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ملخص:

تهدف هذه الدراسة لتحديد فاعلية قيادة مدراء التسويق في الشركات الصناعية الأردنية وأثرها على الأداء الوظيفي. تم جمع البيانات عن طريق الاستبانة والمقابلة الشخصية. واختبرت فرضيات هذه الدراسة على (29) منظمة صناعية أردنية، اختبرت عن طريق العينة الاحتمالية العشوائية من خلال دليل الشركات الأردنية الصناعية لعام 1999م الذي يصدره السوق المالي الأردني. تم اختبار هذه المعلومات من خلال برنامج (SPSS) وباستخدام اختبار T-test واختبار Anova، واختبار Newman-Kelus وقد كانت النتائج على النحو التالي:

1. هناك ارتباط ما بين عوامل الموقف والسمات القيادية.
2. تركيب المهمة في إدارات التسويق بشكل عام ضعيف.
3. لا توجد هناك فروقات معنوية ما بين المواقف (1-2-3-4) في حالة انخفاض السمات القيادية، وكذلك الحال بالنسبة للمواقف (5،6،7) في حالة ارتفاع السمات القيادية في إدارات التسويق في الشركات الأردنية.
4. توجد فروقات معنوية ما بين المجموعة الأولى الدالة على انخفاض السمات القيادية والمجموعة الثانية الدالة على ارتفاع السمات القيادية

Abstracts

This study aims at assessing the effectiveness of the Jordanian marketing managers leadership traits in organizational performance. The questionnaire and the interview were conducted in a random sample of 29 companies listed in the Jordanian shareholding companies' guide [1999]. Data was analyzed descriptively and statistically by using [SPSS]. The multiple and simple regression, T. Test, ANOVA Test and Newman Keuls Test were used as well.

The main findings of the study are:

1. There is a significant relationship between leadership's traits and the situational variables.
2. The marketing task structure in Jordanian industrial organizations is weak.
3. No significant relationship exists among the situations [columns 1,2,3 & 8] in the marketing department in terms of low L.P.C and among the situations [columns 4,5,6 & 7] in terms of high L.P.C
4. A significant relationship does exist, however, among situations [column 1,2,3 & 8] and the situations [column 4,5,6 & 7] in Jordanian industrial sector.

Introduction

The leadership style represents the most important basic element at any stage of economic development, but the basic problem facing these organizations in our field study is to find the most effective leader.

The manager has to understand his or her own leadership style and diagnose the particular situation and then achieve a good match between style and situation by either changing the situation to match his or her style or giving the role to somebody else in the team whose style does match the situation. [Hellreigl & Slucom, 1979]

Since the industrial sector is one of the most important production sectors due to its contribution to Jordan GNP, and in reducing the unemployment rates through employing a lot of Jordanian people, the researcher choose this sector, to draw a relationship between theory and practice with an endeavor to learn from the lessons derived from the theory and its possible applications.

Research Objectives

1. To assess marketing managers basic leadership style, according to Fielders' instrument LPC [least preferred co-worker].
2. To find out whether marketing managers leadership style is task-oriented or relationship-oriented.
3. To find out whether there is a significant interrelated relationship between the marketing managers leadership traits and the situational factors.
4. To find out if the situational variables have influences on leadership traits.
5. To find out if there is a significant relationship between the situations [column 1,2,3 &8] in case of low LPC and managerial traits.
6. To find out if there is a significant relationship between the situations [column 4,5,6 &7] in case of high LPC and managerial traits.
7. To find out if there is a significant relationship between the situations [column 1,2,3 &8].

The Research Problem

The problems were built on the following questions:

1. Is there a relationship between marketing managers' leadership traits and situational variables?
2. Does the contingency variables have influence on marketing managers leadership traits?
3. Does the leadership effectiveness of the marketing managers depend on matching between the leadership traits and the situational factors?
4. Is there a significant relationship between the situations [column 1,2,3 &8] in case of low LPC and managerial traits?
5. Is there a significant relationship between the situations [columns 3,4,5,6 &7] in case of low LPC and managerial traits?

