	Mailed Survey Sent	Usable Surveys Returned
Small Businesses	23	12 (52.17%)
Midsized Businesses	23	9 (39.13%)
Small –sized Fortune 500	29	7 (24.13%)
Midsized Fortune 500	26	7 (26.92%)

First, the data was examined using descriptive statistics to understand the samples without testing the hypotheses. The age of the respondents was broken down into categories ranging from 25 to more than 50. There were no participants under the age group of 29 years, 2.86% for age groups 30-34 years and 35-39 years respectively, 14.29% for age group 40-49 years, and 80% for age group 50 years or more. Table 5 gives the percentages of each category. In addition, participants in the current study consisted of both gender, with 94% being male and 6% being female (see Figure 2).

Table 5

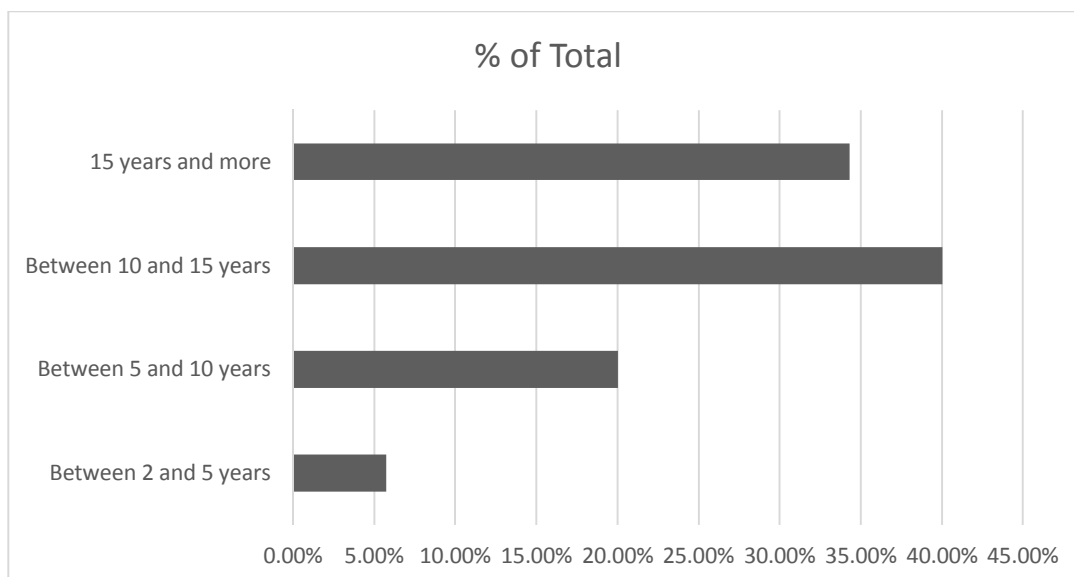
*Sample by Age*

Age Category	N	%
Under 25 years	0	0%
Between 25 and 29 years	0	0%
Between 30 and 34 years	1	2.86%
Between 35 and 39 years	1	2.86%
Between 40 and 49 years	5	14.29%
50 years or more	28	80.00%

*Figure 2. Sample Composition by Gender*

For tenure as CEOs with their current organizations, 5.71% of the respondents reported tenure of between two and five years, 20% reported tenure of between five and 10 years, 40% reported tenure of between 10 and 15 years, and 34.29% reported being with the same company as CEO for 15 years or more (see Figure 3).





*Figure 3. Sample by CEO Experience*

Most respondents had completed some college (97.15%) while only 2.86% had not completed any college. A bachelor degree was only reported for 37.14% of the respondents. 86% had completed some other type of degree, 42.86% had completed a Master's degree, and 14.29% had completed a doctorate degree (see Figure 4). Although the demographics were incorporated into the dataset, they were only used to better understand the sample, and were not used in the analysis of the questionnaires in answer to the hypotheses.

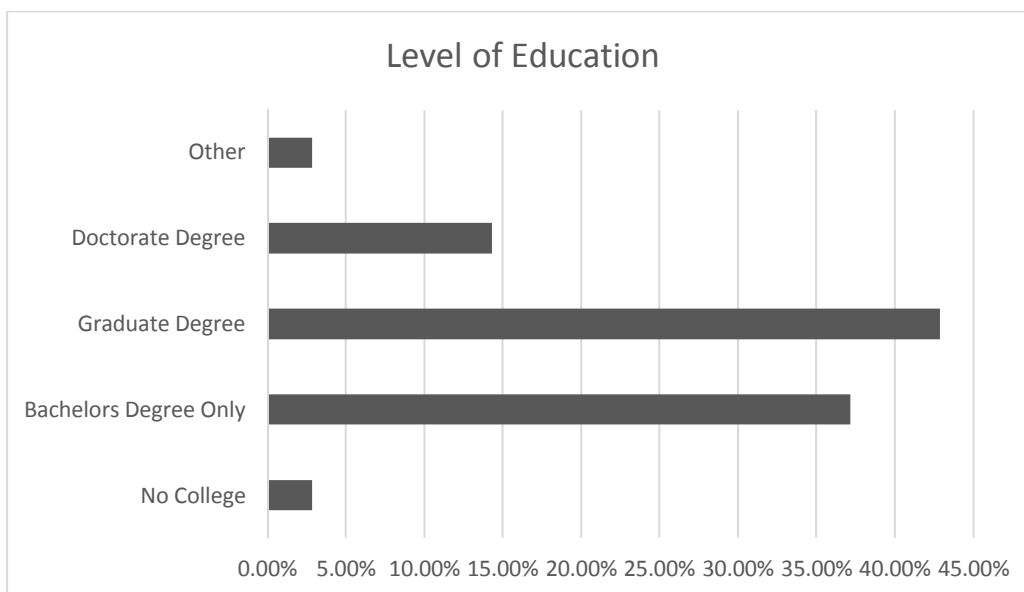


Figure 4. Sample by Education

### Data Analysis Procedures

This section describes the method used to analyze the data relative to the research question. First, the PVS instrument was analyzed for reliability and inter-item correlation. The results indicate Cronbach's Alpha showed reliability for the trait portion to be 79%, which is higher than the required minimum of 70% for a reliable instrument. As a result, the adapted PVS instrument has sufficient internal consistency (Gay & Airasian, 2011). See Table 6 for SPSS output on Cronbach's Alpha for the trait component analysis.

Table 6

#### Cronbach Alpha Value for Trait Component of Level 5 Hierarchy

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.792	.807	12

Analysis of the Cronbach Alpha value for the Behavioral Component of the data instrument indicates extremely high internal consistency of the subscales with values

approaching one and high inter-item correlation except for management- by -exception behaviors in Table 7.

Table 7

*Reliability Analysis for Behavioral Component of Level 5 Hierarchy*

	Charisma	IndConsid	Reward	Intellect	Exception
Charisma	1.000	.935	.824	.924	.589
IndConsid	.935	1.000	.882	.920	.553
Reward	.824	.882	1.000	.859	.569
Intellect	.924	.920	.859	1.000	.587
Exception	.589	.553	.569	.587	1.000

Data from two instruments were analyzed using the Statistical Package for the Social Sciences (SPSS) version 21.0 to measure the relationship between attributes associated with the Level 5 hierarchy and corporate rank on best workplaces by the Great Place to Work Institute. The collected data were assessed for data completion in terms of missing values for statistical analysis. This means that only complete scores from the mailed surveys were included in the analysis. The following research hypotheses and questions were used to guide the analysis:

R1: Is there a positive correlation between corporate rank on the small business best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

H<sub>1</sub>: There is a positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

$H_0$ : There is no positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

$H_{1,1}$ : There is a positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

$H_{0,1}$ : There is no positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

$R_2$ : Is there a positive correlation between corporate rank on mid-sized business best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

$H_2$ : There is a positive correlation between corporate rank on mid-sized business best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

$H_{2,0}$ : There is no positive correlation between corporate rank on mid-sized business best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

$H_{2,1}$ : There is a positive correlation between corporate rank on mid-sized business best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>20.1</sub>: There is no positive correlation between corporate rank on midsized business best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

R3: Is there a positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

H<sub>3</sub>: There is a positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>30</sub>: There is no positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>3.1</sub>: There is a positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>30.1</sub>: There is no positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

R4: Is there a positive correlation between corporate rank on midsized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

H<sub>4</sub>: There is a positive correlation between corporate rank on mid-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>4o</sub>: There is no positive correlation between corporate rank on mid-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>4.1</sub>: There is a positive correlation between corporate rank on mid-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>4o.1</sub>: There is no positive correlation between corporate rank on mid-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

A series of Spearman's rank-order correlations were conducted to determine the existence of any relationships between behavior importance and ranking of companies. In answer to research question 1, data analysis using a Spearman's rank-order correlation was conducted for small best workplace companies and some traits associated with Collins' Level 5 hierarchy while other Spearman's rank-order correlations were used to analyze the data for the specific Level 5 leadership behaviors associated with Collins' Level 5 hierarchy. Importantly, the researcher used the Cohen's correlation coefficients measurement guidelines to interpret the correlation coefficient relationship for Spearman's correlation coefficient (see Table 8). The leadership behaviors were treated as distinct subscales of charisma (questions 1-6), individual consideration (questions 7-10), contingent reward (questions 11-17), intellectual stimulation (questions 18-20), and

management-by-exception (questions 21-26). In answer to the remaining research questions (R2-R4), the same methodology was used substituting the size or type of company. This means that data analysis using Spearman's rank-order correlations was conducted for midsized best workplace companies, small-sized Fortune 500 best workplace and midsized Fortune 500 workplace companies, and some traits associated with Collins' Level 5 hierarchy while other Spearman's rank-order correlations were used to analyze the data for the specific Level 5 leadership behaviors associated with Collins' Level 5 hierarchy.

