Effective leadership styles: a pilot study in legal services

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This research is a final thesis for my Master of Business Administration study with the specialization of Service Management. The main goal of this thesis is to measure the effectiveness of several current leadership styles.

Lilian van de Water
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Management summary

This research is written by interest in the effectiveness of current leadership styles in legal service organizations. The main question of this research is:

Which current leadership styles lead to most effective leadership in legal service organizations?

During the past four decades the relationship between leadership styles and organizational performances was already a topic of interest in research. One of the reasons for this interest is that several researchers considered that the adopted leadership style in organizations is important in achieving organizational goals. Research showed that different leadership styles affect organizational performance differently, depending on the context of the organization. There is no single effective leadership style. Instead, an organization should adopt the leadership style that suits the context in which the leader and the subordinate interact (Jing & Avery, 2011).

This research is written by interest in the effectiveness of current leadership styles in legal service organizations. Legal service organizations are categorized in the context of knowledge-intensive organizations. Knowledge-intensive organizations are often indicated as organizations with the great latitude of their employees, emphasizing their freedom and the important of intellectual skills, as the core competence of the organization. Knowledge is thereby identified as one of the most important resources that contribute to the competitive advantage of an organization (Politis, 2001). Research about leadership in knowledge-intensive organizations emphasize leadership as particularly important. Leadership in knowledge intensive organizations is often characterized by leaders shaping organizational conditions in order to allow the presumed core competence (the professional employees close to the products and services) to develop their creativity so as to perform and innovate successfully (Alvesson & Sveningsson, 2003).

The drivers of interest in today`s leadership theories are associated with changes and complexity in business and organizational environments (Higgs, 2003). Nowadays, a growing interest in the literature is focused on authentic leadership, complexity leadership, cross-cultural leadership, e-leadership, ethical leadership, servant leadership, shared leadership, spiritual leadership and responsible leadership (Avolio, Walumbwa & Weber 2009; Brown, Treviño & Harrison, 2005; Carter & Greer, 2013). In the literature are no articles found who compares these different current leadership styles on their effectiveness in the context of knowledge-intensive organizations. In this research the authentic, ethical, and servant leadership styles are chosen as variables for the current leadership styles. The reasons for the choice of these leadership styles is based on two aspects. The first aspect is based on the available and usable information in the literature. These leadership styles getting (again) attention in the literature over the last few years, and were so interested that several researches already developed different definitions, conceptualizations and measures of these leadership styles. The second reason for these leadership styles is based on the fact of why these leadership styles were used or again used. These leadership styles were al getting attention in the literature after the corporate scandals and management malfeasance from the previous years.

In the literature many performance indicators are given, but a performance indicator is specific chosen, depending on the goals of the organization (Carter & Greer, 2013; Popova & Sharpanskykh,

2010; Richard, Devinney, Yip, & Johnson, 2009). In this research the performance indicators are defined as customer satisfaction, job satisfaction, and revenue. These performance indicators are findings from a research from 6 leaders in different organizations. These leaders are managing a knowledge-intensive organization or a knowledge-intensive part of an organization, meaning that a large part of the work in the organization of part of the organization is primarily intellectual, it draws on mental abilities rather than physical strength or manual craft.

This legal service organizations research is taken by 38 lawyers from 10 different legal service organizations in the period November 2013. The choice of the legal service organizations is based on the connection within the researchers` social network. In every organization one person is working who knows the researcher personally. These persons were the contact persons for the organization and they were asked for more lawyers to fill in the survey in their organization. In every organization that has more than 20 lawyers, the survey is filled in by one of every ten lawyers. In every organizations who has less than 20 lawyers the survey is filled in by one of every five lawyers. The research is taken in a web survey with open and closed questions.

To measure the goal of this legal service organizations research, the 38 lawyers from the different legal service organizations rated their leader on the different leadership styles and performance indicators. These leadership styles and performance indicators need to be filled in by a Likert scale (Vennix, 2006).

Based on the results from the legal service organizations research only one leadership style has significant influence on one performance indicator. This leadership style is the ethical leadership style and the performance indicator is customer satisfaction. Ethical leadership leads to most customer satisfaction in the different legal service organizations, the other measured leadership styles and performance indicators are not significant related to each other.

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1.0 Introduction

1.1 Introduction research

This research is written by interest in the effectiveness of current leadership styles in legal service organizations. A leadership style is a part of the overall leadership concept and indicates the manner or process of social influence which a leader can lead and enlist the support of subordinates to accomplish a task (Chan, Ng & Jee, 2012). Leadership can be described as a process of influence toward the achievement of organizational objectives. Leadership is thereby generally focused on the dyadic relationship between a leader and a subordinate (Amagoh, 2009).

Leadership effectiveness can be explained as a leaders success in influencing subordinates to achieving organizational goals (Amagoh, 2009). Effective leadership is often seen as a source of competitive advantage (Kim, 2007) and the foundation for organizational performance and growth. The absence of effective leadership has impact on the ability to meet performance expectations (Vardiman, Houghton, & Jinkerson, 2006), and to implement and sustain strategic change activities. The essential roles of effective leaders include establishing and reinforcing values and purpose, developing a vision and the strategies necessary to achieve the vision, building the community necessary to implement the strategies, and initiating and managing the changes necessary to assure growth and survival (Amagoh, 2009).

In the next paragraphs an introduction to the concepts of leadership and effective leadership is given. Paragraph 1.2 gives an definition of the leadership concept followed by an history of the different leadership theories. Paragraph 1.3 gives an introduction to effective leadership and measurement of effective leadership by different performance indicators. These paragraphs lead to the context of this research, written in paragraph 1.4 and 1.5.

1.2 Leadership

1.2.1 General leadership

A leadership style is a part of the overall leadership concept (Chan et al., 2012). In the literature is no generally accepted definition or concept of leadership given. One of the reasons for this fact is that the terms of leadership and management are often used interchangeable. Several studies on leadership and management indicate that these concepts are the same, or at least related, but other studies show differences between these concepts. There is also no agreement about the roles of managers or leaders to the performance of the organization. There is an ongoing debate about the relevance and significance of leadership and its role in the performance of the organization compared to that of management. On examining the management and leadership literature, it appears that both concepts are concerned with the overall performance of the organization (Nienaber, 2011).

In this research are the concepts of leadership and management seen as the same and defined with the four most common conceptualizations. Leadership or management (a) *is a process (b) entails*

influence, (c) occurs within a group setting or context, and (d) involves achieving goals that reflect a common vision (Cummings et al., 2010, p. 364).

1.2.2 History of leadership

This paragraph gives a short overview of the history of leadership theories. The primary focus of the general leadership concept was based on studying an individual leader, who was most likely seen as a man. This leader was thereby almost always working in the private sector in the United States. In recent years the study of leadership is also focused on subordinates, peers, supervisors, work settings, and culture instead of only the individual leader. The range of the working man in the private sector in the United States is extended to the entire spectrum of diversity, public, private, and not-for profit organizations from nations around the globe. The first definitions about leadership were described as individual characteristics or differences, but now leadership is more described as a dyadic, shared, relational, strategic, global, and complex social dynamic (Avolio et al. 2009).

In Bass & Stogdill (1990) handbook of leadership a historical review of the most important theories and models of leadership is given. In the last 100 years were a lot of different leadership theories developed. Some leadership theories followed each other, but others were developed parallel in time. Until the 1950s, most leadership theories were focused on the personal traits of leaders, followed until the late 1960s by the rose of personal styles of leadership. From the late 1960s to the early 1980s, leadership theories were based on a mix of leaders and subordinates, traits and situations. In the 1980s leadership theories of inspiration and transformation were coming up and became prominent in the 1990s and the beginning of the twenty-first century (Bass & Bass, 2009).

Several researchers suggests that the history of leadership is shaped by the leadership of the great man. The great man theories were a part of the categorized `*Personal & situational theories*` in Bass & Stogdill (1990) handbook of leadership. The great man is a person who contained unique qualities that capture the imagination of the masses. These unique qualities were inherited, and almost all leaders were a man from the upper class. The great man was born and not made to be a leader. The great man theories evolved into the trait theories. The rise of the trait theories came by the assumption that the great leader was contained with superior qualities that differ from his subordinates, so it should be possible to identify those qualities. In this period, researchers wanted to know what traits distinguish the leaders from other people and what the extent of those difference was (Bass & Stogdill, 1990). In direct opposition to the trait theories came the situational theories. The situational researchers believe that leadership is all a matter of situational demands. The situational factors determine who will emerge as leader, and favored the theory that the leader was born and not made. The researchers of the great man and situational theories continued the discussion of personality or situation was the more important factor of leadership. The situationalist saw the great leader as a result of time, place and circumstances (Bass & Bass, 2009). After wars and other crises, various researchers maintained that the situation alone was not sufficient to account for leadership. The researchers from both great man and situational theories overlooked now the combining effects of individual and situational factors, instead of one single aspect. This area was labeled as the person-situational theories. The person-situational theories dominated the field of leadership. These theories build on the idea to match the individuals` personal history, competencies

and traits with the requirements of a job (Bass & Bass, 2009). Around the 1960s, humanistic theories of leadership came into sight, also named social psychology theories of leadership. These theories build on the individual in an effective and cohesive organization, grounded in the American ideals of democracy and individual freedom. The human being is from nature a motivated organism and the organization is by nature structured and controlled. The function of leadership is thereby to modify the organization to provide freedom for individuals to realize their motivational potential for the fulfillment of their needs, and to contribute to the accomplishment of organizational goals. Famous humanistic or social psychology theories came from Mc Gregor, Argyris, Likert, Hersey & Blanchard, Blake & Mounton, Rost and Maslow (Bass & Stogdill, 1990 and Bass & Bass, 2009).

Bass & Stogdill (1990) categorized also the `*Interaction & social learning theories*`. The humanistic or social psychology theories formed the basis for the interaction & social learning theories, and many other theories of leadership. Social interaction and social learning theories explained the leader-subordinate relationship as a consequence of the leaders interaction with the subordinates and the circumstances. Interaction theories were characterized as the combination of the leaders personality; the subordinates` needs, values, attributes and personality; and the group structure of interpersonal relations, character, task, and environmental setting (Bass & Bass, 2009). The theories of interaction & social learning were divided into leader-role theories, theories on attaining the leadership role, reinforced-change theory, path-goal theories, and contingency theories (Bass & Stogdill, 1990).

Recent studies about leadership were categorized as` *Hybrid theories*`. A part of the hybrid theories is defined as transformational leadership. By 1960, the dominant paradigm of leadership had evolved into a more dynamic approach of leadership instead of the research on the traits and situations that effect leadership. This dynamic approach was seen in the transaction or exchange between the leader and the subordinate. Leaders exchanged thereby promises of rewards (Bass & Stogdill, 1990), so that the subordinates act like the leaders` wishes. The leader motivated the subordinates to perform as expected (Hartog, Muijen & Koopman, 1997). This kind of leadership is called transactional leadership. Building on the transactional leadership, came between the 1980s transformational leadership (Bass & Stogdill, 1990). The transformational leader inspired subordinates to do more than originally expected (Hartog et al, 1997). The transformational leader asks subordinates to transcend their own self-interest for the good of the group, organization or society. They ask also their subordinates to consider their long term needs to develop themselves, rather than their needs of the moment; and to become more aware of what is really important (Bass & Stogdill, 1990). This transformational leadership theory became prominent in the 1990s and the beginning of the twenty-first century (Bass & Bass, 2009).

1.3 Effective leadership

1.3.1 General effective leadership

Leadership effectiveness can be explained as a leaders success in influencing subordinates to achieving organizational goals (Amagoh, 2009). Organizational performance measurement and analysis is crucial for managing the organization to realize its organizational goals. Measuring and

analyzing organizational performance plays an important role in translating organizational goals to reality. It is essential for an organization to determine the relevant performance indicators, how they were related to the formulated organizational goals, and how they depend on the performance activities (Popova & Sharpanskykh, 2010). Organizational performance is essential to the survival and success of the modern organization and acquires a central theme in the modern organizational activity. Measuring organizational performance is thereby essential for leaders. Measuring organizational performance allows leaders to evaluate the specific actions of organizations and leaders, where the organizations stand in comparison with their competitors, and how organizations evolve and perform over time (Richard et al. 2009).

1.3.2 Performance indicators

In this research is effective leadership measured by different performance indicators. In the literature are different measures of organizational performance indicators given. Performance indicators are specific chosen, depending on the goals of the organization. The diversity of approaches is based from single to multiple measures, objective to subjective indicators, qualitative to quantitative indicators, and based on the large range of financial, product-market, shareholder, innovation, efficiency, social, and environmental measures (Carter & Greer, 2013; Popova & Sharpanskykh, 2010; Richard et al., 2009).

1.4 Context of the research

1.4.1 Knowledge-intensive organizations

During the past four decades the relationship between leadership styles and organizational performances was already a topic of interest in research. One of the reasons for this is that several researchers considered that the adopted leadership style in organizations is important in achieving organizational goals. Research showed that different leadership styles affect organizational performance differently, depending on the context of the organization. There is no single effective leadership style. Instead, an organization should adopt the leadership style that suits the context in which the leader and the subordinate interact (Jing & Avery, 2011).

This research is written by interest in the effectiveness of current leadership styles in legal service organizations. Legal service organizations are categorized in the context of knowledge-intensive organizations. Knowledge-intensive organizations are often indicated as organizations with the great latitude of their employees, emphasizing their freedom and the important of intellectual skills, as the core competence of the organization. Knowledge is thereby identified as one of the most important resources that contribute to the competitive advantage of an organization (Politis, 2001). Research about leadership in knowledge-intensive organizations emphasize leadership as particularly important. Leadership in knowledge intensive organizations is often characterized by leaders shaping organizational conditions in order to allow the presumed core competence (the professional employees close to the products and services) to develop their creativity so as to perform and innovate successfully (Alvesson & Sveningsson, 2003).

1.4.2 Context organization

In the literature many articles are found who studied the relationship between leadership styles and the effectiveness of these styles, but a restricted number of leadership styles were studied in these articles. Much research has been done about the transactional and transformational leadership style concepts (Jing & Avery, 2011), also in knowledge intensive organizations (Politis, 2001). Transactional leadership was the dominant leadership style in the 1960s, while transformational leadership became prominent in the 1990`s and the begin of the twenty-first century (Bass & Bass, 2009). These styles are not usable for this research, because they are not from the last couple of years.

1.4.2.1 Leadership styles

The drivers of interest in today`s leadership theories are associated with changes and complexity in business and organizational environments (Higgs, 2003). Nowadays, a growing interest in the literature is focused on authentic leadership, complexity leadership, cross-cultural leadership, e-leadership, ethical leadership, servant leadership, shared leadership, spiritual leadership and responsible leadership (Avolio et al., 2009; Brown et al., 2005; Carter & Greer, 2013). In the literature are no studies found who compares these different current leadership styles on their effectiveness in the context of knowledge-intensive organizations. In this research the authentic, ethical, and servant leadership styles are chosen as variables for the current leadership styles. The reasons for the choice of these leadership styles is based on two aspects. The first aspect is based on the available and usable information in the literature. These leadership styles getting (again) attention in the literature over the last few years, and were so interested that several researches already developed different definitions, conceptualizations and measures of these leadership styles. The second reason for these leadership styles is based on the fact of why these leadership styles were used or again used. These leadership styles were al getting attention in the literature after the corporate scandals and management malfeasance from the previous years.

1.4.2.2 Performance indicators

In the literature many performance indicators are given, but a performance indicator is specific chosen, depending on the goals of the organization (Carter & Greer, 2013; Popova & Sharpanskykh, 2010; Richard et al., 2009). In this research the performance indicators are defined as customer satisfaction, job satisfaction, and revenue. These performance indicators are findings from a research from 6 leaders in different organizations. These leaders are managing a knowledge-intensive organization or a knowledge-intensive part of an organization, meaning that a large part of the work in the organization of part of the organization is primarily intellectual, it draws on mental abilities rather than physical strength or manual craft. In Appendix 1 the details of this research are described.

1.5 Research question

Based on the interest of the leadership concept and the given background, is the research question defined as follows:

Which current leadership styles lead to most effective leadership in legal service organizations?

The current leadership styles are characterized as authentic, ethical, and servant leadership styles and effective leadership is measured by the performance indicators customer satisfaction, job satisfaction, and revenue. This research starts with a literature review about the single concepts of authentic leadership, ethical leadership, and servant leadership. After these parts, the concepts of customer satisfaction, job satisfaction and revenue are described and a comparison between these concepts and the different leadership styles is made. After the literature study the method for this research is explained, followed by the research results and conclusion.

2.0 Literature research

In this chapter, the literature review about the authentic leadership, ethical leadership, servant leadership, customer satisfaction, job satisfaction, and revenue concepts are given. There is searched for the following subjects of the different leadership styles: short history, definition, current interest, operationalization and measurement. In this chapter a short introduction about the operationalization and measurement is given, in the next chapter these aspects are further analyzed. In this literature research is also searched for the definition and measurement of the customer satisfaction and job satisfaction concepts, and the measurement of the revenue concept. At last is searched for the relationships between these current leadership styles and performance indicators, and are hypotheses formulated.

For this literature research, guidelines for a systematic literature research are followed. Literature is found on the following online search sites: Web of science, www.scholar.google.nl, www.springerlink.com, www.jstor.org, www.scopus.com, www.sciencedirect.com. These sources are searched on the following keywords: authentic leadership, ethical leadership, servant leadership, customer, satisfaction, job satisfaction, revenue, and the combinations with history, definition, current interest, operationalization, and measurement. A selection of relevant articles and books is first of all made on their title and abstract. The relevant articles and books are used to find more useful information.

2.1 Leadership styles

2.1.1 Authentic leadership: short history and definition

A variety of definitions about authentic leadership became more advanced over the years. Henderson & Hoy (1983) were the first researches who define authentic leadership (Gardner, Cogliser, Davis & Dickens, 2011) as "*the extent to which subordinates perceive their leader to demonstrate the acceptance of organizational and personal responsibility for actions, outcomes, and mistakes; to be non-manipulating of subordinates; and to exhibit salience of self over role*" (Henderson & Hoy, 1983, pp. 67-68). Although the first definition of authentic leadership was developed in 1983, the interest in this subject returned around the year 2003. This comeback was stimulated by the research of Luthans & Avolio (2003), and the book of George (2003) about authentic leadership (Gardner et al., 2011). Luthans & Avolio (2003) wrote in their research the need for scholarly research about the positive aspects of authenticity as a component of leadership, and George (2003) argued the need for a new type of leader to bring effective as well as ethical leadership to organizations in wake of the corporate scandals of the 2000s.

Until now, after many years of research, there is still no single accepted definition about authentic leadership, and several researchers use the term in different ways. Certain elements to define an authentic leader, shared by the majority of the researchers, are; possessing self-knowledge and a personal point of view, identifying strongly with their leadership role, expressing themselves by enacting that role, and acting on the basis of their values and convictions (Shamir & Eilam, 2005). Bruce Avolio, William Gardner, Fred Luthans, Doug May, and Fred Walumbwa seems to be the key

researches of the authentic leadership concept. These researchers and their colleagues developed in recent years different definitions about authentic leadership, and culminated with the definition in Walumbwa, Avolio, Gardner, Wernsing & Peterson (2008). Based on this information is in this research the definition of Walumbwa et al. (2008) being used. Walumbwa et al. (2008) define authentic leadership as:

A pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development. (p. 94)

2.1.2 Authentic leadership: current interest

In previous years authentic leadership was seen as an extension of transformational leadership. Nowadays authentic leadership is more seen as a root concept that underlies the positive aspects of charismatic, transformational, spiritual, and ethical leadership theories (Neider & Schriesheim, 2011). The recent interest in authentic leadership is a result of taking a macro level perspective, an upswing in highly publicized corporate scandals, management malfeasance, and broader societal challenges facing public and private organizations. These combined aspects effected the call for more positive forms of leadership in organizations, and to restore confidence in all levels of leadership (Walumbwa et al., 2008). The objectives of the authentic leadership theory are twofold. First, authentic leadership address the ethical crisis in organizations. Authentic leadership is a `moral compass`, to help in the struggling of corporate scandals and management malfeasance, foster ethical climates and aids to conduct business in an ethical and socially responsible manner. Second, authentic leadership focuses to help people find meaning and connection in their work, and increases the well-being of organizational members (Algera & Lips-Wiersma, 2012).

2.1.3 Authentic leadership: operationalization and measurement

As noted in the first paragraph, Henderson & Hoy (1893) were the first researchers who defined authentic leadership. They also operationalized the authentic leadership concept and developed the Leader Authenticity Inventory (LAI) for measuring the aspects defined in their definition of authentic leadership. There were a lot of comments about this research given, and after the call for scholarly research in 2003, alternative measures were developed (Gardner et al., 2011). In recent years, the majority of the studies have used either the Authenticity Inventory (AI: 3) or the Authentic Leadership Questionnaire (ALQ) to operationalize the authentic leadership concept. Kernis & Goldman (2005, 2006) designed the AI: 3 to measure individual authenticity, as opposed to authentic leadership. The ALQ is developed by Avolio, Gardner, Luthans, May, Walumbwa & colleagues (Avolio & Gardner, 2005; Gardner, Avolio, Luthans, May & Walumbwa, 2005; Walumbwa et al., 2008) to measure authentic leadership (Gardner et al., 2011).

2.1.4 Ethical leadership: short history and definition

Until 2005, the ethical leadership concept was not studied as a single leadership style. The study of ethical leadership was focused on ethical components in different leadership styles, like authentic, charismatic, spiritual and transformational leadership (Kalshoven, Den Hartog & De Hoogh, 2011a; Kalshoven Den Hartog & De Hoogh, 2011b; Brown & Treviño, 2006). Ethical leadership can be seen in different perspectives. Brown et al. (2005) sees ethical leadership as a social learning perspective. In this social learning perspective uses the leader transactional efforts, and role modeling of appropriate behavior to stimulate the behavior of the subordinates. Other researchers expected that ethical leaders are driven by a system of accepted believes and appropriate judgments instead of self-interest, which is beneficial for subordinates, organizations, and society (Kalshoven et al. 2011a). Brown et al. (2005) were the first researchers who studied ethical leadership as a separate leadership style (Kalshoven et al., 2011a) and defined ethical leadership as *the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making. (p. 120).* This definition is in recent years often used by several researchers (Kalshoven et al., 2011a; Kalshoven et al. 2011b), and is the reason why this definition is being used in this research.

2.1.5 Ethical leadership: current interest

Ethical leadership became very important in relation to the recent ethical and fraud scandals in diverse organizations (Brown & Treviño, 2006; Kalshoven et al., 2011b). Ethical leaders were seen as fair and principle centered decision-makers, and were characterized as honest, caring, and principles leaders. These leaders do not only care about their subordinates, but also about society. Ethical leaders behave ethically in their personal and professional lives. The ethical leader influenced the ethical and unethical behaviors of subordinates by means of proactive efforts. This means that the ethical leader frequently communicate with their subordinates about ethics and ethical standards, and use rewards and punishments for the correct performing of these standards (Brown & Treviño, 2006)**.**

2.1.6 Ethical leadership: operationalization and measurement

In the literature only a few measures of ethical leadership were available. Most of the researches see ethical leadership as a multi-dimensional concept, but the one-dimensional measure of Brown et al. (2005) is currently often used in researches (Kalshoven et al., 2011b). Brown et al. (2005) were the first researchers who developed a measure for ethical leadership (Kalshoven et al. - 2011a). In the following years De Hoogh & Den Hartog (2008), Resick, Hanges, Dickson & Mitchelson (2006) and Kalshoven et al. (2011b) developed different multi-dimensional measures of ethical leadership (Kalshoven et al., 2011b).