The importance of the study

1. Identifies effective leader behaviors that would work in every situation.
2. It discusses a highly important subject, which is the Marketing Managers leadership traits in the Jordanian industrial sector, which is considered the most important production sector in Jordan.

Limitation of the Study

This study was confined to the marketing managers in the Jordanian industrial organization [shareholder companies]. Thus, the ability to generalize the results of the study is limited, by these constraints.

Research Methods

1. Data was collected through a questionnaire and interviews
2. The SPSS Computer Program was used to analyze data.
3. The following tests were used to analyze and to test the hypothesis of the study:
 - T-Test
 - ANOVA Test
 - F-Test
 - Simple and Multiple Regression
 - Newman-Kelus Test

Research Population

The industrial Jordanian companies listed in the Jordanian shareholding companies 1999 directory.

Research Sample

A random sample of 50 companies was selected to represent the sample of the study. 32 questionnaires were returned, three of them were rejected for incompleteness and only 29 questionnaires were used for analysis.

Time of the Study

This study was conducted through the period 1999 – 2000. The data collected is limited to this period.

Hypothesis

The study aims to test the following hypothesis as it is related to marketing managers:

1. There is no significant relationship between the leadership traits and the situational factors.
 - [a] Leadership traits have no significant relationship with the leader member relation.
 - [b] Leadership traits have no significant relationship with the task structure.
 - [c] Leadership traits have no significant relationship with the position power.
2. The contingency variables have no influences on leadership trait levels
 - [a] The leader member relation has no influences on leadership trait levels.
 - [b] The task structure has no influences on leadership trait levels.
 - [c] The position power has no influences on leadership trait levels.
3. The effectiveness of leadership in Jordanian industrial sectors depends on the degree of coordination between the leadership traits and the situations facing the leaders.
 - [a] There is no significant relationship between the situations [columns 1,2,3 &8] in case of low LPC leadership trait and managerial traits.
 - [b] There is no significant relationship between the situations [columns 4,5,6 &7] in case of high LPC leadership trait and managerial traits.

A – Comprehensive Trait Approach

This approach consists of two theories: the comprehensive and behavioral.

Comprehensive Traits Theory

1. Great-Man Theories

The eighteenth-century rationalists felt that luck had to be added to the personal attributes of great men to determine the course of history. For such philosophers, a sudden decision by great man could alter the course of history. [William J, 1880], [Car Lyles, 1841], [Dowd, 1936], [Galton's, 1869], [Woods, 1913]. The main philosophy of these theories is that leaders are born, not made.

2. Trait Theories

According to these theories the personal characteristics of an individual as the main determinants of how successful that individual could be as a leader.

The leader should be endowed with identified superior qualities that differentiate him from the followers. [Kohs & Irle, 1920], [Bernard, 1926], [Bingham, 1927], [Tead, 1929], [Page, 1935] and [Kilbourne, 1935] all explained leadership in terms of traits of personality and character. [Bird, 1940] compiled a list of 79 such traits from 20 psychologically oriented studies.

Traits which distinguish successful leaders are different from one study to another. [Stogdills, 1948, 1974], [Ghiselle's, 1971]

B – Behavioral Theories

The following theories are some of the behavioral theories:

1. Ohio State University and University of Michigan Theories [Samuel.c, 1966]:

The researchers identified two leadership styles, which are considerate leadership style and initiating-structure leadership style.

2. Managerial Grid Model: [Bake & Mouton, 1965]: identifies five styles that combine differing proportions of concern for production and concern for people.

3. The Situational Leadership Approach: The researchers of situational theories don't refuse the results of traits and behavioral theories, but they built their acceptance for their results upon the situations. [North-Craft & Neal, 1990], [Flumer, 1978], [Mitchell, 1982], [Nebeker, 1975]

Situational Behavior Approach

The main assumption of this approach is that leader behavior depends on situational factors, which means that any change in situational factor cause a change in leadership style. [Merei, 1949], [Hemphill, 1950], [Foa, 1957], [Bass, 1960], [Lodahil & Porter, 1961], [Likert, 1960], [Karman, 1966], [Biggs, 1966].