Table 8

*Cohen Correlation Coefficients Measurement Guidelines (Cohen, 1988)*

Correlation	Negative	Positive
Small	-0.29 to - 0.10	0.10 to 0.29
Medium	-0.49 to - 0.30	0.30 to 0.49
Large	-0.50 to - 1.00	0.50 to 1.00

## Results

There is always the probability of error while conducting research. Sources of error may come from the survey instruments, themselves, which, in this instance, may not be of great significance given that both instruments appear reliable. Nevertheless, instrument error must always be considered as a potential source of error that can affect the study findings. This section will present the data and analyze the data in a non-evaluative or unbiased manner.

**Research question 1.** In answer to the first research question, the corporate rank of small businesses was examined in relation to the trait/behavior components of the Level 5 hierarchy. For the trait component, using a one-tailed test of significance the results,  $r_s(12) = -.095, p > .05$  indicated that traits of leaders (CEOs) did not form a significant correlation with the ranking by the Great Place to Work Institute for small businesses. Thus, the null hypothesis was not rejected. See Table 9, below, for the results.

Table 9

*Spearman's Correlation Coefficient Between Rank on Small-sized Best workplaces and Trait Component of Level 5 Hierarchy*

	Rank
Spearman's Rho Rank	
Correlation Coefficient	-.095
Trait Avg.	
Sig. (1-tailed)	0.384
N	12.000

*Note.* The abbreviation "Trait Avg." stands for Trait Component Average

For charisma behaviors, using a one-tailed test of significance the results,  $r_s(12) = -.007, p > .05$  indicated that charisma behaviors had no correlation with the ranking by the Great Place to Work Institute for small businesses. Thus, the null hypothesis was not rejected. See Table 10 below for the results.



Table 10

*Spearman's Correlation Coefficient Between Rank on Small-sized Best workplaces and Charisma Behaviors*

		Rank
	Spearman's Rho Rank	
	Correlation Coefficient	-.007
Charisma	Sig. (1-tailed)	.491
	N	12.000

*Note.* The abbreviation "Charisma" stands for Charismatic Behaviors.

For individual consideration behaviors, using a one-tailed test of significance, the results  $r_s(12) = .467, p > .05$  indicated that individual consideration behaviors did not form a significant correlation with the ranking by the Great Place to Work Institute for small businesses. Thus, the null hypothesis was not rejected. See Table 11 below for the results.

Table 11

*Spearman's Correlation Coefficient Between Rank on Small-sized Best workplaces and Individual Consideration Behaviors*

		Rank
	Spearman's Rho Rank	
	Correlation Coefficient	.467
Ind Consid	Sig. (1-tailed)	.063
	N	12.000

*Note.* The abbreviation for Individual Consideration Behaviors is "Ind Consid".

For contingent reward behaviors, using a one-tailed test of significance, the results  $r_s(12) = .441$ ,  $p > .05$  indicated that contingent reward behaviors did not form a significant correlation with the ranking by the Great Place to Work Institute for small businesses. Thus, the null hypothesis was not rejected. See Table 12 below for the results

Table 12

*Spearman's Correlation Coefficient Between Rank on Small-sized Best workplaces and Contingent Reward Behaviors*

		Rank
Spearman's Rho Rank		
Correlation Coefficient		.441
Reward	Sig. (1-tailed)	.075
N		12.000

*Note.* The abbreviation for Contingent Reward Behaviors is "Reward".

Intellectual stimulation behaviors were not found to be significantly correlated for small businesses as shown by a one-tailed test of significance,  $r_s(12) = .209$ ,  $p > .05$ .

Thus, the null hypothesis was not rejected. See Table 13 below for the results.

Table 13

*Spearman's Correlation Coefficient between Rank on Small-sized Best workplaces and Intellectual Stimulation Behaviors*

		Rank
Spearman's Rho Rank		
Correlation Coefficient		0.209
Intellect	Sig. (1-tailed)	0.258
N		12.000

*Note.* The abbreviation, "Intellect" stands for Intellectual Stimulation Behaviors.

Management-by-exception behaviors were not found to have a significant relationship in small businesses. Using a one-tailed test of significance, the results  $r_s(12) = -.081, p > .05$  indicated that management-by-exception behaviors had a non-significant correlation with the ranking by the Great Place to Work Institute. Thus, the null hypothesis was not rejected. See Table 14 below for the results.

Table 14

*Spearman's Correlation Coefficient between Rank on Small-sized Best workplaces and Management-by-Exception Behaviors*

		Rank
	Spearman's Rho Rank	
	Correlation Coefficient	-.081
Except	Sig. (1-tailed)	.401
	N	12.000

*Note.* The abbreviation, "Except" stands for Management-by-Exception Behaviors.

**Research question 2.** In answer to the second research question, the corporate rank of midsized businesses was examined in relation to the trait/behavior components of the Level 5 hierarchy. For the trait component, using a one-tailed test of significance the results,  $r_s(9) = .414, p > .05$ , indicated that traits of leaders (CEOs) had a non-significant correlation with the ranking by the Great Place to Work Institute for midsized businesses. Thus, the null hypothesis was not rejected. See Table 15 below for the results.

Table 15

*Spearman's Correlation Coefficient Between Rank on Midsized Best workplaces and Trait Component of Level 5 Hierarchy*

	Rank
Spearman's Rho Rank	
Correlation Coefficient	-.414
Trait Avg. Sig. (1-tailed)	.134
N	9.000

*Note.* The abbreviation "Trait Avg." stands for Trait Component

For charisma behaviors, using a one-tailed test of significance, the results  $r_s(9) = -.865$ ,  $p < .05$  indicated that charisma behaviors were not related positively to the ranking by the Great Place to Work Institute for medium-sized businesses. Instead, there was a significant negative correlation with the ranking by the Great Place to Work Institute for medium-sized businesses. Hence, the null hypothesis was not rejected. This. See Table 16 below for the results.

Table 16

*Spearman's Correlation Coefficient Between Rank on Midsized Best workplaces and Charismatic Behaviors*

	Rank
Spearman's Rho Rank	
Charisma Correlation Coefficient	-.865**
Sig. (1-tailed)	.001
N	9.000

*Note.* \*\* Correlation is significant at the 0.01 level (1-tailed).

For individual consideration behaviors, using a one-tailed test of significance, the results  $r_s(9) = -.525, p > .05$  indicated that individual consideration behaviors had a non-significant correlation with the ranking by the Great Place to Work Institute for medium-sized businesses. Thus, the null hypothesis was not rejected. See Table 17 below for the results.

Table 17

*Spearman's Correlation Coefficient Between Rank on Midsized Best workplaces and Individual Consideration Behaviors*

		Rank
	Spearman's Rho Rank	
	Correlation Coefficient	-.525
Ind Consid	Sig. (1-tailed)	.073
	N	9.000

*Note.* The abbreviation "Ind Consid" stands for Individual Consideration Behaviors.

For contingent reward behaviors, using a one-tailed test of significance, the results  $r_s(9) = -.874, p < .05$  indicated that contingent reward behaviors had a significant negative correlation with the ranking by the Great Place to Work Institute for medium-sized businesses. Hence, the null hypothesis was not rejected. See Table 18 below for the results.

Table 18

*Spearman's Correlation Coefficient Between Rank on Midsized Best workplaces and Contingent Reward Behaviors*

		Rank
	Spearman's Rho Rank	
	Correlation Coefficient	-.874**
Reward	Sig. (1-tailed)	.001
	N	9.000

*Note.* \*\* Correlation is significant at the 0.01 level (1-tailed).

For intellectual stimulation behaviors, using a one-tailed test of significance, the results  $r_s(9) = -.624$ ,  $p \leq .05$  indicated that intellectual stimulation behaviors had a significant negative correlation with the ranking by the Great Place to Work Institute for medium-sized businesses. Thus, the null hypothesis was not rejected. See Table 19 below for the results.

Table 19

*Spearman's Correlation Coefficient Between Rank on Midsized Best workplaces and Intellectual Consideration Behaviors*

		Rank
	Spearman's Rho Rank	
	Correlation Coefficient	-.624
Intellect	Sig. (1-tailed)	.036
	N	9.000

*Note.* \* Correlation is significant at the 0.05 level (1-tailed).