2.1.7 Servant leadership: short history and definition

The basis of the servant leadership concept is more than 40 years ago written by Greenleaf, first published in 1970:

It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. The difference manifests itself in the care taken by the servant—first to make sure that other people`s highest priority needs are being served. The best test is: Do those served grow as persons; do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? (p. 4)

Greenleaf (1977) described his ideas of the servant as leader, however he did not give a definition of servant leadership. Inspired by the work of Greenleaf were in the last 40 years many interpretations of servant leadership given (Van Dierendonck, 2011). After all these years, there is still no consensus about a definition of servant leadership, and the concepts of servant leadership vary greatly (Van Dierendonck & Nuijten, 2011). Most of the researchers did not give a definition of the servant leadership concept, but describe servant leadership on a basis of several dimensions or characteristics. Some of these concepts seems to be more important, but none is given to focus on. Therefore in this research the description of Greenleaf (1970) as definition of the servant leader has been used.

The researches of Patterson (2003), Russel & Stone (2002), and Spears (1995) were one of the most influential studies of servant leadership (Van Dierendonck, 2011). In the following paragraph the dimensions or characteristics from these studies are explained, so that the variety of the servant leadership concept becomes visible.

Spears (1995) developed ten characteristics of the servant as a leader. Spears was the CEO of the Greenleaf Center for Servant Leadership and his work was related direct and indirect to the writings of Greenleaf. The ten characteristics of Spears research are often used as input for various studies. These ten characteristics are listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, growth, and building community. Russel & Stone (2002) developed nine functional and eleven accompanying characteristics of servant leadership. These 20 characteristics were based on an exhausting review of the servant leadership literature in 2002, including the literature of Spears and the interpretations of Greenleaf his writings by several researchers. Russel & Stone (2002) combine these reviews together in 20 characteristics. The nine functional characteristics are vision, honesty, integrity, trust, service, modeling, pioneering, appreciation of others and, empowerment. The eleven accompanying characteristics are defined as communication, credibility, competence, stewardship, visibility, influence, persuasion, listening, encouragement, teaching, and delegation. Patterson (2003) presented a theory of servant leadership as an extension on the transformational leadership theory. This theory was based on the observation that the transformational theory was not addressing some essential characteristics for subordinates. So she described servant leadership as seven virtues which define a servant leader. These virtues are agapao love, humility, altruistic, visionary, trusting, serving and, empowers subordinates.

2.1.8 Servant leadership: current interest

The servant leadership concept became very important in relation to the corporate scandals from the previous years (Hale & Fields, 2007). Leadership inspired by the ideas of the servant as leader may very well be what organizations need right now (Van Dierendonck, 2011).
Servant leadership is based on the premise to bring out the best in their subordinates. Servant leadership stresses personal integrity and focuses on forming long term relationships with employees. Servant leaders do not only serve their employees, but also multiple stakeholders, including their communities and society. Servant leaders place the needs of their subordinates before their own needs and center their efforts on helping subordinates to grow to reach their maximum potential and achieve optimal organizational and career success (Liden, Wayne, Zhao & Henderson, 2008). Service is an important aspect in the ideas of servant leadership. Service is the core character in the leader and subordinate relationship, and serving the subordinates is the ultimate goal in the organization. In other leadership theories is influence, instead of service, a core character of the leader and subordinate relationship, and the ultimate goal in other organizations is almost always the well-being of the organization (Van Dierendonck, 2011). Servant leaders do not use their power to get things done but use persuasion to convince their subordinates. The servant leadership theory places the leader in the role of a steward who holds the organization in trust (Van Dierendonck & Nuijten, 2011).

2.1.9 Servant leadership: operationalization and measurement

In the literature there are different operationalizations and measures about the servant leadership concept available. Reinke (2003, 2004) and Ehrhart (2004) developed a one-dimensional measure of servant leadership (Van Dierendonck en Nuijten, 2011). Multidimensional instruments of servant leadership were developed by Barbuto & Wheeler (2006), Dennis & Bocarnea (2005), Laub (1999), Liden et al. (2008), Patterson (2003), Russel & Stone (2002), Sendjaya, Sarros & Santora (2008), Spears (1995), Van Dierendonck (2011), Van Dierendonck & Nuijten (2011), and Wong & Davey (2007) (Van Dierendonck, 2011).

2.2 Organizational performance indicators

2.2.1 Customer satisfaction: definition

In the literature are different definitions of customer satisfaction available, but there is no generally accepted definition of customer satisfaction (Sureshchandar, Rajendran & Anantharaman, 2002; Johnson, Gustafsson, Andreassen, Lervik, & Cha, 2001). In this research is customer satisfaction defined as "*The psychological reaction of the customer with respect to his or her prior experience with the comparison between expected and perceived performance*" (Chang et al., 2009, p. 427).

2.2.2 Customer satisfaction and leadership styles

In the literature are no studies or theories found who were related to the relationship between customer satisfaction and authentic, ethical or servant leadership. Based on the results of the legal service organizations research (next chapter), are the following hypotheses formulated.

Hypothesis 1
Authentic leadership is positive related to customer satisfaction.

Hypothesis 2
Ethical leadership is positive related to customer satisfaction.

Hypothesis 3
Servant leadership is positive related to customer satisfaction.

2.2.3 Job satisfaction: definition

There is no generally accepted definition of job satisfaction (Weiss, 2002). Job satisfaction has been an important research concept and there were many definitions developed by several researchers (Thompson & Phua, 2012). Cranny, Smith & Stone (1992) suggested that there is a clear consensus in the different definitions of job satisfaction. Their consensus definition of job satisfaction is defined as *"an affective (that is, emotional) reaction to one's job, resulting from the incumbent's comparison of actual outcomes with those that are desired (expected, deserved, and so on.)'' (p. 1).* This definition is used in this research.

2.2.4 Job satisfaction and authentic leadership

Empirical evidence of the direct relationship between authentic leadership and job satisfaction is not available (Walumbwa et al., 2008). Although there is no evidence for the direct relationship between these two variables, there are several studies and theories who suggest that there might be a positive relationship.

Theories of the authentic leadership concept suggest that authentic leadership should be positive related to job satisfaction (Walumbwa et al., 2008). A reason for this possible relationship is that authentic leaders have more satisfied subordinates, because their goals as leaders were more focused on the values and the well-being of the subordinates, than on the individual and organizational performance (Ilies, Morgeson & Nahrgang, 2005). Another reason is that authentic leaders are likely to have a positive influence on subordinate behaviors. These leaders seem to be more effective at fostering intrinsic worker motivation, which should result in higher job satisfaction (Walumbwa et al., 2008).

On the other hand demonstrates the studies of Giallonardo, Wong & Iwasiw (2010), Jensen & Luthans (2006), and Walumbwa et al. (2008) that authentic leadership is positively related to the job satisfaction concept (Gardner et al., 2011), although these studies do not only measure the

relationship between authentic leadership and job satisfaction. Other variables like work engagement, organizational climate, organizational commitment, job performance and work happiness were also measured and have also influence on the relationship between authentic leadership and job satisfaction.

Hypothesis 4
Authentic leadership is positive related to job satisfaction.

2.2.5 Job satisfaction and ethical leadership

Several researchers suggest that ethical leadership is positively related to the job satisfaction concept. In theory Brown & Treviño (2006) expect that ethical leadership is related to positive subordinate attitudes, because of the leaders honesty, trustworthiness, caring and concern for employees and other people, and their fair and principle centered decision-making. Brown et al. (2005) predict that ethical leadership is associated with job satisfaction.

In the literature only a few studies are available who measure the relationship between ethical leadership and job satisfaction. In the previous year's several studies were performed by measuring the relationship between the ethical dimension in other leadership styles or the ethical climate in organizations related to the job satisfaction concept (Zhu, May & Avolio, 2004 and Schwepker, 2001). A more recent study about the ethical leadership concept measured the relationship between ethical leadership and job satisfaction, but in this study were also other variables measured (Neubert, Carlson, Kacmar, Roberts & Chonko, 2009). Neubert et al., (2009) measured the relationship between ethical leadership behavior, interactional justice, ethical climate, job satisfaction and affective organizational commitment. This research shows that ethical leadership has a positive direct and indirect relationship to job satisfaction.

Hypothesis 5
Ethical leadership is positive related to job satisfaction.

2.2.6 Job satisfaction and servant leadership

Servant leadership is in theory an eminently people-centered leadership style, so evidence is expected that servant leaders have more satisfied subordinates than other leadership styles. Based on the servant leadership theories are the servant leaders working toward positive job attitudes by encouraging the psychological needs of their subordinates (Van Dierendonck, 2011).

In the literature just a few studies are available related to the concepts of servant leadership and job satisfaction. The studies of Mayer et al. (2008) and West, Bocarnea & Maranon (2009) are related to these concepts, but also other variables were researched in these studies (Van Dierendonck, 2011). As example, Mayer et al. (2008) examined the relationship between servant leadership, subordinate needs and job satisfaction by examining organizational justice as a mediator in this relationships. West et al. (2009) measured organizational commitment, job satisfaction, role clarity, and perceived organizational support as subordinate outcomes of servant leadership. Job satisfaction is in both

studies indirect positive related to the servant leadership concept, there were no studies found who measured the direct relationship between servant leadership and job satisfaction.

Hypothesis 6
Servant leadership is positive related to job satisfaction.

2.2.7 Revenue and authentic leadership

In the literature no theories were found who suggested the direct relationship between authentic leadership and the revenues of an organization. There is limited empirical evidence that authentic leadership is related to the revenues of an organization (Gardner et al., 2011). Clapp-Smith, Vogelgesang & Avey (2009) researched the relationship between authentic leadership and unit sales growth in a small chain of retail stores. The relationship was positive related, but trust in management partially mediated this relationship. Another study measured the relationship between organizational performance and authentic leadership. Organizational performance was measured by an index of revenue and employment growth, and is indirectly positive related to authentic leadership through the effective tone of top management teams (Hmieleski, Cole & Baron, 2012).

Hypothesis 7
Authentic leadership is positive related to revenue.

2.2.8 Revenue and ethical leadership

In the literature no studies or theories were found who suggested the direct relationship between ethical leadership and revenues of an organization. There is limited empirical evidence that ethical leadership is related to the revenues of an organization. Kim & Brymer (2011) researched the effects of ethical leadership on a hotel middle manager's job satisfaction and affective commitment, which in turn influence the manager's behavioral outcomes and hotel performances. The hotel performances are positively related to ethical leadership in this indirect relationship.

Hypothesis 8
Ethical leadership is positive related to revenue.

2.2.9 Revenue and servant leadership

There is limited empirical evidence that measures the direct relationship between servant leadership and the revenues of an organization. Jones (2011) researched the role that servant leadership might play in ensuring a participative business culture along with profitability. The results suggest that servant leadership enhances profits through reduced turnover and increased organizational trust. Theories suggested that the revenues of an organization are not the primary interest for researchers related to the servant leadership concept (Carter & Greer, 2013 and Van Dierendonck, 2011). Other organizational outcomes, such as corporate social responsibility, building responsible organizations,

create a great place to work, building great relationships with the stakeholders, focusing on the community, and creating a high quality of life have more interest by these researchers (Van Dierendonck, 2011).

Hypothesis 9
Servant leadership is positive related to revenue.

2.3 Overview hypothesis
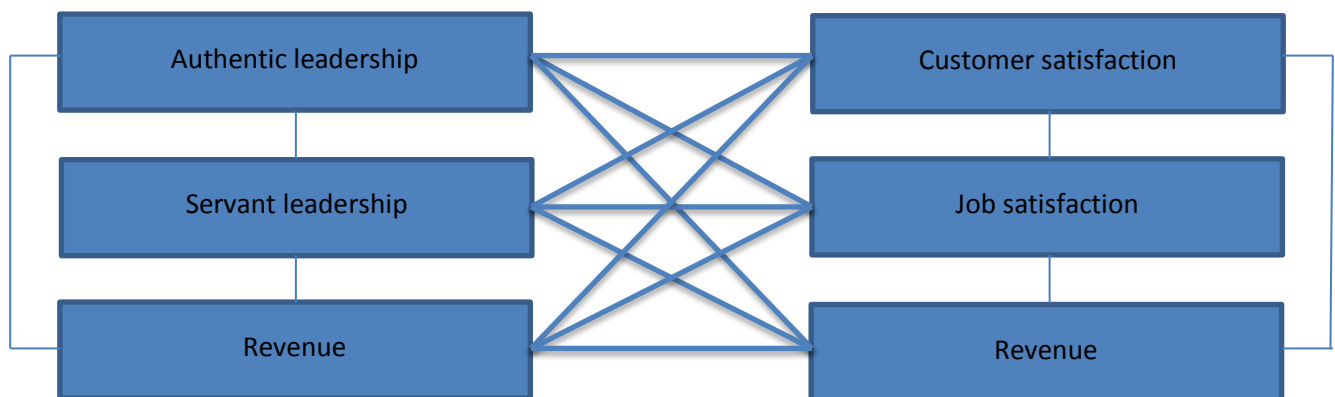
3.0 Methodology

In this chapter more information is given about the methodology of this research. The goal of this research is to measure which current leadership styles leads to most effective leadership in legal service organizations, whereby effective leadership is measured by different performance indicators. To measure and analyze these relationships different measures and hypothesis are needed. The concepts of authentic leadership, ethical leadership, servant leadership, customer satisfaction, job satisfaction, and revenue need to be measured, and the relationships between these concepts need to be formulated in hypotheses. This research is divided into a literature research and a legal service organizations research. The literature research is used as input for the legal service organization research. The literature research is divided in two chapters, the previous chapter and a part of this chapter. The legal service organization research is written in this chapter.

In the literature research, the measures of authentic leadership, ethical leadership, servant leadership, and job satisfaction are found. In the literature research no measures, who explains the needed concepts of customer satisfaction and revenue, are found. These variables are measured by a self-made index.

To measure and analyze the relationships between the different current leadership styles and the performance indicators, hypotheses are needed. The hypotheses of the job satisfaction concept and the different leadership styles, and the revenue concept and the different leadership concepts are made on basis of the literature research in the previous chapter. The hypotheses of the customer satisfaction concept and the different leadership styles could not been made on basis of the literature research, these hypotheses are made on basis of the legal service organizations research. The goal of the legal service organizations research is twofold. This research is first of all designed to measure the current leadership styles and chosen performance indicators in legal service organizations. This research is at last designed to formulate the hypotheses of the customer satisfaction concept and the different leadership styles..

This chapter explains first of all how the legal service organizations research is conducted, followed by the explanation of the operationalization of this research. Last of all is the method of analyses described.

3.1 Sample legal service organizations research

The legal service organizations research is taken by 38 lawyers from 10 different legal service organizations in the period November 2013. The questions and details of this research are explained in Appendix 2 and 3. The choice of the legal service organizations is based on the connection within the researchers` social network. In every organization one person is working who knows the researcher personally. These persons were the contact persons for the organization and they were asked for more lawyers to fill in the survey in their organization. In every organization that has more than 20 lawyers, the survey is filled in by one of every ten lawyers. In every organizations who has less than 20 lawyers the survey is filled in by one of every five lawyers. The research is taken in a web survey with open and closed questions.

To measure the first goal of this legal service organizations research, the 38 lawyers from the different legal service organizations rated their leader on the different leadership styles and performance indicators by different questions. The questions of the leadership styles and performance indicators need to be filled in by a Likert scale (Vennix, 2006). These questions are described in Appendix 2 (Question 9, 10, 11, 14, 15 and 17). All these questions are taken in Dutch, therefore the English methods to measure authentic leadership, ethical leadership, servant leadership, and job satisfaction had to be translated. In the next paragraph the usage of the different measures are explained.

To measure the second goal of this legal service organizations research, the 38 lawyers from the different legal service organizations rated their leader on two different questions about customer satisfaction. These questions need to be filled in by a Likert scale (Vennix, 2006). These questions are described in Appendix 2 (Question 16 and 18).

3.2. Operationalization legal service organizations research

3.2.1 Measurement authentic leadership

In this research is the ALQ being used as measure for authentic leadership. The reason for using this measure is based on three aspects. First, the ALQ measure is most similar to the subject that will be measured in this research. Second, the ALQ is the most frequent measure of authentic leadership (Gardner et al., 2011), and at last the researches of the ALQ were seen as the key writers of the authentic leadership concept. The ALQ measure is based on the definition of Walumbwa et al. (2008), displayed in the previous chapter. In this definition are four components described, namely; self-awareness, relational transparency, internalized moral perspective, and balances processing. These four components were in Walumbwa et al. (2008) defined as:

Self-awareness refers to demonstrating an understanding of how one derives and makes meaning of the world and how that meaning making process impacts the way one views himself or herself over time. It also refers to showing an understanding of one's strengths and weaknesses and the multifaceted nature of the self, which includes gaining insight into the self through exposure to others, and being cognizant of one's impact on other people.

Relational transparency refers to presenting one's authentic self (as opposed to a fake or distorted self) to others. Such behavior promotes trust through disclosures that involve openly sharing information and expressions of one's true thoughts and feelings while trying to minimize displays of inappropriate emotions.

Balanced processing refers to leaders who show that they objectively analyze all relevant data before coming to a decision. Such leaders also solicit views that challenge their deeply held positions.

Internalized moral perspective refers to an internalized and integrated form of self-regulation. This sort of self-regulation is guided by internal moral standards and values versus group, organizational, and societal pressures, and it results in expressed decision making and behavior that is consistent with these internalized values. (pp. 95, 96)

Walumbwa et al. (2008) generated sixteen items for incorporation into the ALQ after a deductive and inductive content analysis process, followed by assessments of their instrument`s construct validity. However, the appendix in the article of Walumbwa et al. (2008) shows only eight sample items, in contrast to the sixteen used in the instrument. The full instrument is commercially copyrighted (Neider & Schriesheim, 2011) and not usable for this research. But, Neider & Schriesheim (2011) developed the 14 item Authentic Leadership Inventory (ALI) (Appendix 4), whereby the measure items were based on the theoretical foundation, dimensions, and eight available items of the ALQ established by Walumbwa et al. (2008).

In this research the ALI is measured by 38 lawyers from 10 different legal service organizations. These lawyers rated their leader, by a likert scale, on the 14 different items. Self-awareness is measured by 4 items, relational transparency by 2 items, balanced processing by 4 items, and internalized moral perspective by 4 items (Neider & Schriesheim, 2011). The likert scale is divided into always, often, sometimes, seldom, and never. In this research the distance between the numbers of the likert scale are expected to be equal in size.

3.2.2 Measurement ethical leadership

In this research is the multi-dimensional measure of Karlshoven et al. (2011b) being used to measure ethical leadership. The choice for this measure is first of all based on the equality of the subject that will be measured in this research. Thereby this measure is based on a broad addition of different literature, uses different forms of ethical leadership, is empirically tested, and the implementation of the construct validity and internal consistency were positively measured (Karlshoven et al., 2011b). Karlshoven et al. (2011b) developed the theory-based multi-dimensional Ethical Leadership at Work (ELW) questionnaire (Appendix 5). This ELW questionnaire measured seven items; fairness, role clarification, ethical guidance, people orientation, power sharing, integrity and concern for sustainability. These items resulted in a measure of 38 items. This items were only in the measure explained, Karlshoven et. al (2011b) does not give a definition of these items.

In this research the ELW is measured by 38 lawyers from 10 different legal service organizations. These lawyers rated their leader, by a likert scale, on the 38 different items. People orientation is measured by 7 items, fairness by 6 items, power sharing by 6 items, concern for sustainability by 3 items, ethical guidance by 7 items, role clarification by 5 items, and integrity by 4 items (Karlshoven et al. 2011b). The likert scale is divided into always, often, sometimes, seldom, and never. In this research the distance between the numbers of the likert scale are expected to be equal in size.

3.2.3 Measurement servant leadership

Given the complexity of the servant leadership concept, the multiple measures who were developed in recent years, and the lack of a measure to focus on, goes the concentration to a model where multiple dimensions of servant leadership were validated in empirical research. The studies of Patterson (2003), Russel & Stone (2002), Spears (1995), and Van Dierendonck (2011) were not empirically tested, so these were not useable for this research. The other studies have all their advantages and disadvantages, but in this research we chose the eight dimensional measure of Van

Dierendonck & Nuijten (2011). While other measures are concentrated on the people side of servant leadership, the measure of Van Dierendonck & Nuijten (2011) focuses on both the people and leader aspects of servant leadership. Another reason for the usage of this measure is that the construct validity and the internal consistency were positively related.

The eight dimensions, measured in the Servant Leadership Survey (SLS) (Appendix 6), are empowerment, accountability, standing back, humility, authenticity, courage, forgiveness, and stewardship. These dimensions are in Van Dierendonck & Nuijten (2011) defined as:

Empowerment: A motivational concept focused on enabling people and encouraging personal development. Empowerment aims at fostering a pro-active, self-confident attitude among followers and gives them a sense of personal power. Empowering leadership behavior includes aspects like encouraging self-directed decision making, information sharing, and coaching for innovative performance. The servant leader's belief in the intrinsic value of each individual is the central issue in empowerment; it is all about recognition, acknowledgment, and the realization of each person's abilities and what the person can still learn.

Accountability: Holding people accountable for performance they can control. This makes accountability a mechanism by which responsibility for outcomes is given to individuals and teams. It ensures that people know what is expected of them, which is beneficial for both employees and the organization. It is a powerful tool to show confidence in one's followers; it provides boundaries within which one is free to achieve one's goals. Although popular literature on servant leadership emphasizes accountability as very relevant, it has often been neglected by scholars and has never been incorporated in any of the other measures of servant leadership.

Standing back: Is about the extent to which a leader gives priority to the interest of others first and gives them the necessary support and credits. Standing back is also about retreating into the background when a task has successfully been accomplished. Standing back should be closely related to most other aspects of servant leadership such as authenticity, empowerment, humility, and stewardship.

Humility: The ability to put one's own accomplishments and talents in a proper perspective. Humility in leadership focuses on daring to admit that one is not infallible and does make mistakes. Humility arises from a proper understanding of one's strong and weak points. Servant leaders acknowledge their limitations and therefore actively seek the contributions of others in order to overcome those limitations.

Authenticity: Is closely related to expressing the 'true self', expressing oneself in ways that are consistent with inner thoughts and feelings. Authenticity is about being true to oneself, accurately representing—privately and publicly—internal states, intentions, and commitments. From an organizational perspective it can be defined as behaving in such a way that professional roles remain secondary to whom the individual is as a person.

Courage: Daring to take risks and trying out new approaches to old problems. According to Greenleaf (1991) courage is an important characteristic that distinguishes the servant leader from other leaders. Within the organizational context, courage is about challenging conventional models of working behaviors; it is essential for innovation and creativity. Courage is related to pro-active

behavior and implies creating new ways. To do so, means strongly relying on values and convictions that govern one's actions.