This approach is covered by the following studies:

1. Leadership Continuum Theory [Tannenbaum and Schmitt's, 1958]:

These are two of many positions along a continuum. At one extreme the leader makes the decision. At the other extreme the leader shares his or her decision-making power with his or her subordinates. Between these two extremes fall a number of leadership styles. The style selected depends on forces in the leaders themselves, their operation group and situation.

2. Path-Goal Theory [Hose, 1971]

Is a contingency model of leadership that builds on the Ohio State Leadership research dealing with initiating structure and personal considerations style.

3. Theory of [Vroom-Yetton-Jago, 1973]

First developed in 1973 and refined and explained in 1988. This theory focuses on how much participation to allow subordinates in the decision-making process.

The VYJ model suggests that there are five different decision styles or ways that leaders can make decisions. These styles range from autocratic to consultative to group focus.

4. Response Theory

They stated that leadership involves only the discretionary activities that the leader performs when the prescriptions fail to tell him or her what to do. Hunt, Osborn and Martin [1981]. They found that leaders in units in which more rules, policies and procedures are used were expected to respond with more discretionary use of those rules and procedures and actually did so.

5. The [Harsey Blanchard Theory]

One of the most widely followed leadership model is Paul Harsey and Kenneth Blanchard's. Situational leadership is contingency theory that focuses on followers and the followers' maturity.

6. Substitutes Theory

In predicting subordinates commitment to an organization [Kerr & Jermier, 1978] and [Howel & Dorfaman, 1982] found that the formalization of an organization is a strong substitute for the leaders assigning of work less substitute for the leader's specification of the rules for a role clarification. [Howel & Dorfaman, 1986] found that organization formalization was a weak substitute for the leader's specifying procedures.

In the same way, [Sheridan, Vredenburgh & Abelson, 1984] reported education, group cohesion and available work technology substituted for the head leadership in job performance.

Situational Traits Approach

Several studies are conducted prior to this approach. Some focused on the importance of situational factors and traits type such as: [Jenkins, 1947], [Murphy, 1941], [Stogdill, 1974]. Fiedler build on these studies introduced two theories, namely:

1. [Fiedler 1964] Contingency Approach

According to Fiedler the leadership efficiency depend on the capability of leader on matching between the traits leadership LPC and the situational variables [leader-member relations, task structure and the leader's position's power].

2. Knowledge Sources [Fiedler, 1986]

A new contingency theory Fiedler introduced in which he assumed that it is possible to predict the subordinates' performance but this depends on interaction between the situational variables [individual relations stress; group support and leadership behavior] and leader knowledge capacity [experience and intelligence].

Matching Between Situational Factors and Leadership Style

Effective leadership style could be achieved when leaders match between the leader's style and situations demand. As suggested in Figure ... task-oriented leaders perform most effectively in the most favorable situations [columns 1,2 &3] and in the least favorable situation [column 7 &8]. In the most favorable situations the leader is well respected, has freedom to reward and punish subordinates, and subordinate's activities are clear and specific [as in payroll, data entry and maintenance]. In the least favorable situation [column 7 &8], tasks are unstructured, group support is lacking and leader position's power is low.

Relationship-oriented leaders, on the other hand, are generally most effective in moderately favorable situations. There are situations in which tasks are unstructured but the leader is disliked or vice versa. Regardless of situations, the leader must depend on the team's willingness and creativity in order to accomplish the task.