For management by exception behaviors, using a one-tailed test of significance, the results  $r_s(9) = .684, p \leq .05$  indicated that management- by- exception behaviors had a significant positive correlation with the ranking by the Great Place to Work Institute for medium-sized businesses. Thus, the null hypothesis was rejected. See Table 20 for the results.

Table 20

*Spearman's Correlation Coefficient Between Rank on Midsized Best workplaces and Management-by-Exception Behaviors*

	Rank
Spearman's Rho Rank	
Correlation Coefficient	.684*
Except Sig. (1-tailed)	.021
N	9.000

*Note.* \* Correlation is significant at the 0.05 level (1-tailed).

**Research question 3.** In answer to the third research question, the corporate rank of small-sized Fortune 500 businesses was examined in relation to the trait/behavior components of the Level 5 hierarchy. For the trait component, using a one-tailed test of significance the results,  $r_s(7) = -.408, p > .05$  indicated that traits of leaders (CEOs) were not related positively to the ranking by the Great Place to Work Institute for small- sized Fortune 500 businesses. Thus, the null hypothesis was not rejected. See Table 21 below for the results.

Table 21

*Spearman's Correlation Coefficient Between Rank on Small-sized Fortune Best workplace Companies and Trait Component of Level 5 Hierarchy*

		Rank
Spearman's Rho Rank		
Correlation Coefficient		-.408
Trait Avg.	Sig. (1-tailed)	.182
N		7.000

*Note.* The abbreviation "Trait Avg." stands for Trait Component Average.

For charisma behaviors, using a one-tailed test of significance, the results  $r_s(7) = -.018, p > .05$  indicated that charisma behaviors were not related positively to the ranking by the Great Place to Work Institute for small-sized Fortune 500 businesses. Thus, the null hypothesis was not rejected. See Table 22 below for the results

Table 22

*Spearman's Correlation Coefficient Between Rank on Small-sized Fortune 500 Best workplace Companies and Charismatic Behaviors*

		Rank
Spearman's Rho Rank		
Correlation Coefficient		-.018
Charisma	Sig. (1-tailed)	.485
N		7.000

*Note.* The abbreviation "Charisma" stands for Charismatic Behaviors.

For individual consideration behaviors, using a one-tailed test of significance, the results  $r_s(7) = -.217, p > .05$  indicated that individual consideration behaviors were not



related positively to the ranking by the Great Place to Work Institute for small-sized Fortune 500 businesses. Thus, the null hypothesis was not rejected. See Table 23 below for the results.

Table 23

*Spearman's Correlation Coefficient Between Rank on Small-sized Fortune 500 Best workplace Companies and Individual Consideration Behaviors*

	Rank
Spearman's Rho Rank	
Correlation Coefficient	-.217
Ind Consid	
Sig. (1-tailed)	.320
N	7.000

*Note.* The abbreviation "Ind Consid" stands for Individual Consideration Behaviors.

For contingent reward behaviors, using a one-tailed test of significance, the results  $r_s(7) = .037, p > .05$  indicated that contingent reward behaviors had no correlation with the ranking by the Great Place to Work Institute for small-sized Fortune 500 businesses. Thus, the null hypothesis was not rejected. See Table 24 below for the results.

Table 24

*Spearman's Correlation Coefficient Between Rank on Small-sized Fortune 500 Best workplace Companies and Contingent Behaviors*

		Rank
	Spearman's Rho Rank	
	Correlation Coefficient	.037
Reward	Sig. (1-tailed)	.469
	N	7.000

*Note.* The abbreviation for Contingent Reward Behaviors is "Reward".

For intellectual stimulation behaviors, using a one-tailed test of significance, the results  $r_s(7) = -.109$ ,  $p > .05$  indicated that intellectual stimulation behaviors were not significantly correlated to the ranking by the Great Place to Work Institute for small-sized Fortune 500 businesses. Thus, the null hypothesis was not rejected. See Table 25 below for the results.

Table 25

*Spearman's Correlation Coefficient Between Rank on Small-sized Fortune 500 Best workplace Companies and Intellectual Behaviors*

		Rank
	Spearman's Rho Rank	
	Correlation Coefficient	-.109
Intellect	Sig. (1-tailed)	.408
	N	7.000

*Note.* The abbreviation, "Intellect" stands for Intellectual Stimulation Behaviors.

For management-by-exception behaviors, using a one-tailed test of significance, the results  $r_s(7) = -.764, p \leq .05$  indicated that management-by-exception behaviors had a significant negative correlation with the ranking by the Great Place to Work Institute for small-sized Fortune 500 businesses. Hence, the null hypothesis was not rejected. See Table 26 below for the results.

Table 26

*Spearman's Correlation Coefficient Between Rank on Small-sized Fortune 500 Best workplace Companies and Management-by-Exception Behaviors*

		Rank
Spearman's Rho Rank		
Correlation Coefficient		-.764*
Except	Sig. (1-tailed)	.027
	N	7.000

*Note.* \* Correlation is significant at the 0.05 level (1-tailed).

**Research question 4.** In answer to the fourth research question, the corporate rank of midsized Fortune 500 businesses was examined in relation to the trait/behavior components of the Level 5 hierarchy. For the trait component, using a one-tailed of significance, the results,  $r_s(7) = .185, p > .05$ , indicated that traits of leaders (CEOs) had a non-significant correlation with the ranking by the Great Place to Work Institute for midsized Fortune 500 businesses. Thus, the null hypothesis was not rejected. See Table 27 below for the results.

Table 27

*Spearman's Correlation Coefficient Between Rank on Midsized Fortune Best workplace Companies and Trait Component of Level 5 Hierarchy*

	Rank
Spearman's Rho Rank	
Correlation Coefficient	.185
Trait Avg. Sig. (1-tailed)	.345
N	7.000

*Note.* The abbreviation "Trait Avg." stands for Trait Component Average.

For charisma behaviors, using a one-tailed test of significance, the results,  $r_s(7) = .091$ ,  $p > .05$ , indicated that charisma behaviors had a non-significant correlation with the ranking by the Great Place to Work Institute for midsized Fortune 500 businesses. Thus, the null hypothesis was not rejected. See Table 28 for the results.

Table 28

*Spearman's Correlation Coefficient Between Rank on Midsized Fortune 500 Best workplace Companies and Charismatic Behaviors*

	Rank
Spearman's Rho Rank	
Correlation Coefficient	.091
Charisma Sig. (1-tailed)	.423
N	7.000

*Note.* The abbreviation "Charisma" stands for Charismatic Behaviors.

For individual consideration behaviors, using a one-tailed test of significance, the results  $r_s(7) = -.418, p > .05$  indicated that individual consideration behaviors were not related positively with the ranking by the Great Place to Work Institute for midsize Fortune 500 businesses. Thus, the null hypothesis was not rejected. See Table 29 below for the results.

Table 29

*Spearman's Correlation Coefficient Between Rank on Midsize Fortune 500 Best Workplace Companies and Individual Consideration Behaviors*

	Rank
Spearman's Rho Rank	
Correlation Coefficient	-.418
Ind Consid	
Sig. (1-tailed)	.175
N	7.000

*Note.* The abbreviation "Ind Consid" stands for Individual Consideration Behaviors.

For contingent reward behaviors, using a one-tailed test of significance, the results  $r_s(7) = -.721, p < .05$  indicated that contingent reward behaviors had a significant negative correlation with the ranking by the Great Place to Work Institute for midsize Fortune 500 businesses. Thus, the null hypothesis was not rejected. See Table 30 below for the results.

Table 30

*Correlation Coefficient Between Rank on Midsized Fortune 500 Best workplace Companies and Contingent Reward Behaviors*

	Rank	
	Spearman's Rho Rank	
	Correlation Coefficient	-.721*
Reward	Sig. (1-tailed)	.034
	N	7.000

*Note.*\* Correlation is significant at the 0.05 level (1-tailed).

For intellectual stimulation behaviors, using a one-tailed test of significance, the results  $r_s(7) = -.587, p > .05$  indicated that intellectual stimulation behaviors were not related positively to the ranking by the Great Place to Work Institute for midsized Fortune 500 businesses. Thus, the null hypothesis was not rejected. See Table 31 below for the results.

Table 31

*Spearman's Correlation Coefficient Between Rank on Midsized Fortune 500 Best workplace Companies and Intellectual Stimulation Behaviors*

	Rank	
	Spearman's Rho Rank	
	Correlation Coefficient	-.587
Intellect	Sig. (1-tailed)	.083
	N	7.000

*Note.* The abbreviation, "Intellect" stands for Intellectual Stimulation Behaviors.

For management-by-exception behaviors, using a one-tailed test of significance, the results  $r_s(7) = -.429, p > .05$  indicated that management-by-exception behaviors had a

non-significant correlation with the ranking by the Great Place to Work Institute for midsized Fortune 500 businesses. Thus, the null hypothesis was not rejected. See Table 32 below for the results.