Interpersonal acceptance: The ability to understand and experience the feelings of others, understand where people come from, and the ability to let go of perceived wrongdoings and not carry a grudge into other situations. In other words, interpersonal acceptance is about empathy: being able to cognitively adopt the psychological perspective of other people and experience feelings of warmth and compassion. Furthermore, interpersonal acceptance is about being able to forgive when confronted with offenses, arguments, and mistakes. For servant leaders it is important to create an atmosphere of trust where people feel accepted, are free to make mistakes and know that they will not be rejected. Hence, it facilitates the development of high-quality interpersonal relationships through a better understanding of the behavior of others. Servant leaders are not revengeful or eager to get even, this creates a setting that brings out the best in people.

Stewardship: The willingness to take responsibility for the larger institution and go for service instead of control and self-interest. Leaders should not only act as caretakers, but also act as role models. By setting the right example, leaders can stimulate others to act in the common interest. Stewardship is closely related to social responsibility, loyalty, and team work. These constructs all represent a feeling of identification with and sense of obligation to a common good that includes the self but that stretches beyond one's own self-interest (p. 256).

In this research is the SLS measured by 38 lawyers from 10 different legal service organizations. These lawyers rated their leader, by a likert scale, on the 30 different items. Empowerment is measured by 7 items, standing back by 3 items, accountability by 3 items, forgiveness by 3 items, courage by 2 items, authenticity by 4 items, humility by 5 items, and stewardship by 3 items (Van Dierendonck & Nuijten, 2011). The likert scale is divided into always, often, sometimes, seldom, and never. In this research the distance between the numbers of the likert scale are expected to be equal in size.

3.2.4 Measurement customer satisfaction

In the literature research no useful measure of the customer satisfaction concept is found. Customer satisfaction is measured by a 5 item self-made index (Customer Satisfaction Index, CSI, Appendix 7). The construct validity and the internal consistency of this index is not measured.

In this research is the CSI measured by 38 lawyers from 10 different legal service organizations. These lawyers rated their leader, by a likert scale, on the 5 different items. The likert scale is divided into very true, true, medium true, seldom true, and not true. In this research the distance between the numbers of the likert scale are expected to be equal in size.

3.2.5 Measurement job satisfaction

In this research is job satisfaction measured by the 5-item version of Brayfield and Rothe's (1951) Job Satisfaction Index (JSI). The choice for this measure is based on the reliability of the instrument and the context of the subject that will be measured. The JSI is originally developed as an 18-item index

and captured an overall attitudinal feeling toward a job (Brayfield & Rothe, 1951). The JSI is considered as an effective job satisfaction measure and different researchers used a shorter version because the JSI was too long for many research purposes (Thompson & Phua, 2012). The 5-item version (Appendix 8) is reliable and initially used by Judge, Locke & Durham (1998) (Thompson & Phua, 2012). Recently, the 5-item version is used by Judge and colleagues (Bono & Judge, 2003; Judge, Bono & Locke 2000; Judge & Colquitt, 2004), Walumbwa et al., (2008) and Mayer, Bardes & Picollo (2008).

In this research is the JSI measured by 38 lawyers from 10 different legal service organizations. These lawyers rated their leader, by a likert scale, on the 5 different items. The likert scale is divided into very true, true, medium true, seldom true, and not true. In this research the distance between the numbers of the likert scale are expected to be equal in size.

3.2.6 Measurement revenue

In the literature research no useful measure of the revenue concept is found. Revenue is measured by a 6 item self-made index (Revenue Index, RI, Appendix 9). The construct validity and the internal consistency of this index is not measured.

In this research is the RI measured by 38 lawyers from 10 different legal service organizations. These lawyers rated their leader, by a likert scale, on the 6 different items. The likert scale is divided into very strong, strong, medium, weak, and very weak. In this research the distance between the numbers of the likert scale are expected to be equal in size.

3.2.7 Measurement relationship leadership styles and customer satisfaction

In the legal service organization research 2 general questions about the relationship between customer satisfaction and leadership styles were asked. The first question is related to the degree of contact between the leader and the customer. This question is measured by 38 lawyers from 10 different legal service organizations. These lawyers rated their leader, by a likert scale, on this question. The likert scale is divided into very often, often, sometimes, seldom, and never. In this research the distance between the numbers of the likert scale are expected to be equal in size.

The second question is related to the degree of influence from the leadership style on customer satisfaction. This question is measured by 5 different items (Appendix 2, question 18). These items are measured by 38 lawyers from 10 different legal service organizations. These lawyers rated their leader, by a likert scale, on the 5 different items. The likert scale is divided into very true, true, medium true, seldom true, and not true. In this research the distance between the numbers of the likert scale are expected to be equal in size.

3.3 Method of analysis legal service organizations research

The relationships between the different leadership styles and the performance indicators are analyzed by multiple regression analyses. The multiple regression analysis measured the relationship between the leadership style, the performance indicator and one control variable, number of

leaders. The multiple regression analysis measured the variance of the performance indicator explained by the leadership style, the unexplained variance, the explained variance, the coefficients of the relationship, and the signification of the relationship.

4.0 Research findings

4.1 Findings legal service organizations research

In this chapter the results of the legal service organizations research are explained. The goal of this legal service organizations research is twofold. This research is first of all designed to measure which current leadership styles leads to most effective leadership in legal service organizations. This research is at last designed to formulate the hypotheses of the customer satisfaction concept and the different leadership styles.

This chapter starts with basic results of the different leadership styles and the different performance indicators, followed by the results of the relationships between the different leadership styles and customer satisfaction. These results are used as input to formulate hypothesis. This chapter continues with the results of the main goal of this research, the relationships between the different leadership styles and the performance indicators.

4.2 Basic results

4.2.1 Authentic leadership

The authentic leadership style is measured on the ALI (Appendix 4). In this research the ALI is measured by 38 lawyers from 10 different legal service organizations. These lawyers rated their leader, by a likert scale, on the 14 different items. The likert scale is divided into always, often, sometimes, seldom, and never. In Appendix 10 (part 10.1) are the rankings on these items described. This description is given in numbers: always=1, often=2, sometimes=3, seldom=4, and never=5. A summary of this results is shown in Figure 1.

Authentic leadership	Always = 1		Often = 2		Sometimes = 3		Seldom = 4		Never = 5		Average	Standard deviation
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent		
Self-awareness	3,00	1,97	35,00	23,03	64,00	42,11	36,00	23,68	14,00	9,21	3,15	0,90
Relational transparency	10,00	13,16	43,00	56,58	21,00	27,63	2,00	2,63	0,00	0,00	2,20	0,70
Balanced processing	4,00	2,63	42,00	27,63	64,00	42,11	35,00	23,03	7,00	4,61	2,99	0,81
Internalized moral perspective	3,00	1,97	62,00	40,79	64,00	42,11	23,00	15,13	0,00	0,00	2,70	0,72
General	20,00	3,76	182,00	34,21	213,00	40,04	96,00	18,05	21,00	3,95	2,84	0,79

Figure 1: Findings authentic leadership

The 38 leaders of the 10 different legal service organizations are most rated on the sometimes part of the likert scale, followed by often, seldom, never and always. The 38 leaders of the 10 different legal service organizations scored an average of 2,84 on the ALI with a standard deviation of 0,79.

In the next paragraph the 38 leaders are rated on the average scores of the 14 items from the ALI. Thereby, each leader scored one number on the ALI. Figure 2 & 3 show these results.
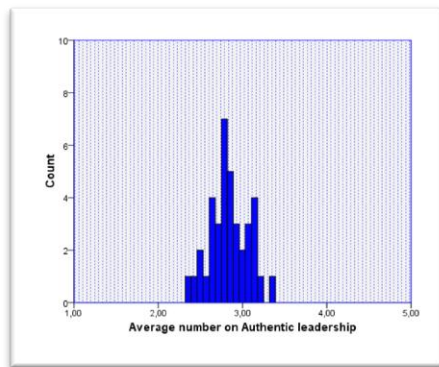
Figure 2: Statics average ALI

		Authentic leadership
N	Valid	38,00
	Missing	0,00
Mean		2,84
Median		2,82
Std. Deviation		0,23
Variance		0,05
Range		1,00
Minimum		2,36
Maximum		3,36

Figure 3: Statics average ALI

The average score of the 38 leaders rated on the ALI is 2,84, with a standard deviation of 0,23. The minimum average score is 2,36 and the maximum average score is 3,36.

4.2.2 Ethical leadership

The ethical leadership style is measured on the ELW (Appendix 5). In this research the ELW is measured by 38 lawyers from 10 different legal service organizations. These lawyers rated their leader, by a likert scale, on the 38 different items. The likert scale is divided into always, often, sometimes, seldom, and never. In Appendix 10 (part 10.2) are the rankings on these items described. This description is given in numbers: always=1, often=2, sometimes=3, seldom=4, and never=5. A summary of this results is shown in Figure 4.

Ethical leadership	Always = 1		Often = 2		Sometimes = 3		Seldom = 4		Never = 5		Average	Standard deviation
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent		
People orientation	2,00	0,75	90,00	33,83	125,00	46,99	41,00	15,41	8,00	3,01	2,86	0,73
Fairness	4,00	1,75	58,00	25,44	117,00	51,32	44,00	19,30	5,00	2,19	2,95	0,77
Power sharing	0,00	0,00	55,00	24,12	94,00	41,23	69,00	30,26	10,00	4,39	3,15	0,83
Concern for sustainability	0,00	0,00	17,00	14,91	66,00	57,89	24,00	21,05	7,00	6,14	3,18	0,72
Ethical guidance	1,00	0,38	80,00	30,08	104,00	39,10	70,00	26,32	11,00	4,14	3,04	0,87
Role clarification	4,00	2,11	55,00	28,95	102,00	53,68	25,00	13,16	4,00	2,11	2,84	0,71
Integrity	0,00	0,00	45,00	29,61	95,00	62,50	12,00	7,89	0,00	0,00	2,78	0,53
General	11,00	0,76	400,00	27,70	703,00	48,68	285,00	19,74	45,00	3,12	2,97	0,75

Figure 4: Findings ethical leadership

The 38 leaders of the 10 different legal service organizations are most rated on the sometimes part of the likert scale, followed by often, seldom, never and always. The 38 leaders of the 10 different legal service organizations scored an average of 2,97 on the ELW with a standard deviation of 0,75.
In the next paragraph the 38 leaders are rated on the average scores of the 38 items from the ELW. Thereby, each leader scored one number on the ELW. Figure 5 & 6 show these results.
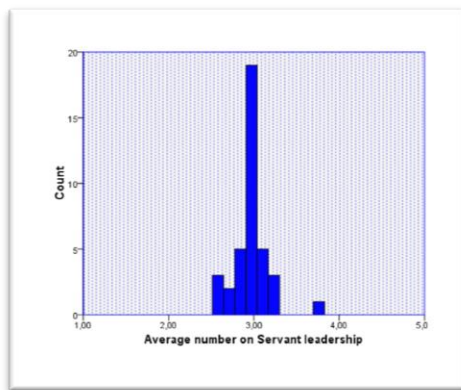
Figure 5: Average ELW

	Ethical leadership
N Valid	38,00
Missing	0,00
Mean	2,97
Median	2,99
Std. Deviation	0,20
Variance	0,04
Range	1,13
Minimum	2,58
Maximum	3,71

Figure 6: Statics average ELW

The average score of the 38 leaders rated on the ELW is 2,97, with a standard deviation of 0,20. The minimum average score is 2,58 and the maximum average score is 3,71.

4.2.3 Servant leadership

The servant leadership style is measured on the SLS (Appendix 6). In this research is the SLS measured by 38 lawyers from 10 different legal service organizations. These lawyers rated their leader, by a likert scale, on the 30 different items. The likert scale is divided into always, often, sometimes, seldom, and never. In Appendix 10 (part 10.3) are the rankings on these items described. This description is given in numbers: always=1, often=2, sometimes=3, seldom=4, and never=5. A summary of this results is shown in Figure 7.

Servant leadership	Always = 1		Often = 2		Sometimes = 3		Seldom = 4		Never = 5		Average	Standard deviation
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent		
Empowerment	6,00	2,26	117,00	43,98	120,00	45,11	23,00	8,65	0,00	0,00	2,60	0,66
Standing back	0,00	0,00	6,00	5,26	36,00	31,58	56,00	49,12	16,00	14,04	3,72	0,77
Accountability	7,00	6,14	68,00	59,65	37,00	32,46	2,00	1,75	0,00	0,00	2,30	0,61
Forgiveness	3,00	2,63	32,00	28,07	46,00	40,35	26,00	22,81	7,00	6,14	3,02	0,90
Courage	1,00	1,32	34,00	44,74	24,00	31,58	17,00	22,37	0,00	0,00	2,75	0,82
Authenticity	0,00	0,00	18,00	11,84	85,00	55,92	41,00	26,97	8,00	5,26	3,26	0,67
Humility	0,00	0,00	21,00	11,05	69,00	36,32	62,00	32,63	38,00	20,00	3,62	0,93
Stewardship	0,00	0,00	20,00	17,54	60,00	52,63	34,00	29,82	0,00	0,00	3,12	0,67
General	17,00	1,49	316,00	27,72	477,00	41,84	261,00	22,89	69,00	6,05	3,04	0,75

Figure 7: Findings servant leadership

The 38 leaders of the 10 different legal service organizations are most rated on the sometimes part of the likert scale, followed by often, seldom, never and always. The 38 leaders of the 10 different legal service organizations scored an average of 3,04 on the SLS with a standard deviation of 0,75.

In the next paragraph the 38 leaders are rated on the average scores of the 30 items from the SLS. Thereby, each leader scored one number on the ELW. Figure 8 & 9 show these results.
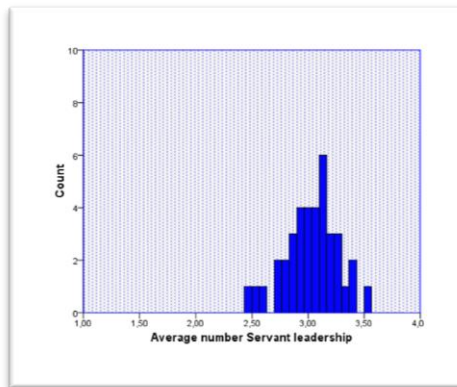
Figure 8: Average SLS

		Servant leadership
N	Valid	38,00
	Missing	0,00
Mean		3,04
Median		3,07
Std. Deviation		0,24
Variance		0,06
Range		1,03
Minimum		2,47
Maximum		3,50

Figure 9: Statics average SLS

The average score of the 38 leaders rated on the SLS is 3,04, with a standard deviation of 0,24. The minimum average score is 2,47 and the maximum average score is 3,50.

4.2.4 Customer satisfaction

Customer satisfaction is measured on a self-made index, the CSI (Appendix 7). In this research is the CSI measured by 38 lawyers from 10 different legal service organizations. These lawyers rated their leader, by a likert scale, on the 5 different items. The likert scale is divided into very true, true, medium true, seldom true, and not true. In Appendix 10 (part 10.7) are the rankings on these items described. This description is given in numbers: very true=1, true=2, medium true=3, seldom true=4, and not true=5. A summary of this results is shown in Figure 10.

Customer satisfaction	Very true = 1		True = 2		Medium true = 3		Seldom true = 4		Not true = 5		Average	Standard deviation
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent		
	2,00	1,05	44,00	23,16	128,00	67,37	16,00	8,42	0,00	0,00	2,83	0,57

Figure 10: Findings customer satisfaction

The 38 leaders of the 10 different legal service organizations are most rated on the medium part of the likert scale, followed by true, seldom true, very true and not true. The 38 leaders of the 10 different legal service organizations scored an average of 2,83 on the CSI with a standard deviation of 0,57.

In the next paragraph the 38 leaders are rated on the average scores of the 5 items from the CSI. Thereby, each leader scored one number on the CSI. Figure 11 & 12 show these results.
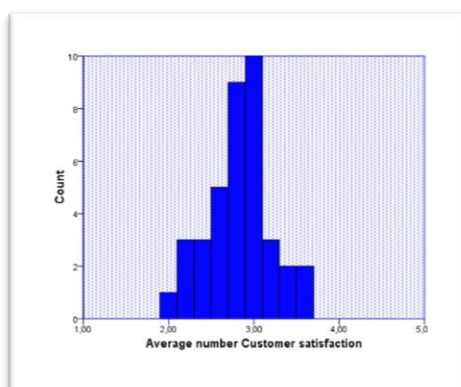
Figure 11: Average CSI

		Customer satisfaction
N	Valid	38,00
N	Missing	0,00
Mean		2,83
Median		2,80
Std. Deviation		0,38
Variance		0,14
Range		1,60
Minimum		2,00
Maximum		3,60

Figure 12: Statics average CSI

The average score of the 38 leaders rated on the CSI is 2,83, with a standard deviation of 0,38. The minimum average score is 2,00 and the maximum average score is 3,60.

4.2.5 Job satisfaction

Job satisfaction is measured on the JSI (Appendix 8). In this research is the JSI measured by 38 lawyers from 10 different legal service organizations. These lawyers rated their leader, by a likert scale, on the 5 different items. The likert scale is divided into very true, true, medium true, seldom true, and not true. In Appendix 10 (part 10.6) are the rankings on these items described. This description is given in numbers: very true=1, true=2, medium true=3, seldom true=4, and not true=5. Item 3 and 5 are reversed scores and converted in normal scores, so that all items can be combined. A summary of this results is shown in Figure 13.

Job satisfaction	Very true = 1		True = 2		Medium true = 3		Seldom true = 4		Not true = 5		Average	Standard deviation
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent		
	6,00	3,16	43,00	22,63	83,00	43,68	55,00	28,95	3,00	1,58	2,60	0,73

Figure 13: Findings job satisfaction

The 38 leaders of the 10 different legal service organizations are most rated on the medium part of the likert scale, followed by seldom true, true, very true and not true. The 38 leaders of the 10 different legal service organizations scored an average of 2,60 on the JSI with a standard deviation of 0,73.

In the next paragraph the 38 are leaders rated on the average scores of the 5 items from the JSI. Thereby, each leader scored one number on the JSI. Figure 14 & 15 show these results.
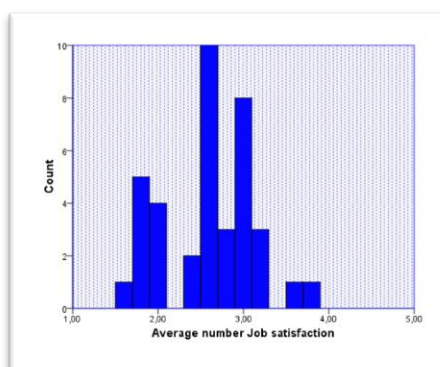

Figure 14: Average JSI

	Job satisfaction
N Valid	38,00
N Missing	0,00
Mean	2,60
Median	2,60
Std. Deviation	0,54
Variance	0,29
Range	2,20
Minimum	1,60
Maximum	3,80

Figure 15: Statics average JSI

The average score of the 38 leaders rated on the JSI is 2,60, with a standard deviation of 0,54. The minimum average score is 1,60 and the maximum average score is 3,80.

4.2.6 Revenue

Revenue is measured on a self-made index, the RI (Appendix 9). In this research is the RI measured by 38 lawyers from 10 different legal service organizations. These lawyers rated their leader, by a likert scale, on the 6 different items. The likert scale is divided into very strong, strong, medium, weak, and very weak. In Appendix 10 (part 10.5) are the rankings on these items described. This

description is given in numbers: very strong=1, strong=2, medium=3, weak=4, and very weak=5. A summary of this results is shown in Figure 16.

Revenue	Very strong = 1		Strong = 2		Medium = 3		Weak = 4		Very weak = 5		Average	Standard deviation
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent		
	0,00	0,00	41,00	17,98	156,00	68,42	30,00	13,16	1,00	0,44	2,96	0,56

Figure 16: Findings Revenue

The 38 leaders of the 10 different legal service organizations are most rated on the medium part of the likert scale, followed by strong, weak, very weak and very strong. The 38 leaders of the 10 different legal service organizations scored an average of 2,96 on the JSI with a standard deviation of 0,56.

In the next paragraph the 38 leaders are rated on the average scores of the 6 items from the RI. Thereby, each leader scored one number on the RI. Figure 17 & 18 show these results.
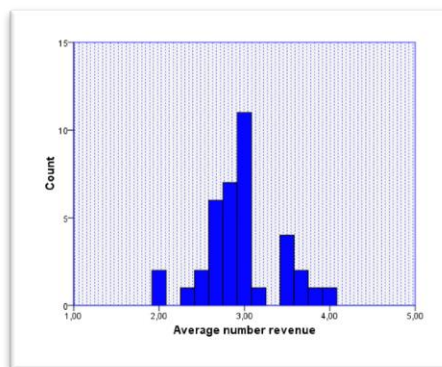

Figure 17: Average RI

	Revenue
N Valid	38,00
N Missing	0,00
Mean	2,96
Median	3,00
Std. Deviation	0,45
Variance	0,20
Range	2,00
Minimum	2,00
Maximum	4,00

Figure 18: Statics average RI

The average score of the 38 leaders rated on the RI is 2,96, with a standard deviation of 0,45. The minim um average score is 2,00 and the maximum average score is 4,00.

4.2.7 Relationship between leadership styles and customer satisfaction

In the legal service organization research 2 general questions about the relationship between customer satisfaction and leadership styles were asked. The first question is related to the degree of contact between the leader and the customer (Appendix 2, question 16). This question is measured by 38 lawyers from 10 different legal service organizations. These lawyers rated their leader, by a likert scale, on this question. The likert scale is divided into very often, often, sometimes, seldom, and never. In Appendix 10 (part 10.7) are the rankings on these items described. This description is given in numbers: very often=1, often=2, sometimes=3, seldom=4, and never=5. A summary of this results is shown in Figure 19.

Direct contact clients	Very often = 1		Often = 2		Sometimes = 3		Seldom = 4		Never = 5		Average	Standard deviation
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent		
	1,00	2,63	20,00	52,63	9,00	23,68	7,00	18,42	1,00	2,63	2,66	0,91

Figure 19: Findings direct contact clients

The 38 leaders of the 10 different legal service organizations are most rated on the often part of the likert scale, followed by sometimes, seldom, and very often & never. The 38 leaders of the 10 different legal service organizations scored an average of 2,66 on this question with a standard deviation of 0,91.

The second question is related to the degree of influence from the leadership style on customer satisfaction. This question is measured by 5 different items (Appendix 2, question 18). These items are measured by 38 lawyers from 10 different legal service organizations. These lawyers rated their leader, by a likert scale, on the 5 different items. The likert scale is divided into very true, true, medium true, seldom true, and not true. In Appendix 10 (part 10.7) are the rankings on these items described. This description is given in numbers: very true=1, true=2, medium true=3, seldom true=4, and not true=5. A summary of this results is shown in Figure 20.

Leadership style and customer satisfaction	Very true = 1		True = 2		Medium true = 3		Seldom true = 4		Not true = 5		Average	Standard deviation
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent		
	0,00	0,00	30,00	15,79	122,00	64,21	38,00	20,00	0,00	0,00	3,04	0,60

Figure 20: Findings leadership style and customer satisfaction

The 38 leaders of the 10 different legal service organizations are most rated on the medium part of the likert scale, followed by seldom, true, and very true & not true. The 38 leaders of the 10 different legal service organizations scored an average of 3,04 on this question with a standard deviation of 0,60.

Based on these results are the hypothesis (previous chapter) between the different leadership styles and customer satisfaction formulated.

4.3 Main results

In the following paragraphs the relationships between the different leadership styles and the performance indicators are analyzed. These relationships are analyzed on correlation analyses and multiple regression analyses.