Figure 1

Fiedler's Contingency Model [The left hand side of the figure shows how the basic contingency variables 'add up' to determine whether a task-oriented or relationship-oriented style is appropriate]

Leader Member Relation	1	2	3	4	5	6	7	8
Task Structure		+	+	+	+	+	+	+
Position Power	Strong	Weak	Strong	Weak	Strong	Weak	Strong	Weak
	↓	↓	↓	↓	↓	↓	↓	↓
	T	T	T	R	R	R	T	T

Leadership Style:

T = Task-oriented style

R = Relationship-oriented style

Literature Review and Previous Studies

[Priem, R, 1995] suggests that a match among business level strategy, organizational structure and the competitive environment is necessary for high performance.

[Sloan, D. C, 1993] study examined the relationship between effectiveness and the fit of size, technology, environment and centralization within and between a population of 43 community colleges. The analysis did not support the structural contingency theory. A broad range of effectiveness score and profiles and significant difference in the centralization level, were found among these colleges.

[Patrick T, 1992] an attempt is made to reconcile strategic choice and environmental views of organizational adoption. The common assumption underlying the field is that firms are a master of their own destinies. Different environmental conditions, particularly resource positions affect the nature of the leadership challenge and different resource conditions affect organization ability to initiate and sustain change. The analysis suggests that the underlying managerial approach and philosophy need to be oriented away from a control paradigm to an involvement paradigm.

[Slater S.F 1989] a study was conducted to test the universal contingency theory relating managerial style of performance and to test the importance of relationships among three components of: 1. Managerial style [personality traits, background characteristics and managerial behavior]. 2. Business strategy unit. 3. Business unit performance. The results provided support for the theory that some managerial style characteristics are universal desirable and for the complementary theory that the importance of the others is contingent, upon the strategy of the business unit.

Data Analysis and Testing the Hypothesis

The Multicollinearity Test

This test is used to detect the relationship among the independent variables [leader-member relations, task structure and position power]. The highest relationship result is between the leader-member relation and the task structure, which is [0.4056]. The V.I.F [Variance Inflationary factor] was 1.197.

Since the value of V.I.F <10, there is no multicollinearity.

The consistency of instrument measurement

Cronbachs Alpha Test to measure the consistency of instrument measurement was used for this study. The result of $\alpha = 76.6\%$, which is a good percentage because it exceeds the accepted result which is equal to 60%.

Testing the hypothesis

The decision rule is Null hypothesis [H_0] will be accepted if the calculated [F] value less than tabulated [F] value at significance level of [$\alpha = 0.05$] and in this case [H_1] will be rejected.

The Null hypothesis [H_0] will be rejected if the calculated [F] value larger than tabulated [F] value, at significance level [$\alpha = 0.005$] and in this case [H_1] will be accepted.

Hypothesis [1]

H_0 : Marketing managers' leadership traits in Jordanian industrial sector and insignificantly related to situational factors.

H_1 : Marketing managers' leadership traits in Jordanian industrial sector are significantly related to situational factors.

The multiple regression was used to test the above hypothesis. As shown on Table 2, the null hypothesis were rejected.

Table 2

Calculated Value [F]	Tabulated Value [F]	Correlation [R]	Result of [H_0]
4.5078	2.7	0.033922	Rejected

Hypothesis [1A]

H_0 : Marketing managers leadership traits have insignificant relationship with leader-member relation.

H_1 : Marketing managers leadership traits have significant relationship with leader-member relation.

The simple regression test was used to test they above hypothesis. As shown on Table 2A, the null hypothesis was rejected and the alternative hypothesis were accepted.

Table 2A

Calculated Value [T]	Tabulated Value [T]	Correlation [R]	Result of [H_0]
2.846	1.96	0.25243	Rejected

Hypothesis [1B]

H_0 : Marketing managers leadership traits have insignificant relationship with task structure.

H_1 : Marketing managers leadership traits have significant relationship with task structure.

The simple regression was used to test the above hypothesis. As shown on Table 2B, the null hypothesis was rejected and the alternative hypothesis were accepted.

Table 2B

Calculated Value [T]	Tabulated Value [T]	Correlation [R]	Result of [H ₀]
2.393	1.96	0.2088	Rejected

Hypothesis [1C]

H₀: Marketing managers leadership traits have significant relationship with position power.