Table 32

*Spearman's Correlation Coefficient Between Rank on Midsized Fortune 500 Best workplace Companies and Management-by-Exception Behaviors*

	Rank
Spearman's Rho Rank	
Correlation Coefficient	-.429
Except Sig. (1-tailed)	.169
N	7.000

*Note.* The abbreviation, "Except" stands for Management-by-Exception Behaviors.

### Summary

This quantitative correlational study used the Spearman correlation coefficient test to analyze the relationship between corporate rank on the Best Workplaces List (BWL) published by the Great Place to Work Institute for 2012 best workplaces and CEO attributes associated with the Level 5 hierarchy. Mailed survey questionnaires were sent to 103 CEOs whose organizations were among the 2012 best workplaces in the United States as ranked by the Great Place to Work Institute. The findings of this study indicated that there were no significant positive correlations between trait / behavioral components of the Level 5 hierarchy and corporate rank on the Best Workplaces List (BWL) published by the Great Place to Work Institute in terms of small businesses, midsized businesses, small-sized Fortune 500 companies, and midsized Fortune 500 companies. Importantly, there was only a significant positive correlation for midsized businesses and

ranking by the Great Place to Work Institute and the behavioral component, management-by-exception behaviors. Meanwhile, there were significant negative correlations for behavior components such as charismatic behaviors, contingent reward behaviors, and intellectual stimulation behaviors in mid-sized businesses and ranking by the Great Place to Work Institute. There was also a significant negative correlation for management-by-exception behaviors in small-sized Fortune 500 companies and ranking by the Great Place to Work Institute. Finally, there was a significant negative correlation for contingent reward behaviors in mid-sized Fortune 500 companies and ranking by the Great Place to Work Institute. Lodico et al. (2010) stated that statistical significance in a correlational research study indicates that the probability that the obtained correlation among variables is due to chance of less than 0.05 or 0.01 (i.e., depending on the cut-off a researcher selects). This quantitative research summarized the statistical findings in relation to the research questions and hypotheses. The research questions were:

- R1: Is there a positive correlation between rank on small business best workplace companies by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?
- R2: Is there a positive correlation between rank on mid-sized business best workplace companies by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?
- R3: Is there a positive correlation between rank on small-sized Fortune 500 best workplace companies by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?



R4: Is there a positive correlation between rank on mid-sized Fortune 500 best workplace companies by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

In relation to the research question, the data concluded that ranking on best workplace companies by the Great Place to Work Institute correlate significantly positive with behavioral components of the Level 5 hierarchy for mid-sized businesses. The alternate hypotheses were used in the study were:

H<sub>1</sub>: There is a positive correlation between rank on small business best workplace companies by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>1.1</sub>: There is a positive correlation between rank on small business best workplace companies by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>2</sub>: There is a positive correlation between rank on mid-sized business best workplace companies by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>2.1</sub>: There is a positive correlation between rank on mid-sized business best workplace companies by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>3</sub>: There is a positive correlation between rank on small-sized Fortune 500 best workplace companies by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>3,1</sub>: There is a positive correlation between rank on small-sized Fortune 500 best workplace companies by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>4</sub>: There is a positive correlation between rank on midsized Fortune 500 best workplace companies by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>4,1</sub>: There is a positive correlation between rank on midsized Fortune 500 best workplace companies by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

Because the data showed that was only a significant positive correlation between behavioral component of the Level 5 hierarchy and rank on best workplaces by the Great Place to Work Institute for midsized businesses the results of the data rejected the following null hypothesis:

H<sub>20,1</sub>: There is no positive correlation between corporate rank on midsized business best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

The relevance and importance of the research study provides additional information regarding limited studies recently done on attributes associated with CEO success that used a CEO population. This research provided data assessing the relationship between ranking on best workplaces by the Great Place to Work Institute and CEO attributes associated with the Level 5 hierarchy. There was only a significant positive relationship between ranking by the Great Place to Work Institute and the behavioral component, management-by-exception behaviors for midsized businesses.

This chapter presented the results and summarized the statistical findings in relation to the research questions and hypotheses. The next chapter discusses the results in detail and serves as a comprehensive summary of the entire study. Along with summarizing the study, Chapter 5 presents the findings and conclusions and recommends practices and future research.

## Chapter 5: Summary, Conclusions, and Recommendations

### Introduction

It was not known if a relationship existed between attributes of Collins' Level 5 hierarchy and organizational performance in terms of best workplaces. This topic is important because although there have been several studies done to determine attributes of effective leadership (Sternke, 2011), there appears to be still little known about the defining attributes of effective leadership (Fleming, 2009). The literature asserts that Collins' concept of the Level 5 hierarchy has implications for defining leadership attributes of effective leadership. These leadership attributes of the Level 5 hierarchy were responsible for CEO success in terms of sustained financial performance identified in Collins' (2001) *Good to Great* study. Thus, the aim was to determine if leadership attributes associated with Collins' Level 5 hierarchy have a positive correlation with CEO success from a different organizational performance measurement such as rank on best workplaces. This quantitative correlational study was completed in order to answer the question: Is there a positive correlation between corporate rank on the best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy? However, this study used best workplaces by the Great Place to Work Institute to include small businesses, midsized businesses, small-sized Fortune 500 companies, and midsized Fortune 500 companies.

This study was designed to increase knowledge of characteristics associated with CEO success in terms of best workplaces. The design of the study was a quantitative correlational study employing the data collection method of mailed survey design. Mailed survey questionnaires were sent to CEOs from among 2012 best workplaces in the United

States as ranked by the Great Place to Work Institute. Each mailed survey questionnaire consisted of three sections: questions relating to the leadership traits that may be associated with Collins' Level 5 hierarchy; questions relating to the leadership behaviors that may be related to Collins' Level 5 hierarchy; and questions concerning demographics. Chapter 5 discusses a summary of the findings related to the research purpose and reviewed literature. It also discusses conclusions, and implications of the study in terms of theory and practice. Finally, it discusses recommendations for future research and practice.

### **Summary of the Study**

This study examined the relationship between corporate rank on the Best Workplaces List (BWL) published by the Great Place to Work Institute for 2012 best workplaces and CEO attributes associated with the Level 5 hierarchy, because it was not known if there existed a relationship between CEO attributes of Level 5 hierarchy and ranking on best workplaces by the Great Place to Work Institute.

This chapter summarizes the overall study by providing a broad, comprehensive summary of the content. Next, the summary of findings and conclusions are presented. The implications are discussed, which are theoretical implications, practical applications, and future research based implications. Finally, recommendations for future research and future practices are explained. The quantitative correlational study was completed in order to answer the question: Is there a positive correlation between corporate rank on the best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy? The study used best workplaces by

the Great Place to Work Institute to include small businesses, midsized businesses, small-sized Fortune 500 companies, and midsized Fortune 500 companies.

Within the review of the literature, it was established that a positive relationship existed between CEO attributes associated with the Level 5 hierarchy and organizational performance in terms of sustained financial performance (Collins, 2001; Sternke, 2011). The literature also stated that CEOs as an executive group remain under investigated and this is a mystery (Wood & Vilikinas, 2005). This is because studies found that there is a positive relationship between CEO performance and organizational performance. Further, Sternke (2011) stated that over the years there have been numerous studies relating to identifiable attributes such as traits and behaviors for successful leadership. However, Collins' Level 5 hierarchy provides a distinctive framework that combines attributes such as traits and behaviors for successful leadership.

The review of the literature found that there is no literature regarding the relationship between ranking on best workplaces and CEO attributes associated with the Level 5 hierarchy. Thus, information on CEO attributes associated with the Level 5 hierarchy and organizational performance in terms of "best workplaces" was missing from the literature. Because there was a gap in the literature regarding the relationship between corporate rank on best workplaces by the Great Place to Work Institute and CEO attributes associated with the Level 5 hierarchy, a quantitative correlational study was performed that directly assess the extent of the correlation among the variables. The survey instruments used in the study were the adapted Multifactor Leadership Questionnaire and the adapted Personal Value Scale (the Importance of Organizational Goals, Stakeholders, and Personal Traits Questionnaire). Both scales made up the mailed

survey questionnaire, and were found to be valid and reliable to measure leadership attributes of CEOs for the current study.

The data regarding CEO attributes were gathered by the participants completing a Likert-type scale survey questionnaire administered by the mailed survey design. The data was separated into groups: the small business best workplace companies; mid-sized business best workplace companies; mid-sized Fortune 500 best workplace companies and small-sized Fortune 500 best workplace companies. The data was analyzed by SPSS version 21 data analysis software. The Spearman's correlational coefficient test was used to determine the relationship between ranking on best workplaces by the Great Place to Work Institute and CEO attributes associated with the Level 5 hierarchy.