4.3.1 Correlation analysis

In Appendix 11 the major assumptions of the correlation analysis are given. Appendix 11.1 to 11.9 show scatterplots as evidence for an assumption of the correlation analysis, the relation between authentic leadership and customer satisfaction, authentic leadership and job satisfaction, authentic leadership and revenue, ethical leadership and customer satisfaction, ethical leadership and job satisfaction, ethical leadership and revenue, servant leadership and customer satisfaction, servant leadership and job satisfaction, servant leadership and revenue are linear.

Correlations		Authenticleadership	Ethicalleadership	Servantleadership	Jobsatisfaction	Customersatisfaction	Revenue
Authenticleadership	Pearson Correlation	1	-,010	,292	,170	,006	,164
	Sig. (2-tailed)		,952	,076	,308	,973	,325
	N	38	38	38	38	38	38
Ethicalleadership	Pearson Correlation	-,010	1	,163	,027	-,367*	-,177
	Sig. (2-tailed)	,952		,328	,871	,023	,287
	N	38	38	38	38	38	38
Servantleadership	Pearson Correlation	,292	,163	1	,183	,104	-,111
	Sig. (2-tailed)	,076	,328		,273	,535	,508
	N	38	38	38	38	38	38
Jobsatisfaction	Pearson Correlation	,170	,027	,183	1	,578**	,640**
	Sig. (2-tailed)	,308	,871	,273		,000	,000
	N	38	38	38	38	38	38
Customersatisfaction	Pearson Correlation	,006	-,367*	,104	,578**	1	,582**
	Sig. (2-tailed)	,973	,023	,535	,000		,000
	N	38	38	38	38	38	38
Revenue	Pearson Correlation	,164	-,177	-,111	,640**	,582**	1
	Sig. (2-tailed)	,325	,287	,508	,000	,000	
	N	38	38	38	38	38	38
*. Correlation is significant at the 0.05 level (2-tailed).							
**. Correlation is significant at the 0.01 level (2-tailed).							

Figure 21: Correlation analysis

In Figure 21 the relationships between the leadership styles and the performance indicators are given. Authentic leadership and customer satisfaction are very weak positive related to each other, R is 0,006. The consistency between these two variables is not significant, Sig. (2-tailed) is 0,973. Authentic leadership and job satisfaction are very weak positive related to each other, R is 0,170. The consistency between these two variables is not significant, Sig. (2-tailed) is 0,308. Authentic leadership and revenue are very weak positive related to each other, R is 0,164. The consistency between these two variables is not significant, Sig. (2-tailed) is 0,325. Ethical leadership and customer satisfaction are very weak negative related to each other, R is -0,367. The consistency between these two variables is significant, Sig. (2-tailed) is 0,023. Ethical leadership and job satisfaction are very weak positive related to each other, R is 0,027. The consistency between these two variables is not significant, Sig. (2-tailed) is 0,871. Ethical leadership and revenue are very weak negative related to each other, R is -0,111. The consistency between these two variables is not significant, Sig. (2-tailed) is 0,508. Servant leadership and customer satisfaction are very weak positive related to each other, R is 0,104. The consistency between these two variables is not significant, Sig. (2-tailed) is 0,535. Servant leadership and job satisfaction are very weak positive related to each other, R is 0,183. The consistency between these two variables is not significant, Sig. (2-tailed) is 0,273. Servant leadership and revenue are very weak negative related to each other, R is -0,111. The consistency between these two variables is not significant, Sig. (2-tailed) is 0,508.

4.3.2 Multiple regression analyses

In the following paragraphs the multiple linear regression analyses between the leadership styles and the performance indicators are given. By the multiple regression analysis is one control variable used, the number of leaders in the legal service organizations.

4.3.2.1 Authentic leadership and customer satisfaction

In Appendix 11 the major assumptions of the multiple linear regression analyses are given. Appendix 11.10 shows a histogram and scatterplot of the residuals from the dependent variable customer

satisfaction as assumption for the multiple linear regression analysis between authentic leadership, customer satisfaction, and the control variable number of leaders. The model is linear and the residuals are normally distributed and homoscedasticity. Another assumption of the multiple linear regression analysis is showed in Appendix 11.11, there is no multicollinearity between the independent variable and the control variable. In the multiple linear analysis are 2 outliners found (Appendix 11.12). The standardized residuals are -2,147 and 2,004 standard deviations removed from the middle of the distribution. These outliners are not very high and are not removed from the analysis.

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,008[a]	,000	-,057	,38700
a. Predictors: (Constant), Numberofleaders, Authenticleadership				
b. Dependent Variable: Customersatisfaction				

Figure 22: Model summary multiple regression analysis

The independent variable authentic leadership and the control variable number of leaders are very weak related to the dependent variable customer satisfaction, R is 0,008. The variance in customer satisfaction is for 0,00 % (R square) explained by the variance in authentic leadership and number of leaders (Figure 22).

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	,000	2	,000	,001	,999[b]
Residual	5,242	35	,150		
Total	5,242	37			
a. Dependent Variable: Customersatisfaction					
b. Predictors: (Constant), Numberofleaders, Authenticleadership					

Figure 23: ANOVA multiple regression analysis

In Figure 23 the variance analysis of the dependent variable customer satisfaction is described. The total variance of customer satisfaction is divided into unexplained variance and explained variance. The unexplained variance is 5,242 (Sum of squares residual) and the explained variance is 0,000 (Sum of squares regression). The multiple regression between authentic leadership, number of leaders and customer satisfaction is not significant (F is 0,001 and Sig. is 0,999).

Coefficients[a]					
	Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	2,810	,808		3,479	,001
Authenticleadership	,009	,279	,005	,031	,975
Numberofleaders	,000	,012	-,005	-,030	,976
a. Dependent Variable: Customersatisfaction					

Figure 24: Coefficients multiple regression analysis

In Figure 24 the components of the multiple regression analysis are given. The multiple regression analysis is defined as: Customer satisfaction = 2,810 (B constant) + 0,009 (B authentic leadership) * Authentic leadership + 0,000 (B number of leaders) * Number of leaders. Authentic leadership and number of leaders are both not significant (authentic leadership t is 0,031 and Sig. is 0,975, number of leaders t is -0,030 and Sig. is 0,976) related to customer satisfaction. The absolute standardized coefficients of authentic leadership and number of leaders are the same (Beta authentic leadership and Beta number of leaders is 0,005). These variables have the same influence on the dependent variable customer satisfaction.

4.3.2.2 Authentic leadership and job satisfaction

In Appendix 11 the major assumptions multiple linear regression analyses are given. Appendix 11.13 shows a histogram and scatterplot of the residuals from the dependent variable job satisfaction as assumption for the multiple linear regression analysis between authentic leadership, job satisfaction, and the control variable number of leaders. The model is linear and the residuals are normally distributed and homoscedasticity. Another assumption of the multiple linear regression analysis is showed in Appendix 11.14, there is no multicollinearity between the independent variable and the control variable. In the multiple linear analysis is 1 outliner found (Appendix 11.15). The standardized residual is 2,010 standard deviations removed from the middle of the distribution. This outliners is not very high and is not removed from the analysis.

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,263[a]	,069	,016	,53198
a. Predictors: (Constant), Numberofleaders, Authenticleadership				
b. Dependent Variable: Jobsatisfaction				

Figure 25: Model summary multiple regression analysis

The independent variable authentic leadership and the control variable number of leaders are very weak related to the dependent variable job satisfaction, R is 0,263. The variance in job satisfaction is for 6,90 % (R square) explained by the variance in authentic leadership and number of leaders (Figure 25).

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	,735	2	,367	1,299	,286[b]
Residual	9,905	35	,283		
Total	10,640	37			
a. Dependent Variable: Jobsatisfaction					
b. Predictors: (Constant), Numberofleaders, Authenticleadership					

Figure 26: ANOVA multiple regression analysis

In Figure 26 the variance analysis of the dependent variable job satisfaction is described. The total variance of job satisfaction is divided into unexplained variance and explained variance. The

unexplained variance is 9,905 (Sum of squares residual) and the explained variance is 0,735 (Sum of squares regression). The multiple regression between authentic leadership, number of leaders and job satisfaction is not significant (F is 1,299 and Sig. is 0,286).

Coefficients[a]						
		Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1,203	1,110		1,083	,286
	Authenticleadership	,432	,383	,185	1,128	,267
	Numberofleaders	,020	,016	,201	1,230	,227
a. Dependent Variable: Jobsatisfaction						

Figure 27: Coefficients multiple regression analysis

In Figure 27 the components of the multiple regression analysis are given. The multiple regression analysis is defined as: Job satisfaction = 1,203 (B constant) + 0,432 (B authentic leadership) * Authentic leadership + 0,020 (B number of leaders) * Number of leaders. Authentic leadership and number of leaders are both not significant (authentic leadership t is 1,128 and Sig. is 0,267, number of leaders t is 1,230 and Sig. is 0,227) related to job satisfaction. The absolute standardized coefficients of authentic leadership and number of leaders are 0,185 and 0,201 (Beta authentic leadership and Beta number of leaders). Number of leaders has more influence on the dependent variable job satisfaction.

4.3.2.3 Authentic leadership and revenue

In Appendix 11 the major assumptions of the multiple linear regression analyses are given. Appendix 11.16 shows a histogram and scatterplot of the residuals from the dependent variable revenue as assumption for the multiple linear regression analysis between authentic leadership, revenue, and the control variable number of leaders. The model is linear and the residuals are normally distributed and homoscedasticity. Another assumption of the multiple linear regression analysis is showed in Appendix 11.17, there is no multicollinearity between the independent variable and the control variable. In the multiple linear analysis are 3 outliners found (Appendix 11.18). The standardized residuals are -2,047, -2,073 and 2,077 standard deviations removed from the middle of the distribution. These outliners are not very high and are not removed from the analysis.

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,167[a]	,028	-,028	,45209
a. Predictors: (Constant), Numberofleaders, Authenticleadership				
b. Dependent Variable: Revenue				

Figure 28: Model summary multiple regression analysis

The independent variable authentic leadership and the control variable number of leaders are very weak related to the dependent variable revenue, R is 0,167. The variance in revenue is for 2,80 % (R square) explained by the variance in authentic leadership and number of leaders (Figure 28).

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	,204	2	,102	,499	,611[b]
Residual	7,153	35	,204		
Total	7,357	37			
a. Dependent Variable: Revenue					
b. Predictors: (Constant), Numberofleaders, Authenticleadership					

Figure 29: ANOVA multiple regression analysis

In Figure 29 the variance analysis of the dependent variable revenue is described. The total variance of revenue is divided into unexplained variance and explained variance. The unexplained variance is 7,153 (Sum of squares residual) and the explained variance is 0,204 (Sum of squares regression). The multiple regression between authentic leadership, number of leaders and revenue is not significant (F is 0,499 and Sig. is 0,611).

Coefficients[a]					
	Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	2,083	,944		2,207	**,034**
Authenticleadership	,316	,325	,162	,970	**,339**
Numberofleaders	-,002	,014	-,028	-,167	**,869**
a. Dependent Variable: Revenue					

Figure 30: Coefficients multiple regression analysis

In Figure 30 the components of the multiple regression analysis are given. The multiple regression analysis is defined as: Revenue = 2,083 (B constant) + 0,316 (B authentic leadership) * Authentic leadership - 0,002 (B number of leaders) * Number of leaders. Authentic leadership and number of leaders are both not significant (authentic leadership t is 0,970 and Sig. is 0,339, number of leaders t is -0,167 and Sig. is 0,896) related to revenue. The absolute standardized coefficients of authentic leadership and number of leaders are 0,162 and 0,028 (Beta authentic leadership and Beta number of leaders). Authentic leadership has more influence on the dependent variable revenue.

4.3.2.4 Ethical leadership and customer satisfaction

In Appendix 11 the major assumptions of the multiple linear regression analyses are given. Appendix 11.19 shows a histogram and scatterplot of the residuals from the dependent variable customer satisfaction as assumption for the multiple linear regression analysis between ethical leadership, customer satisfaction, and the control variable number of leaders. The model is linear and the residuals are normally distributed and homoscedasticity. Another assumption of the multiple linear regression analysis is showed in Appendix 11.20, there is no multicollinearity between the independent variable and the control variable. In the multiple linear analysis is 1 outliner found (Appendix 11.21). The standardized residual is 2,016 standard deviations removed from the middle of the distribution. This outliners is not very high and is not removed from the analysis.

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,378[a]	,143	,094	,35828
a. Predictors: (Constant), Numberofleaders, Ethicalleadership				
b. Dependent Variable: Customersatisfaction				

Figure 31: Model summary multiple regression analysis

The independent variable ethical leadership and the control variable number of leaders are very weak related to the dependent variable customer satisfaction, R is 0,378. The variance in customer satisfaction is for 14,30 % (R square) explained by the variance in ethical leadership and number of leaders (Figure 31).

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	,749	2	,375	2,919	,067[b]
Residual	4,493	35	,128		
Total	5,242	37			
a. Dependent Variable: Customersatisfaction					
b. Predictors: (Constant), Numberofleaders, Ethicalleadership					

Figure 32: ANOVA multiple regression analysis

In Figure 32 the variance analysis of the dependent variable customer satisfaction is described. The total variance of customer satisfaction is divided into unexplained variance and explained variance. The unexplained variance is 4,493 (Sum of squares residual) and the explained variance is 0,749 (Sum of squares regression). The multiple regression between ethical leadership, number of leaders and customer satisfaction is not significant (F is 2,919 and Sig. is 0,067).

Coefficients[a]					
	Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	5,013	,908		5,520	,000
Ethicalleadership	-,754	,312	-,391	-2,416	,021
Numberofleaders	,007	,011	,094	,578	,567
a. Dependent Variable: Customersatisfaction					

Figure 33: Coefficients multiple regression analysis

In Figure 33 the components of the multiple regression analysis are given. The multiple regression analysis is defined as: Customer satisfaction = 5,013 (B constant) – 0,754 (B ethical leadership) * Ethical leadership + 0,007 (B number of leaders) * Number of leaders. Ethical leadership is significant and number of leaders is not significant (ethical leadership t is -2,416 and Sig. is 0,021, number of leaders t is 0,578 and Sig. is 0,567) related to customer satisfaction. The absolute standardized coefficients of ethical leadership and number of leaders are 0,391 and 0,094 (Beta ethical leadership and Beta number of leaders). Ethical leadership has more influence on the dependent variable customer satisfaction.

4.3.2.5 Ethical leadership and job satisfaction

In Appendix 11 the major assumptions of multiple linear regression analyses are given. Appendix 11.22 shows a histogram and scatterplot of the residuals from the dependent variable job satisfaction as assumption for the multiple linear regression analysis between ethical leadership, job satisfaction, and the control variable number of leaders. The model is linear and the residuals are normally distributed and homoscedasticity. Another assumption of the multiple linear regression analysis is showed in Appendix 11.23, there is no multicollinearity between the independent variable and the control variable. In the multiple linear analysis is 1 outliners found (Appendix 11.24). The standardized residual is 2,097 standard deviations removed from the middle of the distribution. This outliners is not very high and is not removed from the analysis.

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,189[a]	,036	-,019	,54144
a. Predictors: (Constant), Numberofleaders, Ethicalleadership				
b. Dependent Variable: Jobsatisfaction				

Figure 34: Model summary multiple regression analysis

The independent variable ethical leadership and the control variable number of leaders are very weak related to the dependent variable job satisfaction, R is 0,189. The variance in job satisfaction is for 3,60 % (R square) explained by the variance in ethical leadership and number of leaders (Figure 34).

ANOVA[a]					
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,379	2	,190	,647	,530[b]
	Residual	10,261	35	,293		
	Total	10,640	37			
a. Dependent Variable: Jobsatisfaction						
b. Predictors: (Constant), Numberofleaders, Ethicalleadership						

Figure 35: ANOVA multiple regression analysis

In Figure 35 the variance analysis of the dependent variable job satisfaction is described. The total variance of job satisfaction is divided into unexplained variance and explained variance. The unexplained variance is 10,261 (Sum of squares residual) and the explained variance is 0,379 (Sum of squares regression). The multiple regression between ethical leadership, number of leaders and job satisfaction is not significant (F is 0,647 and Sig. is 0,530).

Coefficients[a]						
		Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2,615	1,373		1,905	,065
	Ethicalleadership	-,060	,472	-,022	-,127	,900
	Numberofleaders	,019	,017	,193	1,126	,268
a. Dependent Variable: Jobsatisfaction						

Figure 36: Coefficients multiple regression analysis

In Figure 36 the components of the multiple regression analysis are given. The multiple regression analysis is defined as: Job satisfaction = 2,615 (B constant) - 0,060 (B ethical leadership) * Ethical leadership + 0,019 (B number of leaders) * Number of leaders. Ethical leadership and number of leaders are both not significant (ethical leadership t is -0,127 and Sig. is 0,900, number of leaders t is 1,126 and Sig. is 0,268) related to job satisfaction. The absolute standardized coefficients of ethical leadership and number of leaders are 0,022 and 0,193 (Beta ethical leadership and Beta number of leaders). Number of leaders has more influence on the dependent variable job satisfaction.

4.3.2.6 Ethical leadership and revenue

In Appendix 11 the major assumptions of the multiple linear regression analyses are given. Appendix 11.25 shows a histogram and scatterplot of the residuals from the dependent variable revenue as assumption for the multiple linear regression analysis between ethical leadership, revenue, and the control variable number of leaders. The model is linear and the residuals are normally distributed and homoscedasticity. Another assumption of the multiple linear regression analysis is showed in Appendix 11.26, there is no multicollinearity between the independent variable and the control variable. In the multiple linear analysis are 2 outliners found (Appendix 11.27). The standardized residuals are -2,359 and -2,163 standard deviations removed from the middle of the distribution. These outliners are not very high and are not removed from the analysis.

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,177[a]	,031	-,024	,45122
a. Predictors: (Constant), Numberofleaders, Ethicalleadership				
b. Dependent Variable: Revenue				

Figure 37: Model summary multiple regression analysis

The independent variable ethical leadership and the control variable number of leaders are very weak related to the dependent variable revenue, R is 0,177. The variance in revenue is for 3,10 % (R square) explained by the variance in ethical leadership and number of leaders (Figure 37).

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	,231	2	,116	,568	,572[b]
Residual	7,126	35	,204		
Total	7,357	37			
a. Dependent Variable: Revenue					
b. Predictors: (Constant), Numberofleaders, Ethicalleadership					

Figure 38: ANOVA multiple regression analysis

In Figure 38 the variance analysis of the dependent variable revenue is described. The total variance of revenue is divided into unexplained variance and explained variance. The unexplained variance is 7,126 (Sum of squares residual) and the explained variance is 0,231 (Sum of squares regression). The multiple regression between ethical leadership, number of leaders and revenue is not significant (F is 0,568 and Sig. is 0,572).

Coefficients[a]					
	Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	4,168	1,144		3,644	,001
Ethicalleadership	-,408	,393	-,179	-1,039	,306
Numberofleaders	,000	,014	,006	,032	,974
a. Dependent Variable: Revenue					

Figure 39: Coefficients multiple regression analysis

In Figure 39 the components of the multiple regression analysis are given. The multiple regression analysis is defined as: Revenue = 4,168 (B constant) – 0,408 (B ethical leadership) * Ethical leadership + 0,000 (B number of leaders) * Number of leaders. Ethical leadership and number of leaders are both not significant (ethical leadership t is -1,039 and Sig. is 0,306 number of leaders t is 0,032 and Sig. is 0,974) related to revenue. The absolute standardized coefficients of ethical leadership and number of leaders are 0,179 and 0,006 (Beta ethical leadership and Beta number of leaders). Ethical leadership has more influence on the dependent variable revenue.

4.3.2.7 Servant leadership and customer satisfaction

In Appendix 11 the major assumptions of the multiple linear regression analyses are given. Appendix 11.28 shows a histogram and scatterplot of the residuals from the dependent variable customer satisfaction as assumption for the multiple linear regression analysis between servant leadership, customer satisfaction, and the control variable number of leaders. The model is linear and the residuals are normally distributed and homoscedasticity. Another assumption of the multiple linear regression analysis is showed in Appendix 11.29, there is no multicollinearity between the independent variable and the control variable. In the multiple linear analysis are 3 outliners found (Appendix 11.30). The standardized residuals are -2,144, 2,057 and 2,083 standard deviations removed from the middle of the distribution. These outliners are not very high and are not removed from the analysis.

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,104[a]	,011	-,046	,38492
a. Predictors: (Constant), Numberofleaders, Servantleadership				
b. Dependent Variable: Customersatisfaction				

Figure 40: Model summary multiple regression analysis

The independent variable servant leadership and the control variable number of leaders are very weak related to the dependent variable customer satisfaction, R is 0,104. The variance in customer satisfaction is for 1,10 % (R square) explained by the variance in servant leadership and number of leaders (Figure 40).

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	,056	2	,028	,190	,827[b]
Residual	5,186	35	,148		
Total	5,242	37			
a. Dependent Variable: Customersatisfaction					
b. Predictors: (Constant), Numberofleaders, Servantleadership					

Figure 41: ANOVA multiple regression analysis

In Figure 41 the variance analysis of the dependent variable customer satisfaction is described. The total variance of customer satisfaction is divided into unexplained variance and explained variance. The unexplained variance is 5,186 (Sum of squares residual) and the explained variance is 0,056 (Sum of squares regression). The multiple regression between servant leadership, number of leaders and customer satisfaction is not significant (F is 0,190 and Sig. is 0,827).

Coefficients[a]					
	Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	2,338	,815		2,868	,007
Servantleadership	,162	,263	,104	,616	,542
Numberofleaders	7,633E-05	,012	,001	,006	,995
a. Dependent Variable: Customersatisfaction					

Figure 42: Coefficients multiple regression analysis

In Figure 42 the components of the multiple regression analysis are given. The multiple regression analysis is defined as: Customer satisfaction = 2,338 (B constant) + 0,162 (B servant leadership) * Servant leadership - 0,0000763 (B number of leaders) * Number of leaders. Servant leadership and number of leaders are both not significant (servant leadership t is 0,616 and Sig. is 0,542, number of leaders t is 0,006 and Sig. is 0,995) related to customer satisfaction. The absolute standardized coefficients of servant leadership and number of leaders are 0,104 and 0,001 (Beta servant leadership and Beta number of leaders). Servant leadership has more influence on the dependent variable customer satisfaction.

4.3.2.8 Servant leadership and job satisfaction

In Appendix 11 the major assumptions of the multiple linear regression analyses are given. Appendix 11.31 shows a histogram and scatterplot of the residuals from the dependent variable job satisfaction as assumption for the multiple linear regression analysis between servant leadership, job satisfaction, and the control variable number of leaders. The model is linear and the residuals are normally distributed and homoscedasticity. Another assumption of the multiple linear regression analysis is showed in Appendix 11.32, there is no multicollinearity between the independent variable and the control variable. In the multiple linear analysis is 1 outliner found (Appendix 11.33). The standardized residual is 2,114 standard deviations removed from the middle of the distribution. This outliner is not very high and is not removed from the analysis.

Model Summary[b]				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	,271[a]	,073	,020	,53080
a. Predictors: (Constant), Numberofleaders, Servantleadership				
b. Dependent Variable: Jobsatisfaction				

Figure 43: Model summary multiple regression analysis

The independent variable servant leadership and the control variable number of leaders are very weak related to the dependent variable job satisfaction, R is 0,271. The variance in job satisfaction is for 7,30 % (R square) explained by the variance in servant leadership and number of leaders (Figure 43).