H₁: Marketing managers leadership traits have insignificant relationship with position power.

The sample regression was used to test the above hypothesis. As shown on Table 2C, the alternative hypotheses was accepted and null hypothesis was rejected.

Table 2C

Calculated Value [T]	Tabulated Value [T]	Correlation [R]	Result of [H ₀]
2.228	1.96	0.20255	Rejected

Hypothesis [2]

H₀: Marketing managers contingency variables in Jordanian industrial sector have no influences on leadership trait levels.

H₁: Marketing managers contingency variables in Jordanian industrial sector have influences on leadership trait levels.

To test the above hypothesis, it is divided into three sub-hypothesis [A,B, C]

Hypothesis [2A]

H₀: Marketing managers leader-member relation in Jordanian industrial sector has no influences on leadership trait levels.

H₁: Marketing managers leader-member relation in Jordanian industrial sector has influences on leadership trait levels.

The ANOVA Test was used to test the above hypothesis. As shown on Table 3A, the alternative hypothesis was accepted and null hypothesis was rejected.

Table 3A

Calculated Value [F]	Tabulated Value [F]	Result of [H ₀]
3.2684	3.07	Rejected

Hypothesis [2B]

H₀: Marketing managers task structure in Jordanian industrial sector has no influences on leadership trait levels.
 H₁: Marketing managers task structure in Jordanian industrial sector has influences on leadership trait levels.
 The ANOVA Test was used to test the above hypothesis. As shown on Table 3B, the alternative hypothesis was accepted and null hypothesis was rejected.

Table 3B

Calculated Value [F]	Tabulated Value [F]	Result of [H ₀]
7.1803	3.11	Rejected

Hypothesis [2C]

H₀: Marketing managers position power in Jordanian industrial sector has no influences on leadership trait levels.
 H₁: Marketing managers position power in Jordanian industrial sector has influences on leadership trait levels.
 The ANOVA Test was used to test the above hypothesis. As shown on Table 3C, the null hypothesis was accepted and the alternative hypothesis was rejected.

Table 3C

Calculated Value [F]	Tabulated Value [F]	Result of [H ₀]
1.5724	3.08	Accepted

Hypothesis [3]

The effectiveness of the marketing managers leadership in Jordanian industrial sector depends on the degree of matching between the leadership traits and situation factors.
 To test the above hypothesis we should test the following two sub-hypotheses:

- [a] There is no significant relationship between the situations [columns 1,2,3 & 8] in case of low LPC leadership traits.
- [b] There is no significant relationship between the situations [columns 4,5,6 & 7] in case of high LPC leadership traits.

Student - Newman-Kelus [S.N.K.] is used to test the above hypothesis. By applying the following equation: $WP = qa [p, Fe] SY$
 Table 4 shows the results of applying the above equation, which shows the calculated values and the critical value.

Table 4

P	2	3	4	5	6	7	8
q0.05 [Pα]	2.77	3.31	3.63	3.86	4.03	4.17	4.29
WP	8.75	10.5	11.5	12.2	12.7	13.18	13.16

Table 5 shows the final results, which are as follows:

1. There is no significant relationship between the situations [columns 1,2,3 &8] in case of low LPC leadership traits.
2. There is no significant relationship between the situations [columns 4,5,6 &7] in case of high LPC leadership traits.
3. There is no significant relationship between the first set situations [1,2,3 &8] and the second set situations [4,5,6 &7].
4. The level of leadership traits of first set [1,2,3 &8] is higher than level of leadership traits of second set [4,5,6 &7].

Table 5
The Result Of Newman-Kelus Test Between Different Situations

1	2	3	8	4	5	6	7
*	*	*	*				
*	*	*	*				
*	*	*	*				
*	*	*	*				

Set [1]
Set [2]

Figure 2, the contingency model of Jordanian industrial organizations results show the same Fiedler's results which mean that this study is supporting Fiedler's 1967 model results. These results are:

1. According to the contingency model of Jordanian industrial organizations of three basic leadership variables model, there is no significant relationship between the situations [columns 1,2,3 &8] in case of low LPC leadership traits.
2. According to the contingency model of Jordanian industrial organizations of three basic leadership variables model, there is no significant relationship between the situations [columns 4,5,6 &7] in case of low LPC leadership traits.