### **Summary of Findings and Conclusion**

The findings of this study indicated that there were no significant positive correlations between trait / behavioral components of the Level 5 hierarchy and corporate rank on the Best Workplaces List (BWL) published by the Great Place to Work Institute in terms of small businesses, mid-sized businesses, small-sized Fortune 500 companies, and mid-sized Fortune 500 companies. Importantly, there was only a significant positive correlation for mid-sized businesses and ranking by the Great Place to Work Institute and the behavioral component, management-by-exception behaviors. On the other hand, there were significant negative correlations for charismatic behaviors, contingent reward behaviors, and intellectual stimulation behaviors in mid-sized businesses and ranking by the Great Place to Work Institute. There was also a significant negative correlation for management-by-exception behaviors in small-sized Fortune 500 companies and ranking by the Great Place to Work Institute. Finally, there was a significant negative correlation

for contingent reward behaviors in midsized Fortune 500 companies and ranking by the Great Place to Work Institute. Thus, the lack of significant positive correlations in the study means that it was not possible to confirm that leadership attributes associated with Collins' Level 5 hierarchy have a positive relationship with organizational performance measurement such as rank on best workplaces. It was also not possible to confirm, which attributes are indeed the ones critical for effective leadership in terms of organizational performance such as ranking on best workplaces.

This quantitative correlational research summarized the statistical findings in relation to the research questions and hypotheses. The research questions were:

R1: Is there a positive correlation between corporate rank on the small business best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

R2: Is there a positive correlation between corporate rank on midsized business best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

R3: Is there a positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

R4: Is there a positive correlation between corporate rank on midsized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait/behavior components of the Level 5 hierarchy?

The analysis indicated that ranking on best workplace companies by the Great Place to Work Institute demonstrated that there were no significant positive correlations



between trait / behavioral components of the Level 5 hierarchy and corporate rank on the Best Workplaces List (BWL) published by the Great Place to Work Institute in terms of small businesses, mid-sized businesses, small-sized Fortune 500 companies, and mid-sized Fortune 500 companies. There was only a significant positive correlation for mid-sized businesses and ranking by the Great Place to Work Institute and the behavioral component, management-by-exception behaviors. This means that the probability of a positive relationship for mid-sized businesses and ranking by the Great Place to Work Institute and the behavioral component, management-by-exception behaviors was due to chance less than 0.01 or 0.05 depending on the cut-off point.

The alternate hypotheses used in the study were:

H<sub>1</sub>: There is a positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>1.1</sub>: There is a positive correlation between corporate rank on small business best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>2</sub>: There is a positive correlation between corporate rank on mid-sized business best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>2.1</sub>: There is a positive correlation between corporate rank on mid-sized business best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>3</sub>: There is a positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>3.1</sub>: There is a positive correlation between corporate rank on small-sized Fortune 500 best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

H<sub>4</sub>: There is a positive correlation between corporate rank on midsized Fortune 500 best workplace companies published by the Great Place to Work Institute and the trait component of the Level 5 hierarchy.

H<sub>4.1</sub>: There is a positive correlation between corporate rank on midsized Fortune 500 best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

Because the data showed that was only a significant positive correlation between behavioral component of the Level 5 hierarchy and rank on best workplaces by the Great Place to Work Institute for midsized businesses. The results of the data rejected the following null hypothesis:

H<sub>20.1</sub>: There is no positive correlation between corporate rank on midsized business best workplace companies published by the Great Place to Work Institute and the behavior component of the Level 5 hierarchy.

Based on the data presented and analyzed, a conclusion can be made. With support from the data, it can be determined that there were no significant positive to significant positive relationships between ranking on best workplaces by the Great Place to Work Institute and CEO attributes associated with the Level 5 hierarchy. It was not

known if there was a positive relationship between corporate ranking on best workplaces by the Great Place to Work Institute and attributes associated with the Level 5 hierarchy. Now it is confirmed that there are no significant positive relationships between corporate ranking on best workplaces by the Great Place to Work Institute and attributes of Level 5 hierarchy, except for one instance where there was a significant positive relationship.

Thus, this study should advance scientific knowledge by adding to the body of knowledge on the limited studies recently done on attributes associated with CEO success that used a CEO population. It examined attributes associated with organizational performance in terms of best workplaces. The findings should have implications to advance the understanding of effective leadership in an organization in terms of best workplaces. Table 33 below shows the Spearman's overall correlation coefficients for the trait/behavioral components of the Level 5 Hierarchy and type Best Workplace Companies.

Table 33

*Spearman's Overall Correlation Coefficients for the Trait/Behavioral Components of the Level 5 Hierarchy and Type Best Workplace Companies*

	Small-sized Best workplace Companies	Midsized Best workplace Companies	Small- sized Fortune 500 Best workplace Companies	Midsized Fortune 500 Best workplace Companies
	R1	R2	R3	R4
Research Questions	-.007	-.865**	-.018	.091
Charisma	.467	-.525	-.217	-.418
Individual Consideration	.441	-.874**	.037	-.721*
Contingent Reward	.209	-.624*	-.109	-.587
Intellectual Consideration	-.081	.684*	-.746*	-.429
Management- by-Exception	-.095	-.414	-.408	.185
Trait Component				

\* Correlation is significant at the 0.05 level (1-tailed).

\*\*Correlation is significant at the 0.01 level (1-tailed).

## Implications

This study was a quantitative correlational study. The research methodology was selected because according to Martin and Bridgmon (2012) and Creswell (2013), quantitative researchers test objective theories by assessing the relationship among variables. These variables, in turn, are usually measured, typically on survey instruments, so that numbered data may be analyzed. This means that one tends to engage in this form of inquiry has assumptions about testing theories deductively. Further, Borland (2001) stated that a quantitative design is a valid design for conducting a leadership study, because its main purpose is to create knowledge by verifying an existing theory, or by conducting further tests. Understanding the choice of methodology frames the overall research conducted and its implications.

The quantitative data collected was grounded in the assumption that aspects of social environment constitute an objective reality that is somewhat constant across time and settings (Gall et al., 2006). In this study, respondents demonstrated an objective reality that was relatively constant across time and settings. For example, the participants were CEOs of best workplace companies from all over the United States. Nevertheless, the findings showed numerical data that were relatively constant, and relative to background information. Surveys are commonly used in quantitative research for ascertaining quantitative or numerical descriptions of countless aspects of a certain population. Customarily the data to be analyzed are gathered from participants in the study by asking the same questions to all participants (Trochim, 2006). In survey research one must first determine what information/data is needed. After making that

determination a questionnaire should be designed so that it will produce responses that allow the data to be analyzed and conclusions be drawn (Sproull, 2004).

This section describes what could happen because of the research, as well as discusses what the research implies. Theoretical implications and generalization of the findings are presented, which discusses the implications regarding the relationship between rank on best workplaces by the Great Place to Work Institute and CEO attributes associated with the Level 5 hierarchy. The implications also produce an evaluation the strengths and weaknesses of the study, which include the limitations to the sample size. Along with the theoretical implications, practical implications from the results can be applied to the development of CEOs to achieve success in terms of an organization-based award such as best workplaces. Future implications are assembled and presented, which expand the research of the relationship between rank on best workplaces by the Great Place to Work Institute and CEO attributes associated with the Level 5 hierarchy.

**Theoretical implication.** The theory that framed this study was Collins' *Good to Great* study. According to Sternke (2011), Collins' work on the Level 5 hierarchy appears grounded in the belief that a successful organizational leader (CEO) possesses distinctive traits and behaviors that positively influence one's leadership abilities. These attributes of the Level 5 hierarchy were responsible for CEO success in terms of sustained financial performance identified in Collins' (2001) *Good to Great* study. The aim of the current study was only to learn if attributes associated with Collins' Level 5 hierarchy correlate positively with CEO success from a different organizational performance measurement such as rank on "best places" in the United States.

Sternke (2011) argued that there is still little consensus concerning the number of leadership traits and behaviors present in a successful leader and which ones are indeed critical for success. Nevertheless, Collins' Level 5 hierarchy adds to the body of knowledge concerning defining leadership traits and behaviors for effective leadership. According to Kreitner and Kinicki (2012), the Level 5 hierarchy has implications for the trait theory, and the transactional and transformational leadership behaviors. The list of traits used in the study is only some of the traits that may be associated with Collins' Level 5 hierarchy.

Meanwhile, the transactional and transformational behaviors used in the study focused only on the following behavioral components: individual consideration; contingent reward; management-by-exception; charisma; and intellectual stimulation. The trait approach gives a benchmark on the traits one should have to be an effective leader, which focuses on who a leader is. In contrast, the behavioral style approach focuses on what a leader does and how he/she acts (Northouse, 2012).