ANOVA[a]					
Model	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1 Regression	,779	2	,389	1,382	,264[b]
Residual	9,861	35	,282		
Total	10,640	37			
a. Dependent Variable: Jobsatisfaction					
b. Predictors: (Constant), Numberofleaders, Servantleadership					

Figure 44: ANOVA multiple regression analysis

In Figure 44 the variance analysis of the dependent variable job satisfaction is described. The total variance of job satisfaction is divided into unexplained variance and explained variance. The unexplained variance is 9,861 (Sum of squares residual) and the explained variance is 0,779 (Sum of squares regression). The multiple regression between servant leadership, number of leaders and job satisfaction is not significant (F is 1,382 and Sig. is 0,264).

Coefficients[a]						
		Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1,110	1,124		,987	,330
	Servantleadership	,434	,363	,195	1,198	,239
	Numberofleaders	,020	,016	,200	1,227	,228
a. Dependent Variable: Jobsatisfaction						

Figure 45: Coefficients multiple regression analysis

In Figure 45 the components of the multiple regression analysis are given. The multiple regression analysis is defined as: Job satisfaction = 1,110 (B constant) + 0,434 (B servant leadership) * Servant leadership + 0,020 (B number of leaders) * Number of leaders. Servant leadership and number of leaders are both not significant (servant leadership t is 1,198 and Sig. is 0,239, number of leaders t is -1,227 and Sig. is 0,228) related to job satisfaction. The absolute standardized coefficients of servant leadership and number of leaders are 0,195 and 0,200 (Beta servant leadership and Beta number of leaders). Number of leaders has more influence on the dependent variable job satisfaction.

4.3.2.9 Servant leadership and revenue

In Appendix 11 the major assumptions of the multiple linear regression analyses are given. Appendix 11.34 shows a histogram and scatterplot of the residuals from the dependent variable revenue as assumption for the multiple linear regression analysis between servant leadership, revenue, and the control variable number of leaders. The model is linear and the residuals are normally distributed and homoscedasticity. Another assumption of the multiple linear regression analysis is showed in Appendix 11.35, there is no multicollinearity between the independent variable and the control variable. In the multiple linear analysis are 3 outliners found (Appendix 11.36). The standardized residuals are -2,120, -2,363 and 2,197 standard deviations removed from the middle of the distribution. These outliners are not very high and are not removed from the analysis.

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,120[a]	,014	-,042	,45516
a. Predictors: (Constant), Numberofleaders, Servantleadership				
b. Dependent Variable: Revenue				

Figure 46: Model summary multiple regression analysis

The independent variable servant leadership and the control variable number of leaders are very weak related to the dependent variable revenue, R is 0,120. The variance in revenue is for 1,40 % (R square) explained by the variance in servant leadership and number of leaders (Figure 46).

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	,107	2	,053	,257	,775[b]
Residual	7,251	35	,207		
Total	7,357	37			
a. Dependent Variable: Revenue					
b. Predictors: (Constant), Numberofleaders, Servantleadership					

Figure 47: ANOVA multiple regression analysis

In Figure 47 the variance analysis of the dependent variable revenue is described. The total variance of revenue is divided into unexplained variance and explained variance. The unexplained variance is 7,251 (Sum of squares residual) and the explained variance is 0,107 (Sum of squares regression). The multiple regression between servant leadership, number of leaders and revenue is not significant (F is 0,257 and Sig. is 0,775).

Coefficients[a]					
	Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	3,634	,964		3,771	,001
Servantleadership	-,211	,311	-,114	-,677	,503
Numberofleaders	-,004	,014	-,047	-,280	,781
a. Dependent Variable: Revenue					

Figure 48: Coefficients multiple regression analysis

In Figure 48 the components of the multiple regression analysis are given. The multiple regression analysis is defined as: Revenue = 3,634 (B constant) – 0,211 (B servant leadership) * Servant leadership - 0,014 (B number of leaders) * Number of leaders. Servant leadership and number of leaders are both not significant (servant leadership t is -0,667 and Sig. is 0,503, number of leaders t is -0,280 and Sig. is 0,781) related to revenue. The absolute standardized coefficients of servant leadership and number of leaders are 0,114 and 0,047 (Beta servant leadership and Beta number of leaders). Servant leadership has more influence on the dependent variable revenue.

4.3.2.10 Summary authentic leadership

Authentic leadership is very weak positive related to customer satisfaction. The influence of authentic leadership on customer satisfaction is less than the influence of authentic leadership and number of leaders on customer satisfaction. The variance of customer satisfaction is by the multiple regression analysis for 0,00% explained by the variance in authentic leadership and number of leaders. The models of authentic leadership and customer satisfaction, and authentic leadership, number of leaders and customer satisfaction are both not significant. Authentic leadership and number of leaders have the same influence on the variable customer satisfaction. These variables are both not significant related to customer satisfaction.

Authentic leadership is very weak positive related to job satisfaction. The influence of authentic leadership on job satisfaction is less than the influence of authentic leadership and number of

leaders on job satisfaction. The variance of job satisfaction is by the multiple regression analysis for 6,90% explained by the variance in authentic leadership and number of leaders. The models of authentic leadership and job satisfaction, and authentic leadership, number of leaders and job satisfaction are both not significant. Number of leaders has more influence on the variable job satisfaction than authentic leadership. These variables are both not significant related to job satisfaction.

Authentic leadership is very weak positive related to revenue. The influence of authentic leadership on revenue is less than the influence of authentic leadership and number of leaders on revenue. The variance of revenue is by the multiple regression analysis for 2,80% explained by the variance in authentic leadership and number of leaders. The models of authentic leadership and revenue, and authentic leadership, number of leaders and revenue are both not significant. Authentic leadership has more influence on the variable revenue than number of leaders. These variables are both not significant related to revenue.

4.3.2.11 Summary ethical leadership

Ethical leadership is very weak negative related to customer satisfaction. The influence of ethical leadership on customer satisfaction is less than the influence of ethical leadership and number of leaders on customer satisfaction. The variance of customer satisfaction is by the multiple regression analysis for 14,30% explained by the variance in ethical leadership and number of leaders. The model of ethical leadership and customer satisfaction is significant, but the model of ethical leadership, number of leaders and customer satisfaction is not significant. Ethical leadership has more influence on the variable customer satisfaction than number of leaders. The variable of customer satisfaction is significant related to customer satisfaction, but the variable number of leaders is not significant related to customer satisfaction.

Ethical leadership is very weak positive related to job satisfaction. The influence of ethical leadership on job satisfaction is less than the influence of ethical leadership and number of leaders on job satisfaction. The variance of job satisfaction is by the multiple regression analysis for 3,60% explained by the variance in ethical leadership and number of leaders. The models of ethical leadership and job satisfaction, and ethical leadership, number of leaders and job satisfaction are both not significant. Number of leaders has more influence on the variable job satisfaction than ethical leadership. These variables are both not significant related to job satisfaction.

Ethical leadership is very weak negative related to revenue. The influence of ethical leadership on revenue, and the influence of ethical leadership and number of leaders on revenue are the same. The variance of revenue is by the multiple regression analysis for 3,10% explained by the variance in ethical leadership and number of leaders. The models of ethical leadership and revenue, and ethical leadership, number of leaders and revenue are both not significant. Ethical leadership has more influence on the variable revenue than number of leaders. These variables are both not significant related to revenue.

4.3.2.12 Summary servant leadership

Servant leadership is very weak positive related to customer satisfaction. The influence of leadership on customer satisfaction, and the influence of servant leadership and number of leaders on customer satisfaction are the same. The variance of customer satisfaction is by the multiple regression analysis for 1,10% explained by the variance in servant leadership and number of leaders. The models of servant leadership and customer satisfaction, and servant leadership, number of leaders and customer satisfaction are both not significant. Servant leadership has more influence on the variable customer satisfaction than number of leaders. These variables are both not significant related to customer satisfaction.

Servant leadership is very weak positive related to job satisfaction. The influence of servant leadership on job satisfaction is less than the influence of servant leadership and number of leaders on job satisfaction. The variance of job satisfaction is by the multiple regression analysis for 7,30% explained by the variance in servant leadership and number of leaders. The models of servant leadership and job satisfaction, and servant leadership, number of leaders and job satisfaction are both not significant. Number of leaders has more influence on the variable job satisfaction than servant leadership. These variables are both not significant related to job satisfaction.

Servant leadership is very weak negative related to revenue. The influence of servant leadership on revenue is less than the influence of servant leadership and number of leaders revenue. The variance of revenue is by the multiple regression analysis for 1,40% explained by the variance in servant leadership and number of leaders. The models of servant leadership and revenue, and servant leadership, number of leaders and revenue are both not significant. Servant leadership has more influence on the variable revenue than number of leaders. These variables are both not significant related to revenue.

5.0 Conclusion

In this chapter the conclusion of the research is given. The main question of this research is defined as: *Which current leadership styles lead to most effective leadership in legal service organizations?* The current leadership styles are characterized as authentic, ethical, and servant leadership styles and effective leadership is defined by the performance indicators customer satisfaction, job satisfaction, and revenue.

In the previous chapters, the basis of this research is explained. Based on the results from the different legal service organizations has only one leadership style significant influence on one performance indicator. This leadership style is the ethical leadership style and the performance indicator is customer satisfaction. Ethical leadership leads to most customer satisfaction in the different legal service organizations, the other measured leadership styles and performance indicators are not significant related to each other.

In the literature were no studies or theories found who were related to the relationship between customer satisfaction and ethical leadership. It was not to be expected that this relationship was the only significant relationship. In the literature were studies and/or theories found who suggested the direct/indirect relationship between the different leadership styles and the job satisfaction and revenue concept. It was to be expected that one of these relationships was the best, but not a relationship related to the customer satisfaction concept.

5.1 Implications for further research

This paragraph gives implications for further research. In the literature chapter, the concepts of authentic, ethical, and servant leadership were analyzed. All these concepts has different definitions, operationalization's and measures. These concepts should be further developed to get more generally accepted definitions, operationalization's and measure of these concepts. Nowadays the different aspects of the leadership concepts are very different.

In this research the authentic leadership, ethical leadership and servant leadership styles are measured by the ALI, ELW, and SLS. All these instruments are valid and reliable to measure the described leadership styles. The performance indicators customer satisfaction, job satisfaction, and revenue are measured by the CSI, JSI, and RI. Only the JSI is a valid and reliable measure. In the literature were no measures found who measured the described concepts of customer satisfaction and revenue. The CSI and RI are based on a self-made index. These instruments need to be developed to get a more reliable instrument to the measured concepts of customer satisfaction and revenue.

Although there has been considerable interest focused on the topics authentic, ethical, and servant leadership in recent years, empirical research on these concepts has been limited. The relations between the different leadership styles and other indicators can be further developed to get a good view on the effectiveness of the different leadership styles. Especially on the influence of the different leadership styles on customer satisfaction. In the literature is no information about this subject available. In this research are the direct relationships between the different leadership styles

and performance indicators measured, but there are a lot of aspects who has a possible influence of these relationships. Further research need to be developed.

The variables of this research are investigated in legal service organizations, further research can be investigated in other sectors.

5.2 Limitations

In this research the relationships between the different leadership styles and the performance indicators are measured by 38 lawyers, who rated their 38 leaders on the different concepts. The sample size (38 leaders) is relatively small, a larger sample size would allow for more reliable analysis that could capture the relationships that exist in most legal service organizations.

Another aspect is that the 38 leader in this research were rated by 38 lawyers on their leadership style, and these lawyers give their own meaning on the performance indicators. One leader is rated by one lawyer. This research is more reliable if more lawyers rated one leader. The answers are now dependent on one meaning.

5.3 Implications for practice

Based on the results from the different legal service organizations has only one leadership style significant influence on one performance indicator. This leadership style is the ethical leadership style and the performance indicator is customer satisfaction. Ethical leadership leads to most customer satisfaction in the measured legal service organizations. Legal service organizations should adopt more ethical leadership aspects to the leadership style of their leaders to get more satisfied customers. Ethical leaders were seen as fair and principle centered decision-makers, and were characterized as honest, caring, and principles leaders. These leaders do not only care about their subordinates, but also about society. The ethical leader influenced the ethical and unethical behaviors of subordinates by means of proactive efforts. This means that the ethical leader frequently communicate with their subordinates about ethics and ethical standards, and use rewards and punishments for the correct performing of these standards.

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Appendix 1: Research performance indicators

1.1 Performance indicators research

The performance indicator research is designed to determine the current performance indicators of modern leaders. These performance indicators are translated into the most important performance indicators where a leader in an organization is rated on. Leaders from six organizations are interviewed in the period September 2012 until October 2013. The choice for this leaders and the associated organization is first of all based on the connection within the researchers` social network. The second and last choice is based on the context of the organization, the leaders are managing a knowledge-intensive organization or a part of a knowledge-organization. This is a descriptive research to determine the current performance indicators where a leader in an organization is rated on. The chosen method for this research is a qualitative method, interviews with open questions. The interview questions are based on general questions of the organization and the leader, and specific questions about the most important current performance indicators were the leader is rated on. The interviews are conducted in the Dutch language, by an standardized open-ended face-to-face interview. After the face-to-face interviews, the interviews are elaborated and for control mailed to the leaders (Vennix, 2006). The controlled version is translated in English and used in this research.

1.2 Research questions performance indicators research

Introductie:

Doel van het onderzoek: Mijn onderzoek is gebaseerd op de effectiviteit van moderne leiderschapsstijlen in organisaties. Leiderschap en management zijn hierbij als gelijke termen aangenomen (allebei omschreven als leiderschap). De effectiviteit van de leider wordt gezien als het succes van een leider om zijn volgelingen te beïnvloeden om de organisatie doelstellingen te behalen. Om de doelstellingen van de organisatie te kunnen vertalen wordt er vaak gebruik gemaakt van prestatie indicatoren. Ik wil graag weten op welke prestatie indicatoren u als leidinggevende wordt beoordeeld.

Algemeen onderzoek:
- Open vragen
- Ongeveer 30 minuten.
- Het interview wordt opgenomen, indien niet gewenst worden er aantekeningen gemaakt.
- Anonimiteit kan worden gewaarborgd.
- Het gehele interview wordt terug gestuurd, waarop de ondervraagde kan nalezen of alles juist is geïnterpreteerd. Feedback is welkom.

Vragen:

1. Wat is de naam van de organisatie?
2. Tot welke sector en branche wordt de organisatie gerekend?
3. Wat zijn in het kort de activiteiten van de organisatie?
4. Welke functie heeft u binnen de organisatie?
5. Wat zijn in het kort u werkzaamheden?
6. Hoeveel managementlagen zijn er binnen de organisatie en waar staat u?
7. Wat zijn de 5 belangrijkste prestatie indicatoren waarop u als leider wordt beoordeeld?
8. Wat houden deze prestatie indicatoren in?

Einde interview:

- Bedanken.
- Locatie, tijd en datum vastleggen.
- Interview wordt zo snel mogelijk uitgewerkt.
- Einde van het document opsturen voor commentaar.

1.3 Interview details performance indicators research

1. Freaky Piano Bar

Location:	Arnhem, 23.09.2013, 12.00 AM
Interviewee:	Anonymous
Function:	Leader of the Freaky Piano Bar
Student:	Lilian van de Water
Time:	17 minutes

2. Ardea Auto Soest

Location:	Arnhem, 25.09.2013, 18.00 AM
Interviewee:	Anonymous
Function:	Leader of Ardea Auto Soest
Student:	Lilian van de Water
Time:	16 minutes

3. Large German insurance organization

Location:	Arnhem, 27.09.2013, 10.00 AM
Interviewee:	Anonymous
Function:	Leader of large German insurance organization
Student:	Lilian van de Water

Time: 14 minutes

4. Esdal College Emmen

Location: Emmen, 29.09.2013, 14.00 AM
Interviewee: Anonymous
Function: Leader of Esdal College te Emmen
Student: Lilian van de Water
Time: 17 minutes

5. Manager Vivare

Location: Velp, 3.10.2013, 16.30 AM
Interviewee: Anonymous
Function: Leader of Vivare
Student: Lilian van de Water
Time: 13 minutes

6. Manager of an large broker organization

Location: Arnhem, 14.10.2013, 18.00 AM
Interviewee: Anonymous
Function: Leader of large broker organization
Student: Lilian van de Water
Time: 13 minutes

1.4 Findings performance indicators research

1.4.1 Leadership catering

General organization: The organization of the leader is part of an umbrella catering company and belongs to the catering industry in the commercial service sector. This umbrella catering company consists of 20 restaurants/pubs in the areas of Nijmegen, Arnhem and Enschede. The organization of the leader is a pub and ensures that guests have a great evening through music, hospitality and entertainment. The pub is ideal for guests between 18 and 35 years.

Leadership: On top of the umbrella catering company a board is available, in which two people participate. Under the board are two regional leaders working, one for the restaurants/pubs in Arnhem and one for the restaurants/pubs in Nijmegen and Enschede. Below the regional leaders are the leaders of the various restaurants/pubs participating, where certain leaders have one or more assistant leaders. The interviewed leader is leader of a pub in Arnhem. The tasks of the leader include: keeping the costs as low as possible, getting the highest possible revenues, coaching, guiding

and correcting staff, booking pianists, ordering drinks and accessories, making the staff schedules and preparing weekly management meetings.

Performance indicators: The leader will be measured on the following performance indicators: cost savings, revenue increasing, staff satisfaction, organizational, and creativity. The performance indicators are defined as:

Cost savings: The aim is to earn as much as possible by spending as little as possible. Every week the main cost are discussed. The main cost are personnel costs. The personnel costs are translated into a percentage of the revenues and this percentage should be as low as possible. There is little budget for other expenses.

Revenue increasing: The intention is to obtain revenues as much as possible. This will be done by devising actions, retaining guests and getting contact with the guests. The pub is only open a few days in the week and in this days the money need to be earned.

Staff satisfaction: In the pub work are a lot of part-timers based on a zero hour contract. Many of the employees are visiting school also or have another (full-time) job. The working conditions are not ideal. The employees must often wait until it is busy enough before they can start working and be cashed out for the work. For this reason the satisfaction of the employees is very important, otherwise they will leave the organization after a short period.

Organizational: In the organization certain things are last minute decisions. The leaders need some organizational talent to manage these changes. Consider the fact that the pub must be open, the employees need to be working at the right place, that there is a pianist and there are dj`s, and that the drinks order is inside. The right conditions will make a pub successful.

Creativity: Leaders need to be creative to increase the revenues and reduce costs. A lot happened here on the basis of last minute decisions, so the leader must be creative in finding all kinds of solutions. The leaders need some creativity to make sure that everything runs well. Creativity is also measured on the marketing and theme weekends.

1.4.2 Leadership automotive

General organization: The organization is part of an umbrella holding and belongs to the automotive industry in the commercial service sector. Between this holding, different cars are being sold, rent, and leased. The holding also provides insurance, financings, and vehicle equipments. The organization of the leader primarily offers one car brand, associated with insurance and financing. The cars are divided into new and used private cars, company cars, cars for lease, and fleets. The organization of the leaders also repair and maintain cars.

Leadership: On top of the holding company presides the board of directors. The organization of the interviewed leader belongs to one of the five activities of the umbrella holding company. In this activity the interview leader is manager of one establishment. Between this two leadership layers the cluster leader and the general leader are participating. The leader of the establishment is primarily responsible for the sales of the cars. The cars are thereby divided into new cars, used cars, lease cars, and company cars. The leader is also responsible for setting up the showroom, and pricing, advertising, invoicing, and marketing of the cars.

Performance indicators: The leader will be measured on the following performance indicators: revenue cars, financing products, accessories, costs and gross profit. The performance indicators are defined as:

Revenue cars: For the leader of the establishment a revenue is rated, this revenue should be achieved. This revenue is rated for new cars, used cars, lease cars, and company cars.

Financing products: Financing products are loans to customers who cannot or will not pay for a car in one time. The financings products are measured as a percentage of the revenues from the sold cars.

Accessories: The accessories are calculated as a percentage of the average car price. Accessories means everything that is installed afterwards on the car, like radios, navigations, tow bars, and wheels.

Gross profit: The leader makes a budget in which the sales number and gross profit of the cars are calculated. This gross profit number must be achieved. The prices from new cars are imposed by the importer of the new car. These prices are the basic prices, but the leader has a little change approach on these prices. This little change approach is related to the bill margin. The leader can determine how large the bill margin is by the sale of the car. Prices of used cars are determined by the leader himself.

Costs: The leader gets often used cars from customers who sold a new car. The customers want to change the used car for a part of the price from the new car. The trade-in price is determined by the leader and is counting among the costs. The leader should also be noted that the car should be repaired. The revenues of these cars were removed from the costs. Costs should be as low as possible.

1.4.3 Leadership insurance

General organization: The organization is a large German insurance company and belongs to the insurance industry in the financial service sector. The organization is internationally oriented and one of the largest financial institutions in the world. The activities of this organization are mainly focused on insurance, life insurance and asset management. The organization of the leader is located in the Netherlands.

Leadership: In the Dutch organization four levels of leadership can be distinguished. On top of the Dutch organization presides the board of directors. Below the board of directors other directors are participating, who control each a group of 5 till 15 specialist. Some directors control a group of 100 specialist, these directors have an extra layer of leadership in their group. The lowest layer of leadership consists of team leaders in the groups with specialists. The interviewed leader is part of the board of directors and is responsible for the results of the organization. The results are measured by profits, revenues, technical results, customer satisfaction/loyalty, and employee satisfaction.

Performance indicators: The effectiveness of the leader will be measured on the following performance indicators: profit, revenues, technical results, customer satisfaction/loyalty, and employee satisfaction. The performance indicators are defined as:

Profit: The profit is measured by income minus costs of the various insurances and other activities within the organization.

Revenues: Revenues of sold insurances and other activities of the organization.

Technical results: Technical results are the net results about the actual activities of the organization, no secondary activities of the organization. For example, the organization also invests their money. In a good year that should be positive, but this money cannot be used in bad activities of the organization. This is not accepted. At the end everything is compensated, but in the technical results all parts are separately viewed.

Customer satisfaction/loyalty: Customer satisfaction is divided into two aspects. First of all the satisfaction of the end customer is measured, and secondly the satisfaction of the distribution channel, the intermediary. Thereby is measured what the opinion of the customers and the agents about the organization are. Finally, there is also measured over what time the customers are loyal to the organization.

Employee satisfaction: The employee satisfaction is measured by an engagement survey. Once a year the employees are asked 100 questions. Questions includes themes like; what do they think of the company, how do we deal with innovation, how well do we deal with integrity, how well can the leader manage etc.

1.4.4 Leadership education

General organization: The organization is a high school and belongs to the education industry in the non-commercial services sector. This organization provides education to 3670 high school students from the level of vmbo to gymnasium. The organization is divided into six locations.

Leadership: In this organization three leadership layers are distinguishable. On top of the organization presides the board, in which two people participate. The second layer is filled in by the location directors with their own boards. The lowest layer belongs to the team leaders, who participate below the location directors. The interviewed leader is one of the two board members, and responsible for the overall organization. The portfolio of the leader mainly consists of external relations, managing location directors, formation, and education.