Figure 2
The Contingency Model of Jordanian Industrial Organizations

	1	2	3	4	5	6	7	8
Leader-member Relation +	Good	Good	Good	Good	Poor	Poor	Poor	Poor
Task Structure +	High	High	Low	Low	High	High	Low	Low
Position Power =	Strong	Weak	Strong	Weak	Strong	Weak	Strong	Weak
Level of Leadership Traits	Low	Low	Low	High	High	High	High	Low

Findings and Recommendations

Findings

1. There is a significant relationship between marketing managers' leadership traits and the situational variables.
2. The degree of change in responses on the part of employees [subordinates] causes similar change in the level of marketing managers' leadership traits.
3. Marketing managers in the Jordanian industrial organizations [covered in this study] tends to have a good relation with subordinates. This is a general, not a specific trend, and should therefore be viewed accordingly.
4. The Marketing Department task structure in Jordanian industrial organizations is weak in terms of structure. It is also found to be rigid in the majority of industries covered in this study.
5. No significant relationship exists between the situations [columns 1,2,3 &8] in the Jordanian industrial sector in terms of low LPC.
6. No significant relationship exists between the situations [columns 4,5,6 &7] in the Jordanian industrial sector in terms of high LPC.
7. A significant relationship does exist, however, between the situations [columns 1,2,3 &8] and the situations [column 4,5,6 &7] in Jordanian industrial sector.

8. The findings of the field study are in agreement, in general terms, with the findings, analysis and approaches presented by Fiedler's 1967 contingency model. The findings of the field study also conform to the different body of knowledge and empirical research conducted in the field of leadership styles and their impact on behavioral and organizational aspects of enterprise.

Recommendations

The recommendation is built on the results of the study and the interviews conducted with some of the marketing managers involved in this study.

1. Informal decisions should not be used in appointing marketing managers and assigning leading posts, which will have a negative effect on the performance of the organization leadership and the organization as a whole.
2. Emotional decisions should not be used, especially in family-owned organizations, in giving high positions to their relatives in the Marketing department who are lacking training and experience; which will also have a negative effect on the existing competent staff and result in their leaving the organization and in causing an adverse effect on the whole organization.
3. Regulations need to be established in order to reinforce employee job security in industrial firms, particularly those belonging to the private sector.
4. Adequate attention should be given to managerial development in industrial organizations, because most of them focus on developing technical skills.
5. Routines and bureaucracies in Jordanian industrial organizations should be eliminated.
6. The need to have enough training to take appropriate decisions for different situations.
7. The need to review all the bases and criteria of employee recruitment and appointment to the marketing positions.
8. Leadership should be clearly defined in terms of great achievements [e.g. getting people together, creating teamwork spirit, increasing scope of cooperation among subordinates...etc].
9. Internal marketing: Where employees are regarded as customers or client and not merely employees. This requires systematic human resource management.

10. Relationship marketing: Where the whole industrial organization is made to develop the best of relations with internal staff and external parties [providers, suppliers, client, trade, and industrial associations, banks, etc].
11. Leadership is dependent on the prevalence of internal and external circumstances, both controllable and uncontrollable. Their judgment should be based on such circumstance.
12. Commitment is vital. Approval should make on achievement scales not subjective views that are not economically justifiable.
13. Leadership is not a privilege. It is rather a responsibility to be carried out and performed in accordance with a set of criteria and standards.

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Questionnaire Appendix

Dear Sir,

You are invited to participate in a research project designed to analyze effectiveness of the situational factors Marketing Managers Jordanian leadership. This survey is comprised of five sections and 43 sections, and it will take approximately 15-20 minutes to be completed.