There were weaknesses throughout the study, which could have affected the results. First, the study only had 35 CEOs who responded from a total of 103 CEOs. Next, for the purpose of the present study, a medium effect size was selected in terms of power of a test. This would offer verification of an association between the independent and dependent variables without being too large or too small. However, for a medium effect size and a power of 80%, it was calculated that the researcher would need 65 -85 CEOs to respond to the survey questionnaires. Finally, low response rates in the present study may produce a major source of error through non-response bias. This is because those who completed the survey questionnaires probably do not adequately represent the

population. This means that opinions of those who did not respond may differ significantly from those who did respond (Paxson, 1995). In addition, the accumulation of error when it comes to repeated correlations, may be in recommendations for future research and control for it by a more sophisticated analysis such as factor analysis

After examining leadership attributes associated with Collins' Level 5 hierarchy as a framework for this study, it was not possible to confirm that CEO attributes such as leadership behaviors and traits relating to the Level hierarchy may be defining attributes for effective leadership in terms of organizational performance such as best workplaces. For instance, the study found that leadership attributes such as individual consideration behaviors, contingent reward behaviors, and intellectual stimulation behaviors were positively related with ranking by the Great Place to Workplace Institute for small-sized businesses. The study also found that attributes such as charismatic behaviors and the trait component of the Level 5 hierarchy were positively related with ranking by the Great Place to Work Institute for mid-sized Fortune 500 companies. Importantly, these relationships were not significant and only had negligible to moderate positive correlations with the ranking by the Great Place to Work Institute.

However, only attributes such as management-by-exception behaviors were significant positively related to the ranking by the Great Place to Workplace Institute for mid-sized businesses, which did not account much for the overall findings. This suggests that on average, higher ranked mid-sized best workplace companies by the Great Place to Work Institute had CEOs who seemed to score much higher in terms of management-by-exception behaviors (i.e. these CEOs frequently use their legitimate power to clarify organizational goals) compared to CEOs of lower ranked mid-sized best workplace



companies. This seems to have implications for the attributes associated with the Level 5 hierarchy: organizing people and resources toward the effective and efficient pursuit of predetermined objectives (Collins, 2001). Nevertheless, the overall findings of this study did not confirm if attributes associated with the Level 5 hierarchy correlate positively with CEO success in terms of organizational performance measurement such as rank on “best places” in the United States.

**Practical implications.** Based on the overall conclusions drawn from this study, it was not possible to deduce that the results further our understanding of effective leadership in organizations. This is because the results found that overall there were no significant positive correlations between trait / behavioral components of the Level 5 hierarchy and corporate rank on the Best Workplaces List (BWL) published by the Great Place to Work Institute in terms of small businesses, mid-sized businesses, small-sized Fortune 500 companies, and mid-sized Fortune 500 companies. The results may have been influenced by two factors. First, there was no single self-rating survey measurement for attributes (i.e., traits and behaviors) aligned with Collins’ Level 5 hierarchy. This means that the survey measurement perhaps was not the most suitable instrument for measuring level 5 hierarchy attributes. Furthermore, the literature stated there is a lack of validated instruments to measure Level 5 leadership such as attributes associated with the Level 5 hierarchy (Reid,2012). Next, CEOs’ self-ratings of their leadership attributes may be affected by where their organizations are ranked by the Great Place to Work Institute, and therefore artificially rated themselves higher in terms of leadership attributes causing negative correlations. For example, there was a higher response rate from CEOs of lower ranked best workplaces compared to CEOs of higher ranked best workplaces. Thus, those

who completed the survey questionnaires probably do not adequately represent the population. This means that the opinions of those who did not respond may differ significantly from those who did respond (Paxson, 1995).

The objective of the findings was an attempt to assist in the development of certain leadership attributes in future CEOs to achieve success in terms of an organization-based award such as best workplaces. This is because there is still little known about the defining attributes of effective leadership (Fleming, 2009). Kreitner and Kinicki stated that the leadership characteristics associated with the Level 5 hierarchy have implications for both the trait theory and the full-range theory. Thus, the study used transactional and transformational leadership behaviors concerning the full-range theory (charisma, intellectual stimulation, individual consideration, contingent reward, and management-by-exception) and 12 traits concerning the trait theory that might relate to Collins' Level 5 hierarchy. Examples of these traits are cooperativeness, achievement-oriented, and humility among others. However, the results found that there was only one instance where there was a significant positive relationship for midsized businesses and ranking by the Great Place to Work Institute and the behavioral component, management-by-exception behaviors. Thus, this result was not sufficient to support the research hypothesis.

According to Garic (2006), an organizational leader such as a CEO is developed. Further, there is nothing called leadership DNA or one's natural ability to lead. Garic (2006) continued that leadership is solely a collection of attributes that when employed, give results. Thus, development is the key to unearth the leadership gateway. This involves the continual increase in attributes and abilities that usually takes place over

time. Importantly, leadership has implications for continual learning through one's life experiences, coupled with reflective practice and taking an unbiased look at oneself in the context of those experiences (Garic, 2006; Hosea, 2012). Finally, Garic (2006) stated that one of the responsibilities of a leader is to create the motivational environment for one's followers that cause them to want to achieve. Thus, employees desire a workplace that provides them with a sense of community and gives them true meaning toward their work. This means that an organization that creates and maintains a humanistic culture usually has the ability to achieve its goals because it is also meeting the needs of the employees.

**Future implications.** This study develops implications for future research, which are the conclusions that can be used for opportunities for further investigation. These future implications could be one of two: one based on what the study did do; the other based on what the study did not do. Because there is a gap in the literature regarding CEO attributes associated with Collins' Level 5 hierarchy and organizational performance in terms of best workplaces, a recommendation for future research would be to perform a study that examines a larger sample of the population. For instance, a future research study could include CEOs of best workplace companies in the United States that have at least 10,000 employees. Including more sample units of the population, may add to generalizability and external validity of the study. According to American Psychological Association (2010), appropriate identification of participants is crucial to make generalization of one's findings, and to make comparisons across replication. This means that the results would be more applicable to circumstances not included in the current study. This study could also be a quantitative correlational study.

The contents of this study attempted to be beneficial to the development of future CEOs in best workplaces. However, the sample size was too small, and most of the correlations were negative, and did not support the research hypothesis. This means that the results did not confirm leadership attributes for future CEOs to achieve success in terms of an organization-based award such as best workplaces. Morrison (2007) argued that contemporary organizations require individuals with refined leadership attributes to inspire others to perform to their fullest potential. Without effective leaders, there may be uncertainty and there may bring into question a leader's attributes whether they lead a large corporation, a small business or a government agency (Fleming, 2009).

### **Recommendations**

This section discusses recommendations for further studies on the topic: Examining the relationship between CEO attributes associated with the Level 5 hierarchy and corporate rank on the Best Workplaces List (BWL) published by the Great Place to Work Institute for best workplaces. The current study found that there are no significant positive correlations between trait / behavioral components of the Level 5 hierarchy and corporate rank on the Best Workplaces List (BWL) published by the Great Place to Work Institute in terms of small businesses, mid-sized businesses, small-sized Fortune 500 companies, and mid-sized Fortune 500 companies. There was only a significant positive correlation for mid-sized businesses and ranking by the Great Place to Work Institute and the behavioral component, management-by-exception. However, the researcher gives recommendations on ways to improve results for future research on the topic and recommendations for practice.

**Recommendations for future research.** The results of this study provide the foundation for recommendations that can be used for future research and future implementation. The first recommendation would be to increase response rates. According to Larson and Poist (2004), a researcher needs to protect against non-response bias in mailed surveys by increasing the response rate. Thus, future researchers could pursue trade association sponsorship rather than corporate sponsorship, and then administer a mailing of the survey through a known university. The second recommendation for future research would be to give participants (CEOs) the choice to complete the survey manually and returning it by postage paid mail or by logging onto a website to complete it online. This could increase response rate in terms of returned completed surveys. The third recommendation would be to replicate the study in terms of international respondents. This study replication might enable future researchers to ascertain the effect of culture on leadership attributes associated with the Level 5 hierarchy and organizational performance in terms of best workplaces. This means that the study replication may provide the opportunity to compare the results of ranking by the Great Place to Work Institute and attributes associated with Collins' Level 5 hierarchy in terms of U.S. and non U.S. best workplace companies. The fourth recommendation for future research would be to find different instruments to measure leadership attributes, clearly defining the Level 5 hierarchy attributes instead of examining the trait and behavioral components of the Level 5 hierarchy. For instance, future researchers could use the Level 5 Leadership Scale (L5LS) to measure Level 5 leadership specifically to determine Level 5 traits of a leader (Reid, 2012). However, this instrument is not a self-

reporting instrument that measure overall traits and behavioral attributes without implications for ordering of Levels in the Level 5 hierarchy.