Performance indicators: The leader will be measured on the following performance indicators: education quality, financial health, anticipate on future developments, responsible employees, and satisfaction of students and parents. The performance indicators are defined as:

Education quality: The education on the high school needs to be sufficient. This is assessed by the inspection on the basis of a monitoring and assessment framework.

Financial health: The organization need to be financially healthy. This is assessed by the accountant and the inspection.

Anticipate on future developments: The organization needs to anticipate on future developments, such as ICT, appropriate education, and shrinkage in the population, to meet all requirements in the future.

Responsible employees: This subject supports the quality of the education. The responsibility of the employees are evaluated by the school council, inspection, and unions. In the organization are also internal satisfaction surveys conducted to measure the satisfaction of the employees.

Satisfaction of students and parents: The satisfaction of the students and parents is internally measured by satisfaction surveys. The satisfaction survey measures the satisfactions of these groups and if these groups are involved enough.

1.4.5 Leadership housing corporation

General organization: The organization is a housing corporation and belongs to the housing industry in the non-commercial services sector. The activities of this organization are mainly focused on the rent, sell, manage and maintain of rental houses. The organization is also focused on building new houses, which are later be rented or sold. The organization is divided over 6 locations.

Leadership: The top of the organization provides the board, followed by leaders and team leaders. The interviewed leader is one of the leaders and responsible for four of the five locations where customer processes are taking place. The customer processes are divided into rental processes, maintenance, collections, and nuisance processes. The leader is responsible for the region `s Duiven, Elst, Velp and Renkum. The region Arnhem also has customer processes, but this location has his own leader. The leader ensures that everything runs smoothly in her four locations and controlled 7 team leaders.

Performance indicators: The leader will be measured on the following performance indicators: lack of occupancy, backlog figures, satisfaction residents, employee satisfaction, and sales targets. These performance indicators are defined as:

Lack of occupancy: The houses should be rented out as soon as possible. The time between the change of different residents should be as short as possible.

Backlog figures: The backlog figures should not increase tremendously. These figures are related to residents who do not pay their rent. There are targets established for the height of the backlog figures.

Employee satisfaction: The organization measured by the residents the satisfaction of the houses and neighborhoods.

Sales targets: Some houses have to be sold, because there is decided that these houses do not longer belong to the portfolio of the organization. For the sale of these houses sales targets are rated.

1.4.6 Leadership brokerage

General organization: The organization is part of an umbrella broker company and belongs to the housing industry in the commercial service sector. The organizations are located in Gelderland and Overijssel and are focused on the areas of business broker, private broker, mortgages and insurances. The interviewed leader is working at one of the establishments of this umbrella brokerage company.

Leadership: On top of the umbrella broker company provides the board, followed by the leaders form the different establishments and leaders by a specific specialization. The last layer of leadership is only applicable in the larger establishments. The interviewed leader is leader of an establishment and is responsible for the results of the establishment. This means that there are enough houses to be sold, the margin on the houses are achieved, and that the number of customers should be kept and expanded.

Performance indicators: The leader will be measured on the following performance indicators: sale numbers, input new houses, run time, sales prices, and customer satisfaction. The performance indicators are defined as:

Sale numbers: This indicator is determined on basis of the number of houses sold.

Input new houses: It is very important that the leader builds a network and that this network is maintained. The work of a broker depends on new houses that can be sold.

Run time: The run time is calculated on the time that a house is up for sale. It is very important that a house is resold very quick. At this time it is more difficult than in previous years.

Sale prices: This is the price for how much the houses are sold. The establishment gets a percentage of the selling price of every house. In some cases the establishment gets a fixed price. These incomes are the turnover of the organization.

Customer satisfaction: Customer satisfaction is measured by the organization. It is very important that customers think positively about the establishment and receive a good service.

1.4.7 Summery and tables performance indicators research

Figure 49 & 50 give an overview of the results from the 6 interviewed leaders. In Figure 49 are the different current performance indicators described. In Figure 50 is general information given about the organizations of the 6 interviewed leaders.

Leader	PI 1	PI 2	PI 3	PI 4	PI 5
Catering	Cost savings	Revenue increasing	Staff satisfaction	Organizational	Creativity
Automotive	Revenue cars	Financing products	Accessories	Gross profit	Costs
Insurance	Profit	Revenues	Technical results	Customer satisfaction/loyalty	Emloyee satisfaction
Education	Education quality	Financial health	Anticipate on future developments	Responsible employees	Satisfaction of students and parents
Housing corporation	Lack of occupancy	Backlog figures	Satisfaction residents	Employee satisfaction	Sales targets
Brokerage	Sale numbers	Input new houses	Run time	Sale prices	Customer satisfaction

Figure 49: Summery performance indicators

General data	Industry	Sector	Number of leadership layers	Leadership layer interviewed leader
Catering	Catering	Commercial service sector	4	3
Automotive	Automotive	Commercial service sector	4	4
Insurance	Insurance	Financial service sector	4	1
Education	Education	Non-commercial service sector	3	1
Housing corporation	Housing	Non-commercial service sector	3	2
Brokerage	Housing	Commercial service sector	3	2

Figure 50: Summery general information

1.4.8 Current performance indicators

The goal of this research is to determine the most common current performance indicators. All the 6 interviewed leaders give 5 current performance indicators. These current performance indicators are shown in Figure 51, summarized and based on common categories. These common categories are costs, revenue, employee satisfaction, organizational, creativity, financing products, accessories, gross profit, technical results, customer satisfaction, quality, financial health, anticipate on future developments, lack of occupancy, backlog figures, sales targets, sale numbers, input new houses, and run time.

The categories customer satisfaction, employee satisfaction, and revenue are all 4 times specified. These categories are the most common performance indicators measured by the 6 interviewed

leaders and used for input in the literature chapter and main research. Based on a short literature review employee satisfaction is translated in job satisfaction, because this definition better reflects the described definition of the 4 interviewed leaders. Summarized are customer satisfaction, job satisfaction, and revenue the chosen current performance indicators.

General performance indicators	Number	Leader	Specific performance indicator
Costs	2	Catering	Cost savings
		Automotive	Costs
Revenue	4	Catering	Revenue increasing
		Automotive	Revenue cars
		Insurance	Revenues
		Brokerage	Sale prices
Employee satisfaction	4	Catering	Staff satisfaction
		Insurance	Emloyee satisfaction
		Education	Responsible employees
		Housing corporation	Employee satisfaction
Organizational	1	Catering	Organizational
Creativity	1	Catering	Creativity
Financing products	1	Automotive	Financing products
Accessories	1	Automotive	Accessories
Gross profit	2	Automotive	Gross profit
		Insurance	Profit
Technical results	1	Insurance	Technical results
Customer satisfaction	4	Insurance	Customer satisfaction/loyalty
		Education	Satisfaction of students and parents
		Housing corporation	Satisfaction residents
		Brokerage	Customer satisfaction
Quality	1	Education	Education quality
Financial health	1	Education	Financial health
Anticipate on future developments	1	Education	Anticipate on future developments
Lack of occupancy	1	Housing corporation	Lack of occupancy
Backlog figures	1	Housing corporation	Backlog figures
Sales targets	1	Housing corporation	Sales targets
Sale numbers	1	Brokerage	Sale numbers
Input new houses	1	Brokerage	Input new houses
Run time	1	Brokerage	Run time

Figure 51: Chosen performance indicators

Appendix 2: Research questions

Effectief leiderschap

Het doel van deze enquête is te onderzoeken welke moderne leiderschapsstijl leidt tot het meest effectieve leiderschap in de juridische branche. Leiderschap en management zijn hierbij als gelijke termen aangenomen (allebei omschreven als leiderschap). De effectiviteit van een leidinggevende wordt gezien als het succes van deze leidinggevende om zijn medewerkers te beïnvloeden om de organisatie doelstellingen te behalen. Om de doelstellingen van de organisatie te kunnen vertalen wordt er gebruik gemaakt van prestatie indicatoren.

Het eerste gedeelte van het onderzoek bestaat uit algemene vragen over het kantoor waar u werkzaam bent. In het tweede gedeelte van het onderzoek worden verschillende moderne leiderschapsstijlen uiteengezet om te onderzoeken in welke mate deze binnen uw kantoor voorkomen. In het derde en laatste gedeelte worden verschillende prestatie indicatoren onderzocht.

Deze gegevens worden alleen voor dit onderzoek gebruikt en alles blijft volledig anoniem. Het onderzoek zal ongeveer 30-45 minuten in beslag nemen.

Algemene vragen.

Dit eerste onderdeel van het onderzoek bevat algemene vragen. Deze vragen zijn alleen van toepassing op het kantoor waar u zelf werkzaam bent.

1. In welke plaats is uw kantoor gevestigd?
   Open vraag
2. Is het kantoor onderdeel van een internationale onderneming?
   Gesloten vraag   Ja/Nee
3. Tot welke sector wordt het kantoor gerekend?
   Open vraag
4. Tot welke branche wordt het kantoor gerekend?
   Open vraag
5. Wat zijn in het kort de hoofdactiviteiten van het kantoor?
   Open vraag
6. Hoeveel mensen zijn er in totaal werkzaam op het kantoor?
   Gesloten vraag   0-15/15-30/30-45/45-60/60 of meer
7. Hoeveel juristen zijn er werkzaam op het kantoor?
   Gesloten vraag   0-10/10-20/20-30/30-40/40 of meer
8. Hoeveel leidinggevenden zijn er binnen de juridische kant van het kantoor werkzaam?
   (Leidinggevenden en managers zijn als gelijke termen aangenomen, zie introductie enquête)
   Open vraag

Moderne leiderschapsstijlen

Dit onderdeel van het onderzoek geeft aspecten van verschillende moderne leiderschapsstijlen weer. Deze moderne leiderschapsstijlen zijn vertaald in eigenschappen/aspecten van een leidinggevende. Deze eigenschappen/aspecten moeten worden beoordeeld op uw leidinggevende.

9. In hoeverre komen deze aspecten/eigenschappen voor bij uw leidinggevende?

	Altijd	Vaak	Soms	Zelden	Nooit
1. Mijn leidinggevende zegt duidelijk wat hij/zij bedoelt.					
2. Mijn leidinggevende toont samenhang tussen zijn/haar overtuigingen en handelingen.					
3. Mijn leidinggevende vraagt om ideeën die zijn/haar kern overtuigingen uitdagen.					
4. Mijn leidinggevende beschrijft nauwkeurig de manier waarop anderen zijn/haar capaciteiten bekijken.					
5. Mijn leidinggevende maakt gebruik van zijn/haar kern overtuigingen om beslissingen te nemen.					
6. Mijn leidinggevende luistert aandachtig naar alternatieve perspectieven voordat er een conclusie wordt genomen.					
7. Mijn leidinggevende laat zien dat hij/zij zijn/haar sterke en zwakke punten begrijpt.					
8. Mijn leidinggevende deelt openlijk informatie met anderen.					
9. Mijn leidinggevende weerstaat de druk op hem/haar om dingen in tegenstelling tot zijn/haar overtuigingen te doen.					
10. Mijn leidinggevende analyseert objectief relevante gegevens alvorens hij/zij een beslissing neemt.					
11. Mijn leidinggevende is zich duidelijk bewust van de impact die hij/zij heeft op anderen.					
12. Mijn leidinggevende drukt zijn/haar ideeën en gedachten duidelijk uit naar anderen.					
13. Mijn leidinggevende wordt door interne morele standaarden geleid in zijn/haar activiteiten.					
14. Mijn leidinggevende moedigt anderen aan om tegengestelde standpunten aan te dragen.					

10. In hoeverre komen deze aspecten/eigenschappen voor bij uw leidinggevende?

	Altijd	Vaak	Soms	Zelden	Nooit
1. Mijn leidinggevende is geïnteresseerd in hoe ik mijzelf voel en hoe ik het doe.					
2. Mijn leidinggevende neemt de tijd voor persoonlijk contact.					
3. Mijn leidinggevende besteedt aandacht aan mijn persoonlijke behoeften.					
4. Mijn leidinggevende neemt de tijd om te praten over werk -gerelateerde emoties.					
5. Mijn leidinggevende is oprecht geïnteresseerd in mijn persoonlijke ontwikkeling.					
6. Mijn leidinggevende sympathiseert met me als ik problemen heb.					
7. Mijn leidinggevende geeft om zijn/haar volgelingen.					
8. Mijn leidinggevende houdt mij verantwoordelijk voor problemen waar ik geen controle over heb.					
9. Mijn leidinggevende houdt mij verantwoordelijk voor werk waar ik geen controle over heb.					
10. Mijn leidinggevende houdt mij verantwoordelijk voor dingen die niet mijn schuld zijn.					
11. Mijn leidinggevende voert zijn/haar eigen succes ten koste van anderen.					
12. Mijn leidinggevende is vooral gericht op het bereiken van zijn/haar eigen doelen.					
13. Mijn leidinggevende manipuleert ondergeschikten.					
14. Mijn leidinggevende staat het toe om ondergeschikten belangrijke beslissingen te laten beïnvloeden.					
15. Mijn leidinggevende staat niet toe dat anderen deelnemen aan de besluitvorming.					
16. Mijn leidinggevende wint advies in bij ondergeschikten met betrekking tot de organisatiestrategie.					
17. Mijn leidinggevende zal een besluit heroverwegen op basis van aanbevelingen die door diegenen worden gemaakt die aan hem/haar rapporteren.					
18. Mijn leidinggevende delegeert uitdagende verantwoordelijkheden aan ondergeschikten.					
19. Mijn leidinggevende staat toe dat ik een sleutelrol speel bij het vaststellen van mijn eigen prestatiedoelen.					
20. Mijn leidinggevende zou op een milieuvriendelijke manier willen werken.					
21. Mijn leidinggevende toont zorg voor duurzaamheidsvraagstukken.					
22. Mijn leidinggevende stimuleert de recycling van producten en materialen op onze afdeling.					
23. Mijn leidinggevende legt duidelijk de aan integriteit gerelateerde gedragscodes uit.					
24. Mijn leidinggevende legt uit wat er van de medewerkers wordt verwacht in termen van gedrag met integriteit.					
25. Mijn leidinggevende verduidelijkt integriteitsrichtlijnen.					
26. Mijn leidinggevende zorgt ervoor dat medewerkers de codes van integriteit volgen.					
27. Mijn leidinggevende verduidelijkt de waarschijnlijke gevolgen van eventueel onethisch gedrag door mijzelf en mijn collega's.					
28. Mijn leidinggevende stimuleert de discussie over integriteit bij medewerkers.					
29. Mijn leider geeft complimenten aan medewerkers die zich gedragen volgens de integriteit richtlijnen.					
30. Mijn leidinggevende geeft aan wat de verwachte prestaties van elk lid van de groep zijn.					
31. Mijn leidinggevende legt uit wat er van elk groepslid wordt verwacht.					
32. Mijn leider legt uit wat er van mij en mijn collega's wordt verwacht.					
33. Mijn leidinggevende verduidelijkt prioriteiten.					
34. Mijn leidinggevende verduidelijkt wie waar verantwoordelijk voor is.					
35. Mijn leidinggevende houdt zijn/haar beloften.					
36. Mijn leidinggevende kan worden vertrouwd door te doen wat hij/zij zegt.					
37. Mijn leider kan worden ingeroepen om zijn/haar verplichtingen na te komen.					
38. Mijn leidinggevende houdt altijd zijn/haar woord.					

11. In hoeverre komen deze aspecten/eigenschappen voor bij uw leidinggevende?

	Altijd	Vaak	Soms	Zelden	Nooit
1. Mijn leidinggevende geeft mij de informatie die ik nodig heb om mijn werk goed te doen.					
2. Mijn leidinggevende moedigt me aan om mijn talenten te gebruiken.					
3. Mijn leidinggevende helpt mij om mijzelf verder te ontwikkelen.					
4. Mijn leidinggevende stimuleert zijn/haar medewerkers om met nieuwe ideeën te komen.					
5. Mijn leidinggevende houdt zichzelf op de achtergrond en geeft credits aan anderen.					

	Altijd	Vaak	Soms	Zelden	Nooit
6. Mijn leidinggevende houdt mij verantwoordelijk voor het werk dat ik uitvoer.					
7. Mijn leidinggevende geeft kritiek op mensen over de fouten die zij in hun werk hebben gemaakt.					
8. Mijn leidinggevende neemt risico's, zelfs als hij/zij niet zeker is van de steun van zijn/haar eigen leidinggevende.					
9. Mijn leidinggevende is open over zijn/haar beperkingen en zwakheden.					
10. Mijn leidinggevende leert van kritiek.					
11. Mijn leidinggevende benadrukt het belang van gericht zijn op het welzijn van het geheel.					
12. Mijn leidinggevende geeft mij de bevoegdheid om beslissingen te nemen die het werk voor mij makkelijker maken.					
13. Mijn leidinggevende vraagt niet om erkenning of beloningen voor de dingen die hij/zij voor anderen doet.					
14. Ik wordt door mijn leidinggevende verantwoordelijk gehouden voor mijn prestaties.					
15. Mijn leidinggevende neemt een harde houding aan ten opzichte van mensen die hem/haar hebben beledigd op het werk.					
16. Mijn leidinggevende neemt risico's en doet wat er gedaan moet worden naar zijn/haar mening.					
17. Mijn leidinggevende wordt vaak geraakt door de dingen die hij/zij ziet gebeuren om hem/haar heen.					
18. Mijn leidinggevende probeert te leren van de kritiek die hij/zij krijgt van zijn/haar leidinggevende.					
19. Mijn leidinggevende heeft een lange termijn visie.					
20. Mijn leidinggevende geeft mij de gelegenheid om zelf problemen op te lossen in plaats van dat hij/zij mij vertelt wat te doen.					
21. Mijn leidinggevende lijkt meer te genieten van het succes van zijn/haar collega's dan van zijn/haar eigen succes.					
22. Mijn leidinggevende houdt mij en mijn collega's verantwoordelijk voor de manier waarop we omgaan met een baan.					
23. Mijn leidinggevende vindt het moeilijk om dingen die in het verleden fout gingen te vergeten.					
24. Mijn leidinggevende is bereid zijn/haar gevoelens te uiten, ook als dit ongewenste gevolgen zou kunnen hebben.					
25. Mijn leidinggevende geeft zijn/haar fouten toe aan zijn/haar leidinggevende.					
26. Mijn leidinggevende benadrukt de maatschappelijke verantwoordelijkheid van ons werk.					
27. Mijn leidinggevende geeft mij veel mogelijkheden om nieuwe vaardigheden te leren.					
28. Mijn leidinggevende laat zijn/haar ware gevoelens aan zijn/haar medewerkers zien.					
29. Mijn leidinggevende leert van de verschillende standpunten en meningen van anderen.					
30. Als mensen kritiek uiten, probeert mijn leidinggevende daar van te leren.					

12. Wat zijn de 3 belangrijkste prestatie indicatoren waarop uw leidinggevende wordt beoordeeld?
Noem deze prestatie indicatoren en geef een korte uitleg.

Prestatie indicator 1 en uitleg: Open vraag

Prestatie indicator 2 en uitleg: Open vraag

Prestatie indicator 3 en uitleg: Open vraag

13. In hoeverre scoort uw leidinggevende op de door u omschreven prestatie indicatoren?

	Heel goed	Goed	Middelmatig	Slecht	Zeer slecht
Prestatie indicator 1					
Prestatie indicator 2					
Prestatie indicator 3					

Uit een eerder onderzoek onder verschillende dienstverlenende ondernemingen zijn 3 prestatie indicatoren naar voren gekomen. Deze prestatie indicatoren zijn omzet, medewerkerstevredenheid en klanttevredenheid. Wilt u aangeven in hoeverre uw leidinggevende op de volgende aspecten scoort?

14. In hoeverre scoort uw leidinggevende op onderstaande aspecten?

	Heel sterk	Sterk	Middelmatig	Zwak	Zeer zwak
1. Omzet genereren voor de afdeling.					
2. Stijging aantal juristen.					
3. Stijging aantal cliënten/zaken.					
4. Bezuinigen op kosten.					
5. Stijging lonen medewerkers					
6. Stijging uurloon voor clienten					

15. In hoeverre bent u als medewerker tevreden over uw leidinggevende in het afgelopen jaar?

	Zeer waar	Waar	Redelijk waar	Soms waar	Niet waar
1. Ik voel me redelijk tevreden met mijn huidige					
2. De meeste dagen ben ik enthousiast over mijn					
3. Elke dag op het werk lijkt alsof het nooit zal					
4. Ik heb echt plezier in mijn werk.					
5. Ik beschouw mijn werk als nogal onaangenaam.					

16. Tevredenheid van de cliënten.

	Heel vaak	Vaak	Soms	Zelden	Nooit
In hoeverre heeft uw leidinggevende direct te maken met cliënten?					

17. In hoeverre zijn de cliënten tevreden over uw leidinggevende in het afgelopen jaar?

	Zeer waar	Waar	Redelijk waar	Soms waar	Niet waar
1. De cliënten geven aan dat zij tevreden zijn over de geleverde diensten van mijn leidinggevende.					
2. De cliënten weten wat zij van de diensten van mijn leidinggevende kunnen verwachten.					
3. Mijn leidinggevende voldoet aan de klantverwachtingen die naar buiten kenbaar worden gemaakt.					
4. Mijn leidinggevende doet er alles aan om aan de klantverwachtingen te voldoen.					
5. Mijn leidinggevende krijgt weinig klachten van cliënten binnen.					

18. In hoeverre beïnvloed de leiderschapsstijl van uw leidinggevende de tevredenheid van de cliënten in het afgelopen jaar?

	Zeer waar	Waar	Redelijk waar	Soms waar	Niet waar
1. De leiderschapsstijl van mijn leidinggevende heeft een positieve invloed op geleverde diensten aan cliënten.					
2. De leiderschapsstijl van mijn leidinggevende heeft een positieve invloed op verwachtingen van de cliënten.					
3. De leiderschapsstijl van mijn leidinggevende heeft een positieve invloed op de klantverwachtingen die naar buiten kenbaar worden gemaakt.					
4. De leiderschapsstijl van mijn leidinggevende heeft een positieve invloed op de manier waarop er aan de klantverwachtingen wordt voldaan.					
5. De leiderschapsstijl van mijn leidinggevende heeft weinig invloed op de klachten die er over mijn leidinggevende binnenkomen.					

U bent nu klaar met de enquête. Dank u wel voor uw deelname.
U kunt het venster nu sluiten.