Your reply will be completely anonymous, so please don't put your name anywhere on the form. You may choose not to answer any question by simply leaving the response blank. Returning the survey indicates your consent for use of the answer you supplied.

Thanks in advance.

Instructions:

Please specify your answer by marking the appropriate box.

1. What is your age?
 20-29
 30-39
 40-49
 50 or over

2. What is your marital status?
 Single
 Married
 Divorced
 Widowed

3. What is the highest level of education you have completed?
 Secondary school
 Bachelor Degree
 Master Degree
 Doctoral Degree
 Other Degrees

4. How many years have you been working?
 5-10
 11-15
 16-20
 More than 20

5. How many training courses have you attended?
 None
 One program
 More than one program

6. Please name the training courses you have attended.
1. _____ 2. _____
3. _____ 4. _____

Dear Sir,

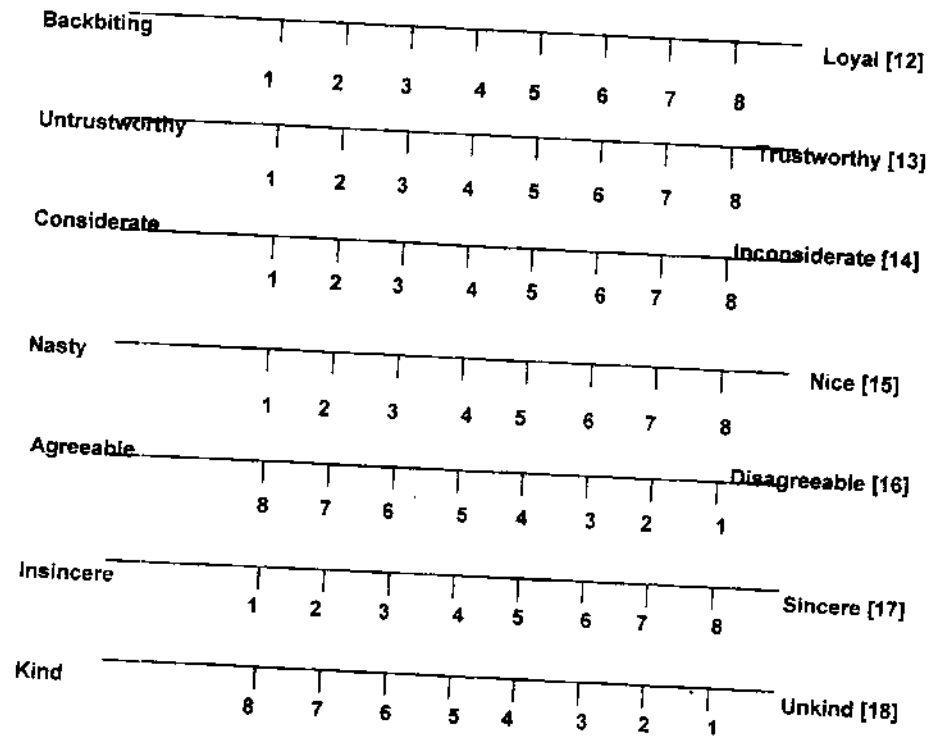
Through your different work experience with different groups of work, please describe the employee with whom you can work least well with in favorable or unfavorable according to the below scale.

Instructions:

Circle the number, which represents your response for your subordinates.

Pleasant	_____	Unpleasant [1]
	1 2 3 4 5 6 7 8	
Friendly	_____	Unfriendly [2]
	8 7 6 5 4 3 2 1	
Rejecting	_____	Accepting [3]
	1 2 3 4 5 6 7 8	
Tense	_____	Relaxed [4]
	1 2 3 4 5 6 7 8	
Distant	_____	Close [5]
	1 2 3 4 5 6 7 8	
Cold	_____	Warm [6]
	1 2 3 4 5 6 7 8	
Supportive	_____	Hostile [7]
	8 7 6 5 4 3 2 1	
Boring	_____	Interesting [8]
	1 2 3 4 5 6 7 8	
Quarrelsome	_____	Harmonious [9]
	1 2 3 4 5 6 7 8	
Gloomy	_____	Cheerful [10]
	1 2 3 4 5 6 7 8	
Open	_____	Guarded [11]
	8 7 6 5 4 3 2 1	

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Leader-member Relation

Instructions:

Please circle the number, which best represents your response to each item.