**Recommendations for practice.** The findings were intended to have implications for the selection and development of CEOs. From a selection viewpoint, it may be that CEOs can be assessed based on the use of the adapted Multifactor Leadership Questionnaire (MLQ), and the adapted Personal Value Scale questionnaires to measure the presence of certain leadership attributes identified in the present study. Recently, the use of 360-degree performance ratings appears to be growing in more organizations (DeVito, 2012). Thus, the adapted Multifactor Leadership Questionnaire (MLQ), and the adapted Personal Value Scale (PVS) may be included in a 360-degree evaluation so that individuals such as peers, subordinates, and others can identify CEO attributes associated with “best work places” in their respective organizations. The presence of these characteristics would be an initial indication of a CEO's success. Such a process would provide organizations with a means for selecting successful CEOs based on organizational performance such as best workplaces. On the other hand, with respect to the development of potential CEOs this means the development of future CEOs to achieve success in terms of an organization-based award such as best workplaces. Future researchers may need to determine which of the attributes identified can be developed and which are "hard-wired." Once this information is available, then CEOs can be developed to possess those attributes that they may not presently display.

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## Appendix A

### Questionnaire for the Study

#### A Survey of CEO Characteristics, as Found on Collins' Level 5 hierarchy

**Section 1: Leadership Behaviors.** Next to each statement, **circle** the number that best describes how often you believe those reporting directly to you think you display these behaviors. Use the following key:

		Almost Never	Seldom	Sometimes	Often	Almost Always
1.	Subordinates think you make everyone around you enthusiastic about assignment.	1	2	3	4	5
2.	They think you are a model for them to follow.	1	2	3	4	5
3.	They think you inspire loyalty to the organization.	1	2	3	4	5
4.	They think you are an inspiration to them.	1	2	3	4	5
5.	Subordinates think you have a sense of mission that you transmit to them.	1	2	3	4	5
6.	They think you excite them with your visions of what they can accomplish if they work together.	1	2	3	4	5

- |     |   |   |   |   |   |   |
|-----|---|---|---|---|---|---|
| 7.  | They think you give personal attention to members who appear neglected.                                 | 1 | 2 | 3 | 4 | 5 |
| 8.  | They think you find out what they want and help them get it.  | 1 | 2 | 3 | 4 | 5 |
| 9.  | They think you express your appreciation when they do a good job.                                       | 1 | 2 | 3 | 4 | 5 |
| 10. | Subordinates think you treat each subordinate as an individual.   | 1 | 2 | 3 | 4 | 5 |
| 11. | They think you tell them what to do if they want to be rewarded for their efforts.                      | 1 | 2 | 3 | 4 | 5 |
| 12. | They think you make sure their contributions are congruent with the benefits they derived from working. | 1 | 2 | 3 | 4 | 5 |
| 13. | Subordinates think you give them what they want in exchange for showing their support to you.           | 1 | 2 | 3 | 4 | 5 |

- |     |  |   |   |   |   |   |
|-----|--|---|---|---|---|---|
| 14. | They think you are open about negotiations about working conditions.                                     | 1 | 2 | 3 | 4 | 5 |
| 15. | Subordinates think you provide feedback about the rewards they may obtain.                               | 1 | 2 | 3 | 4 | 5 |
| 16. | They think you assure them they can get what they want in exchange for their efforts.                    | 1 | 2 | 3 | 4 | 5 |
| 17. | They think you show them how to get what they decide they want.  | 1 | 2 | 3 | 4 | 5 |
| 18. | They think your ideas have challenged them to rethink some of their own ideas.                           | 1 | 2 | 3 | 4 | 5 |
| 19. | They think you enable them to think about old problems in new ways.                                      | 1 | 2 | 3 | 4 | 5 |
| 20. | Subordinates think you provide them with new ways of looking at things.                                  | 1 | 2 | 3 | 4 | 5 |
| 21. | They think you are satisfied with the performance of existing procedures as long as the procedures work. | 1 | 2 | 3 | 4 | 5 |



22. They think you are contented to let them continue doing their jobs in the same ways as always. 1 2 3 4 5
23. They think you do not try to challenge things as long as everything is going all right. 1 2 3 4 5
24. They think you ask no more of them than what is absolutely essential to get the work done. 1 2 3 4 5
25. They think it is all right if they take initiative but that you do not encourage them to do so. 1 2 3 4 5
26. They think you only tell them what they have to know to do their job. 1 2 3 4 5

**Section 2: Leadership Traits.** The following is a list of possible characteristics of executives. Next to each characteristic, **circle** the number that best describes how important to you personally that characteristic is in an executive at your level. Use the following key:

	<b>Not at all Important</b>	<b>Not very Important</b>	<b>Somewhat Important</b>	<b>Important</b>	<b>Very Important</b>
1. High ability	1	2	3	4	5
2. Ambitious	1	2	3	4	5
3. Skillful	1	2	3	4	5
4. Cooperative	1	2	3	4	5
5. Achievement - oriented	1	2	3	4	5
6. Satisfied with job	1	2	3	4	5
7. Creative	1	2	3	4	5
8. Successful	1	2	3	4	5
9. Flexible	1	2	3	4	5
10. Competitive	1	2	3	4	5
11. Caring	1	2	3	4	5
12. Connected with others	1	2	3	4	5

**Section 3: Other information.** Please **circle** your answer.

- 1) What is your current age?
- |                         |   |
|-------------------------|---|
| Under 25 years          | 1 |
| Between 25 and 29 years | 2 |
| Between 30 and 34 years | 3 |
| Between 35 and 39 years | 4 |
| Between 40 and 49 years | 5 |
| 50 years or more        | 6 |
- 2) What is your gender?
- |        |   |
|--------|---|
| Male   | 1 |
| Female | 2 |
- 3) What is the level of education you have completed?
- |                        |   |
|------------------------|---|
| No College             | 1 |
| Bachelor's Degree Only | 2 |
| Graduate Degree        | 3 |
| Doctorate Degree       | 4 |
- 4) How many years you have been CEO at the current organization?
- |                         |   |
|-------------------------|---|
| Between 2 and 5 years   | 1 |
| Between 5 and 10 years  | 2 |
| Between 10 and 15 years | 3 |
| 15 years or more        | 4 |

What is the name of your current  
organization?.....

Thank you for taking part in this important survey. Please return the completed survey in the enclosed stamped and addressed envelope. If you have any questions concerning this survey call me, David Bennett at 561-215-3390. If you would like to receive a copy of the overall findings, you may give your name and address (optional) below for the information to be sent. The individual replies will be confidential.

.....  
.....  
.....

## Appendix B

### Initial Letter to Subjects

David Bennett  
 1351 Summit Run Circle,  
 West Palm Beach, FL. 33415  
 Cell: 561-215-3390  
 Email: dbennett06@my.gcu.edu

(Date)

(Inside address)

Dear .....

I am a doctoral student in the Doctor of Education program at Grand Canyon University working toward my degree in organizational leadership. My dissertation is a study that conducts research examining the relationship between an organization being ranked as one of the “best places to work for” by the Great Place to Work Institute and CEO characteristics as found on Collins’ Level 5 hierarchy. Collins’ work on the Level 5 hierarchy appears grounded in the belief that a successful leader possesses distinctive traits and behaviors, which positively influence one’s leadership abilities. These attributes of the Level 5 hierarchy were responsible for CEO success in terms of sustained financial performance identified in Collins’ (2001) *Good to Great* study. The aim is to learn if Collins’ Level 5 hierarchy correlates with CEO success from a different organizational performance measurement such as rank on “best places to work for” in the United States. I am requesting your participation in this essential study as your organization has been ranked by the Great Place to Work Institute as one of the” best places to work for” in the

United States for 2012. I would appreciate if you could please complete and return the enclosed questionnaire by .....Your response will be kept confidential, with no identifying information used in the study. At the completion of the study, a copy of the results (i.e. results based on aggregate responses) will be sent to you upon your request. Thank you for your assistance in this essential study. If you have any questions, you may call me at 561-215-3390.

Sincerely,

.....

David Bennett  
Candidate for Doctorate of Education  
College of Doctoral Studies  
Grand Canyon University

Chairperson  
Robert Hess, PhD.  
Professor, Doctoral Program  
College of Doctoral Studies  
3300 W. Camelback Rd.  
Phoenix, AZ 85017

## Appendix C

### Reminder Letter to Subjects

David Bennett  
 1351 Summit Run Circle,  
 West Palm Beach, FL. 33415  
 Cell: 561-215-3390  
 Email: dbennett06@my.gcu.edu

(Date)

(Inside address)

Dear .....

About two weeks ago, I sent you a letter asking for your cooperation in completing a survey questionnaire that I am using as part of my research for my dissertation. You may recall that I am a doctoral candidate in Organizational Leadership in Organization Development at Grand Canyon University. If you have already responded, please accept my sincere gratitude. If not, please could you do so today? This is because this mailed survey is being sent to only a small, but representative, sample of CEOs whose organizations have been ranked by the Great Place to Work Institute as one of the "best places to work for" in the United States for 2012. It should take less than ten minutes to complete, and remember, the participants remain anonymous. Your response is needed in order to make this research meaningful. If, by some chance, the questionnaire got misplaced, I have enclosed another copy. Thank you for your assistance.

Sincerely,

.....

David Bennett

Candidate for Doctorate of Education

College of Doctoral Studies

Grand Canyon University

Chairperson

Robert Hess, PhD.