Appendix 3: Interview details

1. First organization:

Sector:	Legal services
Industry:	Insurance
Number of people:	60 or more
Number of lawyers:	40 or more
Number of leaders:	14
Main activities organization:	Giving legal assistance to insured people
Survey filled in by:	7 lawyers
Numbers in research:	Survey numbers 1, 2, 8, 11, 15, 17, and 35

2. Second organization:

Sector:	Legal services
Industry:	Advocacy
Number of people:	60 or more
Number of lawyers:	40 or more
Number of leaders:	16
Main activities organization:	Giving legal services
Survey filled in by:	7 lawyers
Numbers in research:	Survey numbers 3, 12, 18, 19, 25, 27, and 37

3. Third organization:

Sector:	Legal services
Industry:	Advocacy
Number of people:	30-45
Number of lawyers:	10-20
Number of leaders:	5
Main activities organization:	Giving legal services
Survey filled in by:	3 lawyers
Numbers in research:	Survey numbers 4, 10, and 38

4. Fourth organization:

Sector:	Legal services
Industry:	Insurance
Number of people:	45-60
Number of lawyers:	20-30
Number of leaders:	6

Main activities organization: Giving legal assistance to insured people
Survey filled in by: 3 lawyers
Numbers in research: Survey numbers 5, 16, and 28

5. Fifth organization:

Sector: Legal services
Industry: Notary
Number of people: 0-15
Number of lawyers: 0-10
Number of leaders: 1
Main activities organization: Giving notarial-legal services
Survey filled in by: 1 lawyer
Numbers in research: Survey number 26

6. Sixth organization:

Sector: Legal services
Industry: Notary
Number of people: 15-30
Number of lawyers: 10-20
Number of leaders: 4
Main activities organization: Giving notarial-legal services
Survey filled in by: 4 lawyers
Numbers in research: Survey numbers 6, 7, 23, and 29

7. Seventh organization:

Sector: Legal services
Industry: Advocacy
Number of people: 15-30
Number of lawyers: 10-20
Number of leaders: 5
Main activities organization: Giving legal services
Survey filled in by: 4 lawyers
Numbers in research: Survey numbers 9, 13, 14, and 24

8. Eighth organization:

Sector: Legal services
Industry: Insurance
Number of people: 15-30

Number of lawyers:	10-20
Number of leaders:	6
Main activities organization:	Giving legal assistance to insured people
Survey filled in by:	4 lawyers
Numbers in research:	Survey numbers 20, 21, 22, and 30

9. Ninth organization:

Sector:	Legal services
Industry:	Notary
Number of people:	15-30
Number of lawyers:	10-20
Number of leaders:	3
Main activities organization:	Giving notarial-legal services
Survey filled in by:	3 lawyer
Numbers in research:	Survey number 33, 34, and 36

10. Tenth organization:

Sector:	Legal services
Industry:	Notary
Number of people:	0-15
Number of lawyers:	0-10
Number of leaders:	2
Main activities organization:	Giving notarial-legal services
Survey filled in by:	2 lawyer
Numbers in research:	Survey number 31, and 32

Appendix 4: The Authentic Leadership Inventory (ALI)

Self-awareness

4. My leader describes accurately the way that others view his/her abilities.

7. My leader shows that he/she understands his/her strengths and weaknesses.

11. My leader is clearly aware of the impact he/she has on others.

12. My leader expresses his/her ideas and thoughts clearly to others.

Relational transparency

1. My leader clearly states what he/she means.

8. My leader openly shares information with others.

Balanced processing

3. My leader asks for ideas that challenge his/her core beliefs.

6. My leader carefully listens to alternative perspectives before reaching a conclusion.

10. My leader objectively analyzes relevant data before making a decision.

14. My leader encourages others to voice opposing points of view.

Internalized moral perspective

2. My leader shows consistency between his/her beliefs and actions.

5. My leader uses his/her core beliefs to make decisions.

9. My leader resists pressures on him/her to do things contrary to his/her beliefs.

13. My leader is guided in his/her actions by internal moral standards. **(Neider & Schriesheim, 2011, p. 1149)**

Appendix 5: The Ethical Leadership at Work (ELW) questionnaire

People orientation

1. Is interested in how I feel and how I am doing.

2. Takes time for personal contact.

3. Pays attention to my personal needs.

4. Takes time to talk about work-related emotions.

5. Is genuinely concerned about my personal development.

6. Sympathizes with me when I have problems.

7. Cares about his/her followers.

Fairness

8. Holds me accountable for problems over which I have no control.

9. Holds me responsible for work that I gave no control over.

10. Holds me responsible for things that are not my fault.

11. Pursues his/her own success at the expense of others.

12. Is focused mainly on reaching his/her own goals.

13. Manipulates subordinates.

Power sharing

14. Allows subordinates to influence critical decisions.

15. Does not allow others to participate in decision making.

16. Seeks advice from subordinates concerning organizational strategy.

17. Will reconsider decisions on the basis of recommendations by those who report to him/her.

18. Delegates challenging responsibilities to subordinates.

19. Permits me to play a key role in setting my own performance goals.

Concern for sustainability

20. Would like to work in an environmentally friendly manner.

21. Shows concern for sustainability issues.

22. Stimulates recycling of items and materials in our department.

Ethical guidance

23. Clearly explains integrity related codes of conduct.

24. Explains what is expected from employees in terms of behaving with integrity.

25. Clarifies integrity guidelines.

26. Ensures that employees follow codes of integrity.

27. Clarifies the likely consequences of possible unethical behavior by myself and my colleagues.

28. Stimulates the discussion of integrity issues among employees.

29. Compliments employees who behave according to the integrity guidelines.

Role clarification

30. Indicates what the performance expectations of each group member are.

31. Explains what is expected of each group member.

32. Explains what is expected of me and my colleagues.

33. Clarifies priorities.

34. Clarifies who is responsible for what.

Integrity

35. Keeps his/her promises.

36. Can be trusted to do the things he/she says.

37. Can be relied on to honour his/her commitments.

38. Always keeps his/her words. **(Karlshoven et al. 2011b, p. 58)**

Appendix 6: The Servant Leadership Survey (SLS)

Empowerment

1. My manager gives me the information I need to do my work well.

2. My manager encourages me to use my talents.

3. My manager helps me to further develop myself.

4. My manager encourages his/her staff to come up with new ideas.

12. My manager gives me the authority to take decisions which make work easier for me.

20. My manager enables me to solve problems myself instead of just telling me what to do.

27. My manager offers me abundant opportunities to learn new skills.

Standing back

5. My manager keeps himself/herself in the background and gives credits to others.

13. My manager is not chasing recognition or rewards for the things he/she does for others.

21. My manager appears to enjoy his/her colleagues' success more than his/her own.

Accountability

6. My manager holds me responsible for the work I carry out.

14. I am held accountable for my performance by my manager.

22. My manager holds me and my colleagues responsible for the way we handle a job.

Forgiveness

7. My manager keeps criticizing people for the mistakes they have made in their work.

15. My manager maintains a hard attitude towards people who have offended him/her at work

23. My manager finds it difficult to forget things that went wrong in the past

Courage

8. My manager takes risks even when he/she is not certain of the support from his/her own manager.

16. My manager takes risks and does what needs to be done in his/her view.

Authenticity

9. My manager is open about his/her limitations and weaknesses.

17. My manager is often touched by the things he/she sees happening around him/her.

24. My manager is prepared to express his/her feelings even if this might have undesirable consequences.

28. My manager shows his/her true feelings to his/her staff.

Humility

10. My manager learns from criticism.

18. My manager tries to learn from the criticism he/she gets from his/her superior.

25. My manager admits his/her mistakes to his/her superior.

29. My manager learns from the different views and opinions of others.

30. If people express criticism, my manager tries to learn from it.

Stewardship

11. My manager emphasizes the importance of focusing on the good of the whole.

19. My manager has a long-term vision.

26. My manager emphasizes the societal responsibility of our work. ***(Van Dierendonck & Nuijten, 2011, p. 256)***

Appendix 7: Customer Satisfaction Index (CSI)

1. De cliënten geven aan dat zij tevreden zijn over de geleverde diensten van mijn leidinggevende.

2. De cliënten weten wat zij van de diensten van mijn leidinggevende kunnen verwachten.

3. Mijn leidinggevende voldoet aan de klantverwachtingen die naar buiten kenbaar worden gemaakt.

4. Mijn leidinggevende doet er alles aan om aan de klantverwachtingen te voldoen.

5. Mijn leidinggevende krijgt weinig klachten van cliënten binnen.

Appendix 8: Job Satisfaction Index (JSI) 5-item version

1. I feel fairly satisfied with my present job.

2. Most days I am enthusiastic about my work.

3. Each day at work seems like it will never end.

4. I find real enjoyment in my work.

5. I consider my job to be rather unpleasant. *(Thompson & Phua, 2012, p. 286*)

Appendix 9: Revenue Index (RI)

1. Omzet genereren voor de afdeling.

2. Stijging aantal juristen.

3. Stijging aantal cliënten/zaken.

4. Bezuinigen op kosten.

5. Stijging lonen medewerkers.

6. Stijging uurloon voor cliënten.

Appendix 10: Research results

10.1 Authentic leadership (question 9 in Appendix 2)

Authentic leadership	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38
Self-awareness																																						
Question 4	4	3	5	5	3	4	4	5	4	4	5	3	4	4	3	4	2	3	2	3	2	3	3	3	3	2	3	3	3	3	4	4	5	5	3	3	4	3
Question 7	2	5	4	5	4	2	2	4	5	3	3	3	3	2	5	2	2	4	4	3	3	2	2	2	4	2	2	4	3	3	3	5	4	2	4	4	3	2
Question 11	3	2	4	2	3	3	3	3	4	4	4	3	2	3	4	4	3	2	2	2	4	4	3	3	4	3	4	3	4	3	2	3	4	3	4	5	3	4
Question 12	1	3	3	1	2	2	2	3	4	2	2	3	3	3	3	2	3	2	4	1	2	3	3	3	5	3	2	2	2	3	3	3	4	3	3	3	3	3
Relational transparency																																						
Question 1	2	3	2	2	2	2	2	2	3	3	2	4	3	3	4	3	2	2	2	2	1	2	1	1	1	2	2	2	3	2	3	2	3	2	1	2	1	2
Question 8	2	2	3	1	2	2	2	3	3	3	3	2	3	3	2	3	2	2	2	2	3	2	1	1	3	2	2	2	2	1	2	3	2	3	2	2	2	2
Balanced processing																																						
Question 3	3	3	5	3	4	4	4	4	3	4	3	2	2	4	3	4	3	4	5	5	4	4	3	2	2	5	4	5	4	4	4	3	2	3	3	2	3	4
Question 6	3	4	2	2	3	2	3	4	4	4	3	4	3	2	2	2	3	4	3	3	3	3	5	4	4	3	2	3	2	3	3	3	3	3	2	2	3	2
Question 10	3	3	2	3	2	2	2	2	2	3	3	3	4	3	2	2	1	2	1	2	1	2	3	3	3	3	2	2	3	3	3	3	1	2	3	3	3	3
Question 14	2	5	2	4	4	4	3	3	2	3	2	3	3	4	3	3	3	4	3	4	2	2	2	2	3	4	3	3	4	4	3	4	3	2	2	3	3	2
Internalized moral perspective																																						
Question 2	2	4	2	2	3	4	4	4	3	2	2	3	3	3	2	2	3	3	2	3	4	4	3	2	2	2	2	3	4	4	3	3	3	4	2	1	2	3
Question 5	2	2	3	2	2	3	2	2	3	3	3	2	2	4	4	3	4	3	4	2	2	3	3	3	2	4	3	4	3	4	3	4	3	2	2	2	2	2
Question 9	3	3	3	3	3	3	3	2	4	3	3	3	2	2	2	2	2	3	3	3	3	4	4	3	4	3	4	3	4	2	3	2	2	3	3	2	2	2
Question 13	2	2	3	2	2	2	3	3	3	3	3	2	2	2	1	2	3	2	2	3	3	3	3	3	2	3	2	2	2	3	2	3	3	2	2	2	2	1

Note: 1= Always, 2 = Often, 3 = Sometimes, 4 = Seldom, 5 = Never

10.2 Ethical leadership (question 10 in Appendix 2)

Ethical leadership	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38
People orientation																																						
Question 1	3	2	4	2	2	3	3	2	2	2	3	3	2	3	3	3	2	2	3	2	3	2	4	2	2	3	3	4	1	2	3	2	3	2	2	3	3	3
Question 2	3	3	4	2	2	3	3	4	3	3	3	2	3	2	3	3	3	3	2	3	2	3	3	3	4	3	4	2	3	2	2	2	3	3	4	3	4	3
Question 3	3	3	4	2	2	2	3	4	2	3	3	3	3	3	3	2	2	2	3	2	3	2	3	2	3	4	3	3	1	3	2	3	3	2	2	3	3	2
Question 4	2	2	3	2	3	3	4	3	3	3	4	3	4	3	3	2	3	3	2	4	3	3	3	3	3	2	3	4	2	2	3	3	2	3	2	2	2	3
Question 5	3	2	4	4	5	4	4	3	4	3	4	3	3	3	4	3	3	2	2	4	5	4	5	4	3	2	2	2	3	4	5	4	5	5	4	5	3	2
Question 6	4	3	3	2	3	3	3	2	2	2	3	3	3	3	2	2	3	2	2	2	2	4	2	2	2	3	3	3	4	3	3	2	3	4	2	3	2	3
Question 7	3	3	3	4	3	2	3	3	2	3	2	3	4	4	4	2	3	2	3	2	3	2	2	2	3	4	5	2	2	3	3	4	4	3	2	3	2	3
Fairness																																						
Question 8	4	4	4	4	2	3	3	4	2	2	3	3	3	3	3	3	2	3	4	2	2	2	3	3	3	3	4	3	3	3	3	2	2	3	3	3	3	3
Question 9	4	4	4	4	3	4	4	3	3	3	3	2	4	2	4	3	2	4	4	3	3	2	3	3	4	3	3	3	4	2	2	3	3	2	4	3	3	3
Question 10	5	4	5	3	3	2	3	2	4	3	3	3	2	3	3	3	2	3	4	3	3	3	3	3	4	3	2	3	2	2	2	2	3	3	3	3	3	4
Question 11	4	1	5	2	1	2	2	2	2	3	3	4	4	3	2	2	2	4	3	3	2	3	2	3	2	4	3	3	2	2	3	3	2	3	3	3	3	4
Question 12	2	3	3	3	2	3	3	2	4	3	3	3	3	4	3	3	3	3	4	3	3	3	3	3	4	2	2	2	2	2	3	2	2	3	3	3	4	4
Question 13	4	4	3	4	2	3	2	3	3	3	3	2	2	3	3	3	3	3	4	3	3	3	3	3	3	3	3	3	2	2	2	3	2	3	4	4	4	3
Power sharing																																						
Question 14	4	4	4	3	3	4	3	3	4	3	3	3	4	3	4	4	5	5	3	3	4	3	3	4	4	4	3	4	5	3	3	2	2	2	3	3	3	3
Question 15	4	3	4	4	2	3	4	2	2	4	4	3	3	3	3	3	4	4	3	2	4	2	2	2	4	3	4	3	2	2	3	3	3	3	3	2	4	2
Question 16	3	5	3	4	3	2	4	3	2	2	2	2	3	2	2	3	4	4	3	4	2	3	3	2	2	3	3	2	3	3	2	2	5	3	4	2	3	3
Question 17	3	4	3	3	4	5	4	2	2	4	4	2	2	4	2	4	4	3	4	4	2	3	2	4	2	2	3	2	3	3	3	4	3	3	2	2	4	4
Question 18	3	3	3	4	4	4	3	4	4	3	2	4	2	4	3	3	3	4	4	3	2	2	4	3	3	4	3	2	3	2	3	5	4	3	3	3	4	4
Question 19	3	3	3	5	3	3	2	3	4	2	4	5	3	3	3	2	3	4	4	3	2	3	3	4	3	3	2	3	2	3	4	4	4	5	3	4	2	2
Concern for sustainability																																						
Question 20	3	3	5	4	2	3	2	3	3	4	3	3	4	3	3	2	3	3	3	4	3	3	3	3	3	2	3	4	3	3	4	3	3	3	3	3	3	3
Question 21	3	3	5	4	4	5	5	5	4	3	3	3	3	3	2	3	2	3	3	3	4	3	3	2	4	4	4	3	2	2	4	5	4	4	4	4	4	4
Question 22	4	3	5	3	3	2	3	2	4	3	3	3	3	3	3	3	4	3	3	3	4	3	2	3	3	3	3	3	3	2	3	2	2	2	2	3	3	3
Ethical guidance																																						
Question 23	2	2	3	3	2	3	2	2	2	2	3	3	4	4	4	4	4	3	3	3	3	4	3	3	4	3	2	4	3	4	2	4	4	4	4	2	2	3
Question 24	2	2	3	3	3	4	3	2	3	2	4	4	3	2	3	3	3	3	3	4	4	4	3	3	3	4	2	2	2	2	2	4	4	4	4	3	2	3
Question 25	2	2	5	3	2	3	4	2	4	3	4	2	2	2	4	3	2	2	3	4	4	4	3	3	3	4	3	2	3	4	4	4	4	4	4	2	2	3
Question 26	2	2	5	4	3	4	2	3	4	3	3	3	3	3	2	2	2	4	3	5	5	2	3	3	4	2	4	2	2	3	3	3	4	3	2	4	3	2
Question 27	2	3	5	4	2	4	2	4	3	3	3	3	2	3	2	3	2	3	5	5	2	3	4	3	2	4	2	1	3	4	4	3	2	3	2	3	2	3
Question 28	3	5	3	4	3	4	2	4	3	3	3	3	3	4	2	2	3	2	3	3	5	2	4	4	2	3	4	3	2	2	2	3	3	2	2	3	3	3
Question 29	3	5	3	4	2	3	3	4	2	3	3	3	4	3	3	2	3	2	3	4	5	3	4	3	2	4	4	2	2	2	4	3	3	3	2	3	3	3

Ethical leadership	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38
Role clarification																																						
Question 30	2	3	2	2	3	2	3	2	3	2	3	2	2	2	2	1	2	2	2	3	3	2	1	2	2	3	3	3	3	3	2	3	2	2	3	3	3	1
Question 31	3	3	3	3	3	3	2	3	3	3	4	5	4	2	3	2	4	4	4	4	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Question 32	2	3	3	3	3	2	3	3	3	4	3	4	3	3	4	3	3	3	2	2	2	2	3	2	2	3	2	4	4	3	3	2	3	3	4	2	4	3
Question 33	3	2	3	3	3	3	2	3	3	5	4	4	3	4	3	3	3	3	3	3	2	2	2	2	2	3	2	3	4	3	3	3	3	3	4	2	3	4
Question 34	3	2	3	2	3	2	2	3	2	5	5	4	3	4	3	3	3	3	3	2	2	3	1	2	2	3	3	3	3	3	3	3	3	4	4	3	3	3
Integrity																																						
Question 35	3	4	3	2	2	2	2	3	3	3	3	2	3	3	3	3	2	2	2	3	3	2	3	2	3	2	2	2	2	2	3	2	3	2	3	2	2	2
Question 36	3	4	2	3	2	3	4	2	3	3	3	2	3	2	3	3	2	3	2	2	3	2	2	3	3	2	3	2	3	2	3	2	3	3	3	2	2	3
Question 37	3	4	2	3	3	2	4	3	3	3	3	3	4	3	3	3	3	3	2	3	3	2	3	3	3	3	3	3	3	3	3	3	4	3	3	3	3	3
Question 38	3	4	2	3	3	3	4	3	3	3	3	2	4	2	2	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	4	4	3	3	3	3	3
Note: 1= Always, 2 = Often, 3 = Sometimes, 4 = Seldom, 5 = Never																																						

10.3 Servant leadership (question 11 in Appendix 2)

Servant leadership	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38
Empowerment																																						
Question 1	2	3	2	1	2	3	2	4	3	3	3	3	2	3	2	3	2	2	1	2	3	3	2	1	3	2	3	2	2	2	1	3	3	2	3	2	3	2
Question 2	2	2	3	2	2	2	3	4	3	3	3	2	2	2	3	2	3	3	2	2	2	2	3	3	4	3	4	2	1	2	2	3	3	3	2	3	4	3
Question 3	2	2	3	2	2	2	3	2	2	2	2	3	2	3	3	2	2	2	2	3	3	2	3	3	3	4	1	2	2	2	3	2	2	2	3	2	3	2
Question 4	3	3	2	2	3	4	3	4	2	3	4	3	4	3	4	3	2	2	4	2	3	2	2	2	2	3	4	2	2	3	3	2	3	2	2	2	2	3
Question 12	2	3	3	3	2	2	4	4	2	3	2	2	4	2	4	3	3	2	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	4	2
Question 20	3	3	3	3	3	3	3	2	3	3	4	3	3	3	2	3	3	3	2	3	2	2	2	4	2	3	2	2	3	3	2	4	2	2	2	3	3	3
Question 27	2	3	3	3	2	3	3	2	2	3	4	3	3	3	3	3	3	4	3	2	2	3	3	3	2	2	2	3	2	3	2	3	2	2	3	2	3	3
Standing back																																						
Question 5	4	5	3	4	5	5	5	5	5	4	4	4	3	3	3	4	5	4	2	3	4	5	2	5	4	4	2	3	3	3	4	4	4	3	4	3	3	2
Question 13	4	4	3	4	4	4	4	3	4	4	4	4	4	3	5	5	3	4	5	4	3	4	5	3	4	4	4	3	3	2	4	4	3	4	3	3		
Question 21	4	5	4	4	5	4	4	3	4	5	4	3	3	4	4	4	2	3	4	5	3	4	4	3	4	3	4	4	3	4	4	3	4	4	3	3	3	3
Accountability																																						
Question 6	2	3	2	2	2	2	2	2	2	3	3	2	2	3	2	2	3	2	2	2	2	2	2	2	3	4	3	3	3	3	3	2	2	3	2	3	2	
Question 14	3	3	2	2	2	2	3	2	3	2	3	2	2	2	2	1	2	2	2	3	3	2	1	2	2	3	3	3	3	3	2	3	2	2	3	3	3	1
Question 22	3	2	2	3	2	2	3	3	2	2	2	2	1	2	2	2	2	2	2	3	3	1	2	2	3	2	4	2	3	2	2	2	1	1	2	3	2	2
Forgiveness																																						
Question 7	5	3	3	4	3	2	4	3	2	4	2	3	4	4	4	5	3	2	3	2	3	3	2	2	3	4	5	2	2	3	4	5	4	3	2	3	2	
Question 15	4	1	4	3	4	1	2	3	3	3	3	4	4	5	1	2	3	3	3	3	4	5	3	2	4	3	3	3	3	4	5	4	4	4	3	4	3	2
Question 23	2	2	3	2	3	3	3	3	3	2	3	2	3	2	2	2	2	2	2	3	3	3	3	4	3	3	4	3	2	4	3	4	4	2	2	3	2	
Courage																																						
Question 8	4	2	3	3	4	2	2	2	3	3	3	3	3	4	2	2	3	4	3	2	2	2	3	2	2	2	4	3	2	4	3	2	3	4	3	2	1	
Question 16	2	2	3	2	4	2	2	2	4	4	2	2	2	4	3	3	4	4	3	2	2	2	3	3	2	2	3	4	2	3	4	3	4	4	3	2	2	2
Authenticity																																						
Question 9	4	5	4	5	3	2	2	4	4	3	3	3	3	2	4	2	2	4	3	3	3	2	2	3	2	2	4	2	3	3	5	3	3	4	4	3	3	
Question 17	4	4	4	4	3	4	3	3	4	4	3	4	5	4	3	4	5	3	5	4	4	4	4	3	3	3	3	3	3	4	3	4	3	3	4	4	4	
Question 24	3	3	3	3	3	3	3	3	4	3	4	3	3	3	2	3	3	3	4	3	3	3	2	3	3	3	2	2	3	2	3	3	3	3	3	2	3	
Question 28	3	5	3	4	3	3	4	4	3	3	3	3	4	4	3	4	3	3	3	4	4	3	3	3	3	2	3	3	4	3	4	3	3	3	3	2	3	
Humility																																						
Question 10	4	5	3	4	4	5	3	5	3	5	2	4	5	5	4	3	4	5	4	3	4	5	2	3	3	2	4	5	4	3	4	5	4	4	3	3	3	2
Question 18	3	5	3	4	3	5	4	5	3	4	3	3	4	4	3	3	5	4	4	3	5	4	2	2	3	2	4	4	3	3	5	4	4	4	2	4	3	3
Question 25	4	5	3	4	3	5	3	5	3	5	2	4	5	5	4	3	4	3	4	3	4	4	2	4	2	3	2	3	4	3	3	4	3	4	2	3	3	2
Question 29	3	5	3	3	4	5	4	4	4	5	2	3	4	5	3	5	3	4	4	3	4	5	3	4	3	2	2	3	4	4	3	4	3	4	2	3	3	3
Question 30	3	5	3	4	3	5	3	4	3	5	2	4	5	5	4	3	4	4	4	3	4	5	2	2	3	3	3	5	5	3	4	3	5	5	3	3	4	3
Stewardship																																						
Question 11	3	4	3	3	4	3	4	2	3	3	3	3	3	3	4	4	4	3	3	4	4	3	4	2	3	4	2	3	4	4	4	4	4	4	3	3	3	3
Question 19	3	3	3	4	3	4	2	3	3	4	4	4	4	3	3	3	3	2	2	3	4	2	3	3	3	3	3	3	4	4	3	2	2	3	2	2	2	
Question 26	2	3	4	4	2	3	2	3	3	3	3	4	3	4	4	3	3	2	2	3	4	3	3	4	3	3	2	4	4	3	4	3	3	2	2	2	3	
Note: 1= Always, 2 = Often, 3 = Sometimes, 4 = Seldom, 5 = Never																																						