Question Number	Description	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
19	The people I supervise have trouble getting along with each other	1	2	3	4	5
20	My subordinates are reliable and trustworthy	5	4	3	2	1
21	There seems to be a friendly atmosphere among the people I supervise	5	4	3	2	1
22	My subordinates always cooperate with me in getting the job done	5	4	3	2	1
23	There is a friction between my subordinates and myself	1	2	3	4	5
24	My subordinates give me a good deal of help and support in getting the job done	5	4	3	2	1
25	The people I supervise work together in getting the job done	5	4	3	2	1
26	I have good relations with the people I supervise	5	4	3	2	1

A – Task Structure Part 1

Instructions:

Please circle the number, which best represents your response to each item. Is the goal clearly stated?

Question Number	Description	Usually	Sometimes	Seldom
27	Is there a blueprint, picture, model or detail description available of the finished product or service?	2	1	0
28	Is there a person available to advise and give a description of the finished product or service, or how the job should be done?	2	1	0

Is there only one way to accomplish the task?

Question Number	Description	Usually	Sometimes	Seldom
29	Is there a step-by-step procedure, or standard operating procedures, which indicate in detail the process, which is being followed?	2	1	0
30	Is there a specific way to subdivide the task into separate parts or steps?	2	1	0
31	Are there some ways, which are clearly recognized, as better than others for performing this task?	2	1	0

Is there only one correct answer or solution?

Question Number	Description	Usually	Sometimes	Seldom
32	Is it obvious when the task is finished and the correct solution has been found?	2	1	0
33	Is there a book, manual, or job description, which indicates the best solution or the best outcome for the task?	2	1	0

Is it easy to check whether the job was done right?

Question Number	Description	Usually	Sometimes	Seldom
34	Is there a generally agreed upon understanding about the standards the particular product or service has to meet to be considered acceptable?	2	1	0
35	Is the evaluation of the task generally made on some quantitative basis?	2	1	0
36	Can the leader and group find out how well the task has been accomplished in enough time to improve future performance?	2	1	0

B – Task Structure Part 2

37. Compared to others in this or similar position, how much training has the leader had?

3	2	1	0
No training	Very little training	Moderate training	A great deal of training

38. Compared to others in this or similar position, how much experience has the leader had?

3	2	1	0
No experience experience	Very little experience	Moderate experience	A great deal of

C – Position Power

Please circle the number, which best represents your response to each item.

39. Can the leader directly or by recommendation administer reward and punishment to subordinates?

2	1	0
Yes	Can recommend but with mixed results	No

40. Can the leader directly or by recommendation affect the promotion, demotion, hiring or firing of subordinates?

2	1	0
Yes	Can recommend but with mixed results	No

41. Does the leader have the knowledge necessary to assign tasks to subordinates and instruct them in task completion?

2	1	0
Yes	Can recommend but with mixed results	No

42. Is the leader of the job to evaluate the performance of the task?

2	1	0
Yes	Can recommend but with mixed results	No

43. Has the leader been given some official title of authority by the organization?

2	0
Yes	No

Thanks in advance for completing this survey.

B – Task Structure Part 2

37. Compared to others in this or similar position, how much training has the leader had?

3	2	1	0
No training	Very little training	Moderate training	A great deal of training

38. Compared to others in this or similar position, how much experience has the leader had?

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C – Position Power

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2	1	0
Yes	Can recommend but with mixed results	No

42. Is the leader of the job to evaluate the performance of the task?

2	1	0
Yes	Can recommend but with mixed results	No

43. Has the leader been given some official title of authority by the organization?

2	0
Yes	No

Thanks in advance for completing this survey.