Professor, Doctoral Program

College of Doctoral Studies

3300 W. Camelback Rd.

Phoenix, AZ 85017



## Appendix D

### Informed Consent Form



Grand Canyon University  
 College of Doctoral Studies  
 3300 W. Camelback Road  
 Phoenix, AZ 85017  
 Phone: 602-639-7804  
 Fax: 602- 639-7820

### TITLE OF RESEARCH STUDY

The Relationship between Rank on Best Workplaces by the Great Place to Work Institute and the Level 5 Hierarchy.

### INTRODUCTION

The purposes of this form are to provide you (as a prospective research study participant) information that may affect your decision as to whether or not to participate in this research. Additionally to record the consent of those who agree to be involved in the study.

### RESEARCH

David Bennett, a Doctoral Candidate of the Grand Canyon University invites your participation in this research study entitled: The Relationship between Rank on Best Workplaces by the Great Place to Work Institute and the Level 5 hierarchy.

### STUDY PURPOSE

The purpose of the research is: To examine to what extent there is a correlation between the Level 5 hierarchy and rank on best workplaces by the Great Place to Work Institute.

## DESCRIPTION OF RESEARCH STUDY

When you decide to participate, then you as a study participant will join a study examining: To what extent there is a correlation between the Level 5 hierarchy and rank on best workplaces by the Great Place to Work Institute. The current study will add to the body of knowledge on limited studies recently done on attributes associated with CEO success and used a CEO population. This is because too many studies appear to focus on middle and senior level managers in leadership research. However, these groups do not truly represent the understanding of CEO attributes (Wood & Vikinas, 2005). The results of this study should have implications to advance the understanding of effective leadership in an organization in terms of organizational based awards such as best workplaces. The research will use a survey questionnaire to collect numeric data concerning traits and behaviors from CEOs from 2012 best workplaces in small and mid-sized businesses. Additionally, the study will also collect numeric data concerning traits and behaviors from CEOs from 2012 best workplaces in small/mid-sized Fortune 500 organizations. Importantly, the author will use a published list from the Great Place to Work Institute and *Fortune* magazine to obtain the list of organizations ranked among 2012 best workplaces. A list of CEOs' names and addresses of each organization's headquarter office will be gathered from a link in the *Fortune* magazine and the Great Place to Work website. Based on studies done on the attributes associated with CEO success, the current study predicts there will be a positive correlation between Level 5 leadership attributes and organizational performance such as rank on best workplaces.

### **RISKS**

This survey will take less than 10 minutes to complete. There is no anticipated risk for participating in this study.

### **BENEFITS**

The benefit to participation in the study is the opportunity for CEOs to learn about leadership attributes (traits and behaviors) that may be applicable in terms of organizational performance such as to be one of the best workplaces in the United States. For example, the accomplishment “best place to work for” tends to have implications for organizational performance such as employee performance and the bottom-line of an organization (Herman, 2008). Furthermore, according to leadership theorists such as Kouzes and Posner, leadership is an observable, learnable set of practices.

### **NEW INFORMATION**

If the researcher, David Bennett finds new information during the study that would reasonably change your decision about participating, then he will provide this information to you.

### **CONFIDENTIALITY**

All information obtained in this study is strictly confidential. The results of this research study may be used in reports, presentations, and publications, but the researchers will not identify you. In order to maintain confidentiality of your records, the principal investigator, David Bennett will keep responses confidential, with no identifying information used in the study. The collected data will be kept for at least five years after publication in a secured location. Further, the investigator will take measure to avoid the

discarded data getting into the hands of other researchers who might misappropriate these data for other purposes.

### **WITHDRAWAL PRIVILEGE**

Your participation is voluntary, and you are free to refuse to participate or to refuse to answer any question without penalty. You may withdraw from this study at any time. By agreeing to participate in this research study, you do not waive any of your legal rights.

### **COSTS AND PAYMENTS**

There is no payment involved in the current study. However, a copy of the overall findings will be sent to you on your request. This means that individual responses will not be shared with other participants; rather, aggregate responses will be disclosed to you upon your request at the end of the research.

### **VOLUNTARY CONSENT**

Any questions you have concerning the research study or your participation in the study, before or after your consent, will be answered by:

Principle Investigator: David Bennett

Mailing Address: 1351 Summit Run Circle, West Palm Beach Fl, 33415

Phone number: 561-215-3390

If you have questions about your rights as a subject/participant in this research, or if you feel you have been placed at risk, you can contact the Chair of the Institutional Review Board, through the College of Doctoral Studies at (602) 639-7804.

This form explains the nature, demands, benefits and any risk of the project. By signing this form you agree knowingly to assume any risks involved. Remember, your participation is voluntary. You may choose not to participate or to withdraw your consent and discontinue participation at any time without penalty or loss of benefit. In signing this consent form, you are not waiving any legal claims, rights, or remedies. A copy of this consent form will be given (offered) to you.

Your signature below indicates that you consent to participate in the above study.

.....	.....	.....
Subject's Signature	Printed Name	Date
.....	.....	.....
Other Signature	Printed Name	Date (if appropriate)

#### **INVESTIGATOR'S STATEMENT**

I certify that I have explained to the above individual the nature and purpose, the potential benefits and possible risks associated with participation in this research study, have answered any questions that have been raised, and have witnessed the above signature. These elements of Informed Consent conform to the Assurance given by Grand Canyon University to the Office for Human Research Protections to protect the rights of human subjects. I have provided (offered) the subject/participant a copy of this signed consent document."

Signature of Investigator David Bennett \_\_\_\_\_ Date \_\_\_\_

## Appendix E

### Permission to Use the Adapted PVS and MLQ Instrument

**From:** Jan Strom <janstrom@elmhurst.edu>  
**Sent:** Monday, April 9, 2012 11:09 AM  
**To:** David Bennett  
**Subject:** RE: Survey instrument in Dissertation

David,

Thank you for contacting me. You have my permission to use similar questions as those from my dissertation. Good luck to you with that.

As for using mailed surveys to CEOs in another country, I am unsure of the best approach to maximize your response rate. Mailed surveys are expensive, but e-mails are easily ignored or deleted by potential respondents (have you read Don Dillman's book?). In my opinion, the best thing to do may be to get your research endorsed by or supported by a reputable professional group of Jamaican CEOs. This would allow your survey tool to come out on the group's letterhead or from the group's communications department – which CEOs are more likely to notice. You might contact some Jamaican CEOs and ask them the best way to reach their colleagues.

Let me know how of your progress, if you can.

Jan Strom, PhD, MPH, RN  
Director and Professor  
Deicke Center for Nursing Education  
Elmhurst College  
190 Prospect Avenue  
Elmhurst, IL 60126  
630-617-3344 (phone)  
630-617-3237 (fax)  
janstrom@elmhurst.edu

## Appendix F

### Permission to Use the Level 5 Hierarchy

**From:** Torrey Udall <torrey@jimcollins.com>

**Sent:** Tuesday, April 15, 2014 11:31 AM

**To:** 'David Bennett'

**Subject:** RE: Permission to use table showing Level 5 hierarchy characteristic

Hi David,

Thank you for your email. You are welcome to use the attributes associated with the Level 5 Hierarchy as long as the text is verbatim and includes a credit to Jim Collins directly beneath the text. The appropriate credit is: Jim Collins, *Good to Great*, 2001: HarperCollins Publishers, New York, NY. Copyright © 2001 by Jim Collins. Please note that in the future, should you decide to publish your dissertation findings in a professional or trade book, the *Good to Great* phrase and Jim Collins' name cannot be used in the title or marketing of the publication.

Please let me know if you have any questions, David.

My best regards,

Torrey

Torrey Udall

Special Assistant to Strategic Council

The Good to Great Project LLC

Office of Jim Collins

**Appendix G**

## Permission to Use the Leadership Grid

**From:** Paul Nadeau <pauln@gridinternational.com>  
**Sent:** Thursday, February 13, 2014 11:26 AM  
**To:** 'David Bennett'  
**Subject:** RE: Permission to use the Leadership Grid Diagram from textbook

Hello David,

Yes, you are granted permission to use this figure as long as there are no intended sales of your finished papers containing this figure.

Thank you,

Paul Nadeau



## Appendix H

### Permission to Use Stogdill's Leadership Traits and Skills

**From:** David Straker <david.straker@syque.com>

**Sent:** Sunday, February 9, 2014 6:45 AM

**To:** 'David Bennett'

**Subject:** RE: Permission to use the Stogdill's Table for Traits and Skills

Hi David,

Sure – you can use things from the [changingminds.org](http://changingminds.org) website.

Regards

Dave

## Appendix I

### Kouze's and Posner's Leadership Trait

**From:** Barry Posner <bposner@scu.edu>  
**Sent:** Saturday, February 8, 2014 10:42 PM  
**To:** David Bennett  
**Subject:** Re: Kouzes and Posner Leadership Characteristics

David,

I'd suggest you look at using the CAL data from either the second edition of Credibility or the 5th edition of The Leadership Challenge.

Barry