10.4 Performance indicators and scores (question 12 & 13 in Appendix 2)

	Prestatie indicator 1	Score	Prestatie indicator 2	Score	Prestatie indicator 3	Score
1	Persoonlijke capaciteiten	3	Het geven van service	4	Behalen van organisatie doelstellingen	4
2	Afhandeling klachten van clienten	3	Prestaties van het team	2	Feedback van het team	3
3	Acquisitie	4	Begeleiding van het team	3	Marketing/ondernemers positie	4
4	Acquisitie	4	Kennis van zaken	3	Correcte afhandeling zaken	4
5	Loyaliteit	3	Kennis ontwikkeling	3		
6	Acquisitie	3	Kwaliteit van het werk	3	Effectiviteit van werken	2
7	Afhandeling aantal dossiers	3	Prestaties van het team	3	Kennis ontwikkeling	2
8	Afhandeling aantal dossiers	4	Prestaties van het team	3	Persoonlijke ontwikkeling	4
9	Kennis van zaken	3	Acquisitie	3	Omzet	3
10	Maken van fouten in het werk	3	Tevredenheid van het team	4		
11	Correcte afhandeling zaken	3	Tevredenheid van het team	3	Probleem oplossend vermogen	4
12	Omzet	3	Marketing/ondernemers positie	3	Ontwikkelen beleid	3
13	Prestaties van het team	3	Kennis ontwikkeling	3	Begeleiding van het team	3
14	Acquisitie	4	Kennis van zaken	3	Behalen aantal norm uren	2
15	Acquisitie	3	Tevredenheid van de clienten	2	Tevredenheid van het team	3
16	Acquisitie	3	Kwaliteit van het werk	2	Omzet	3
17	Omzet	2	Prestaties van het team	2	Tevredenheid van het team	3
18	Kwaliteit van het werk	3	Afhandeling aantal dossiers	2	Prestaties van het team	3
19	Prestaties van het team	3	Acquisitie	3	Samenwerken met collega`s	2
20	Tevredenheid van de clienten	4	Tevredenheid van het team	3	Kennis ontwikkeling	2
21	Begeleiding van het team	4	Managementcapaciteiten	4	Effectiviteit van werken	2
22	Omzet	3	Acquisitie	2	Prestaties van het team	2
23	Omzet	2	Behalen aantal norm uren	3	Kwaliteit van het werk	3
24	Omzet	3	Kwaliteit van het werk	3	Managementcapaciteiten	3
25	Tevredenheid van het team	4	Afhandeling aantal dossiers	2	Persoonlijke ontwikkeling	3
26	Prestaties van het team	3	Tevredenheid van het team	4	Acquisitie	3
27	Vergaderkwaliteiten	4	Afhandeling aantal dossiers	3	Tevredenheid van de clienten	3
28	Liquiditeit van de organisatie	3	Kennis ontwikkeling	2	Tevredenheid van de clienten	3
29	Behalen aantal norm uren	4	Begeleiding van het team	3		
30	Acquisitie	3	Tevredenheid van de clienten	2	Kwaliteit van het werk	2
31	Prestaties van het team	3	Acquisitie	3	Probleem oplossend vermogen	3
32	Acquisitie	3	Kennis van zaken	1	Begeleiding van het team	3
33	Prestaties van het team	2				
34	Prestaties van het team	3	Afhandeling klachten van clienten	3	Tevredenheid van de clienten	4
35	Behalen aantal norm uren	2	Tevredenheid van de clienten	4	Begeleiding van het team	3
36	Communicatie capaciteiten	3	Het geven van service	3	Houding	2
37	Kennis ontwikkeling	1	Prestaties van het team	4	Kennis van zaken	2
38	Tevredenheid van de clienten	2				

10.5 Revenue (question 14 in Appendix 2)

	Vraag 1	Vraag 2	Vraag 3	Vraag 4	Vraag 5	Vraag 6
1	2	2	3	2	3	3
2	3	3	3	3	2	3
3	2	3	3	2	3	3
4	2	3	2	3	3	3
5	3	3	3	3	3	3
6	2	3	3	3	3	3
7	2	2	3	2	3	2
8	3	3	3	3	3	3
9	2	3	3	3	3	3
10	2	3	3	3	3	3

	Vraag 1	Vraag 2	Vraag 3	Vraag 4	Vraag 5	Vraag 6
11	3	3	3	3	3	3
12	2	3	2	3	3	3
13	3	3	3	3	3	3
14	2	2	3	3	2	3
15	3	3	3	3	3	3
16	2	2	2	2	2	2
17	3	3	3	3	3	3
18	3	3	3	3	3	3
19	3	3	2	3	3	3
20	2	3	3	3	3	3
21	2	3	2	3	3	3
22	2	3	2	3	3	3
23	3	3	3	3	3	3
24	3	3	3	3	3	3
25	3	3	3	3	3	3
26	2	2	2	2	2	2
27	3	2	3	3	3	3
28	2	2	3	3	3	3
29	4	4	4	3	4	3
30	4	4	3	4	5	4
31	4	3	4	4	4	4
32	3	3	4	4	4	3
33	3	4	3	4	4	3
34	4	3	3	4	4	3
35	3	4	3	4	3	4
36	3	3	4	3	3	3
37	4	4	3	3	4	4
38	3	3	3	3	3	3

10.6 Job satisfaction (question 15 in Appendix 2)

	Vraag 1	Vraag 2	Vraag 3	Vraag 4	Vraag 5
1	2	2	2	2	2
2	4	4	2	3	3
3	3	3	2	3	2
4	2	2	2	2	2
5	2	2	3	3	3
6	2	2	2	2	2
7	2	2	1	2	2
8	3	3	3	2	3
9	2	2	2	2	2
10	2	2	3	3	3

11	3	3	2	2	3
12	1	1	3	2	2
13	3	3	3	3	3
14	3	3	2	2	3
15	3	3	3	3	2
16	3	2	2	1	1
17	3	3	3	3	3
18	4	4	4	4	3
19	3	2	3	4	3
20	3	3	2	2	2
21	3	3	3	3	3
22	2	2	2	2	1
23	2	2	2	1	2
24	2	2	3	3	3
25	3	3	2	3	2
26	2	1	2	1	2
27	3	2	3	4	2
28	2	2	3	3	3
29	3	4	4	3	2
30	3	4	3	4	2
31	2	3	3	4	3
32	4	4	3	4	3
33	3	3	2	4	3
34	3	4	3	2	3
35	3	2	2	3	2
36	3	3	2	2	3
37	4	3	2	4	2
38	3	3	2	3	2
Vraag 3 en 5 zijn de waarden omgekeerd					

10.7 Customer satisfaction (question 16, 17 & 18 in Appendix 2)

	Q 16	Q 17					Q 18				
	Vraag 1	Vraag 1	Vraag 2	Vraag 3	Vraag 4	Vraag 5	Vraag 1	Vraag 2	Vraag 3	Vraag 4	Vraag 5
1	3	2	3	3	1	2	3	3	3	3	3
2	5	3	3	3	3	3	3	3	3	3	3
3	2	2	2	2	2	2	3	3	3	3	3
4	2	2	1	3	3	4	3	2	3	4	4
5	2	3	3	2	3	3	3	3	3	2	3
6	2	3	2	2	3	2	3	2	3	3	2
7	2	2	2	3	3	2	2	2	2	2	3
8	2	2	3	3	2	3	3	3	3	3	3
9	2	3	2	3	2	2	3	3	3	2	3
10	2	3	3	2	3	3	2	2	3	3	3

	Q 16	Q 17					Q 18				
	Vraag 1	Vraag 1	Vraag 2	Vraag 3	Vraag 4	Vraag 5	Vraag 1	Vraag 2	Vraag 3	Vraag 4	Vraag 5
11	2	3	2	3	3	3	3	3	2	3	3
12	4	3	3	3	3	3	3	3	3	3	3
13	3	3	3	3	3	3	3	3	3	3	3
14	4	3	3	2	3	3	4	3	4	3	4
15	2	2	3	2	3	3	3	2	3	2	3
16	4	3	3	3	3	3	3	3	3	3	3
17	2	3	3	3	3	3	3	3	3	3	3
18	3	3	3	2	3	3	3	3	3	3	3
19	2	3	3	3	3	3	2	3	2	3	3
20	3	3	3	3	3	3	3	3	3	3	3
21	3	3	3	3	3	3	2	3	2	4	3
22	2	3	3	3	2	3	2	2	2	3	2
23	1	3	2	2	2	2	3	3	2	2	3
24	2	3	3	3	3	3	3	3	3	3	3
25	3	3	3	2	3	3	3	2	3	3	3
26	2	2	2	2	3	2	3	3	3	2	3
27	2	4	3	3	3	3	4	4	3	4	3
28	4	3	3	2	2	3	3	3	3	2	3
29	4	3	3	4	3	3	4	3	3	4	4
30	3	4	3	4	4	3	4	4	4	4	4
31	4	3	3	2	3	4	4	3	4	3	3
32	4	4	3	3	3	4	3	3	3	3	3
33	3	3	2	3	4	4	4	3	2	4	3
34	2	3	3	2	3	3	4	4	4	4	4
35	2	3	3	2	3	3	4	4	4	4	4
36	2	3	4	4	3	3	3	3	2	3	3
37	3	3	3	4	4	4	4	4	4	4	4
38	2	3	3	2	3	2	2	4	4	3	3

Appendix 11: Assumptions correlation and multiple linear regression analyses

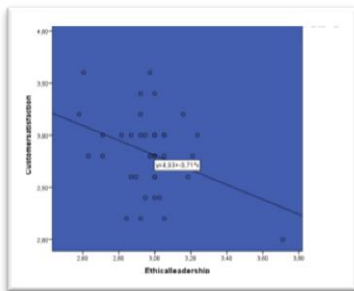**11.1 Scatterplot authentic leadership and customer satisfaction**
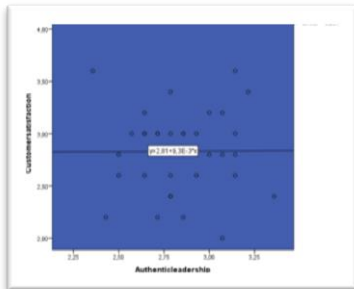
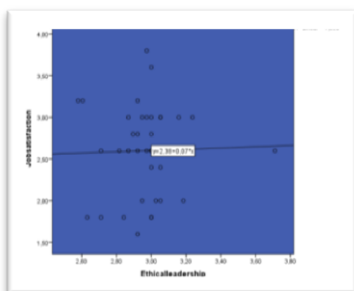**11.2 Scatterplot authentic leadership and job satisfaction**
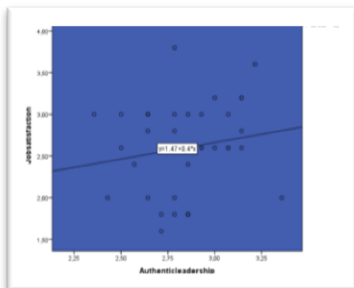
11.3 Scatterplot authentic leadership and revenue
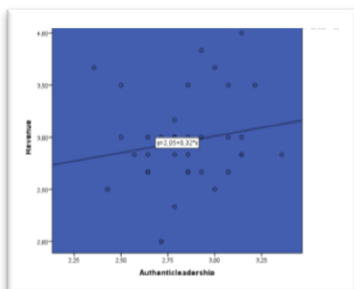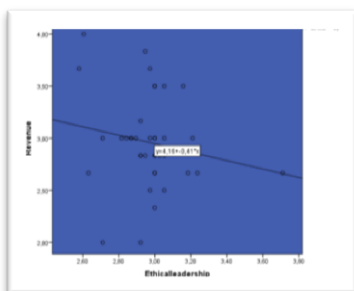
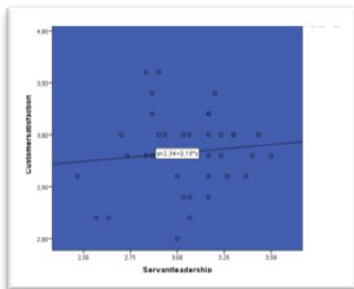### 11.4 Scatterplot ethical leadership and customer satisfaction
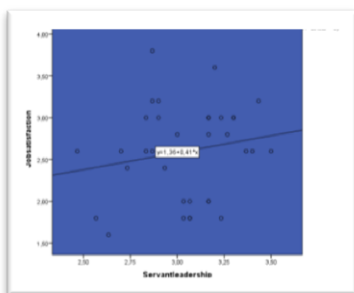

11.5 Scatterplot ethical leadership and job satisfaction
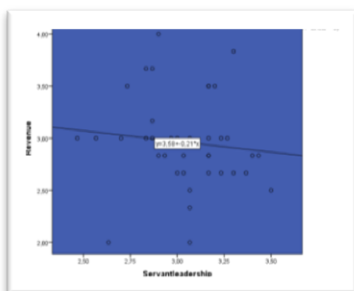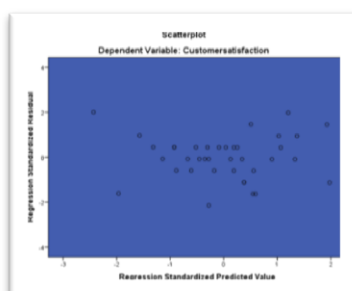

11.6 Scatterplot ethical leadership and revenue

11.7 Scatterplot servant leadership and customer satisfaction

11.8 Scatterplot servant leadership and job satisfaction

11.9 Scatterplot servant leadership and revenue

11.10 Residual analysis authentic leadership, customer satisfaction and number of leaders

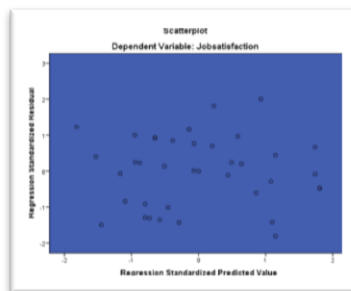**11.11 Correlation analysis authentic leadership and number of leaders**
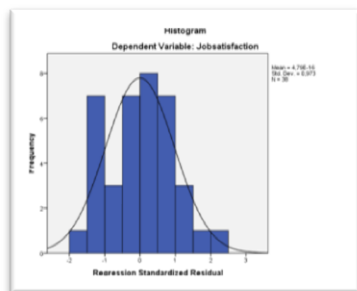
		Authenticleadership	Numberofleaders
Authenticleadership	**Pearson Correlation**	1	-,073
	Sig. (2-tailed)		,662
	N	38	38
Numberofleaders	**Pearson Correlation**	-,073	1
	Sig. (2-tailed)	,662	
	N	38	38

11.12 Outliners authentic leadership, customer satisfaction and number of leaders

Casewise Diagnostics[a]				
Case Number	**Std. Residual**	**Customersatisfaction**	**Predicted Value**	**Residual**
3	-2,147	2,00	2,8308	-,83078
37	2,004	3,60	2,8246	,77542
a. Dependent Variable: Customersatisfaction				

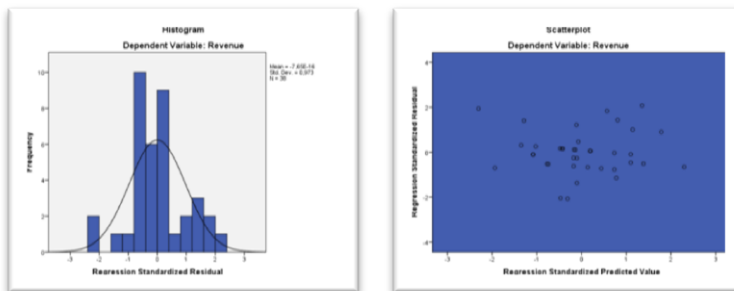**11.13 Residual analysis authentic leadership, job satisfaction and number of leaders**

11.14 Correlation analysis authentic leadership and number of leaders

		Authenticleadership	Numberofleaders
Authenticleadership	**Pearson Correlation**	1	-,073
	Sig. (2-tailed)		,662
	N	38	38
Numberofleaders	**Pearson Correlation**	-,073	1
	Sig. (2-tailed)	,662	
	N	38	38

11.15 Outliners authentic leadership, job satisfaction and number of leaders

Casewise Diagnostics[a]				
Case Number	Std. Residual	Jobsatisfaction	Predicted Value	Residual
18	2,010	3,80	2,7310	1,06904
a. Dependent Variable: Jobsatisfaction				

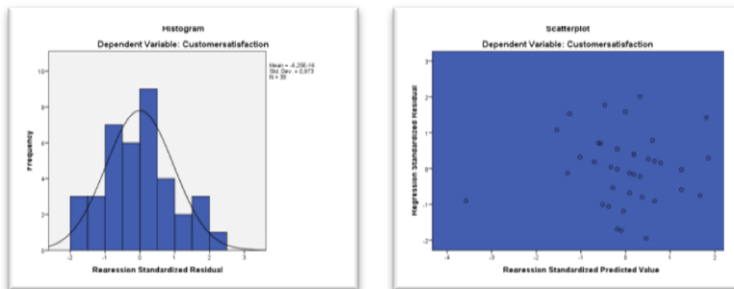**11.16 Residual analysis authentic leadership, revenue and number of leaders**

11.17 Correlation analysis authentic leadership and number of leaders

		Authenticleadership	Numberofleaders
Authenticleadership	Pearson Correlation	1	-,073
	Sig. (2-tailed)		,662
	N	38	38
Numberofleaders	Pearson Correlation	-,073	1
	Sig. (2-tailed)	,662	
	N	38	38

11.18 Outliners authentic leadership, revenue and number of leaders

Casewise Diagnostics[a]				
Case Number	Std. Residual	Revenue	Predicted Value	Residual
16	-2,047	2,00	2,9256	-,92564
26	-2,073	2,00	2,9373	-,93732
30	2,077	4,00	3,0609	,93906
a. Dependent Variable: Revenue				

11.19 Residual analysis ethical leadership, customer satisfaction and number of leaders
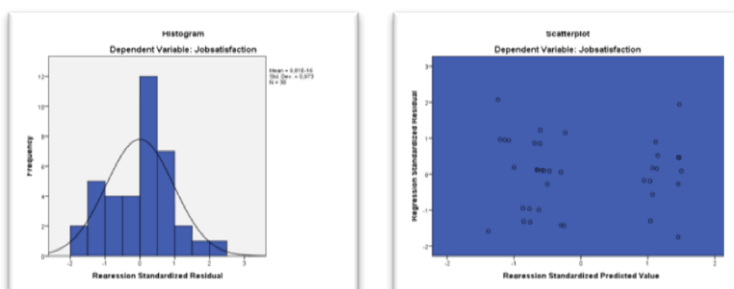

11.20 Correlation analysis ethical leadership and number of leaders

Correlations		Ethicalleadership	Numberofleaders
Ethicalleadership	**Pearson Correlation**	1	,254
	Sig. (2-tailed)		,124
	N	38	38
Numberofleaders	**Pearson Correlation**	,254	1
	Sig. (2-tailed)	,124	
	N	38	38

11.21 Outliners ethical leadership, customer satisfaction and number of leaders

Casewise Diagnostics[a]				
Case Number	**Std. Residual**	**Customersatisfaction**	**Predicted Value**	**Residual**
37	2,016	3,60	2,8776	,72240
a. Dependent Variable: Customersatisfaction				

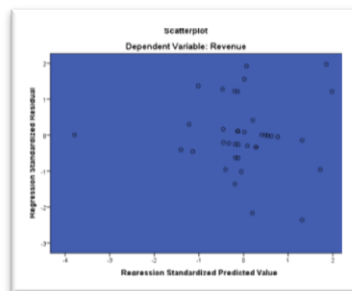**11.22 Residual analysis ethical leadership, job satisfaction and number of leaders**
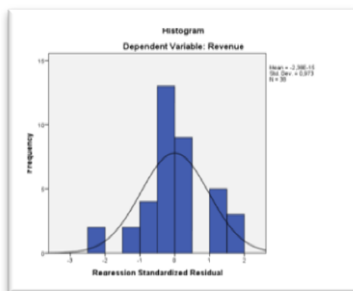
11.23 Correlation analysis ethical leadership and number of leaders

Correlations		Ethicalleadership	Numberofleaders
Ethicalleadership	**Pearson Correlation**	1	,254
	Sig. (2-tailed)		,124
	N	38	38
Numberofleaders	**Pearson Correlation**	,254	1
	Sig. (2-tailed)	,124	
	N	38	38

11.24 Outliners ethical leadership, job satisfaction and number of leaders

Casewise Diagnostics[a]				
Case Number	**Std. Residual**	**Jobsatisfaction**	**Predicted Value**	**Residual**
32	2,079	3,60	2,4745	1,12547
a. Dependent Variable: Jobsatisfaction				

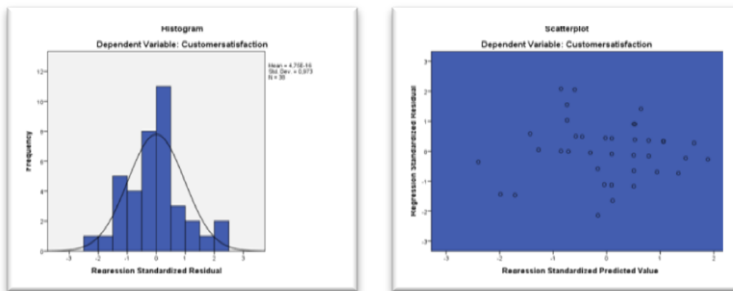**11.25 Residual analysis ethical leadership, revenue and number of leaders**

11.26 Correlation analysis ethical leadership and number of leaders

Correlations		Ethicalleadership	Numberofleaders
Ethicalleadership	**Pearson Correlation**	1	,254
	Sig. (2-tailed)		,124
	N	38	38
Numberofleaders	**Pearson Correlation**	,254	1
	Sig. (2-tailed)	,124	
	N	38	38

11.27 Outliners ethical leadership, revenue and number of leaders

Casewise Diagnostics[a]				
Case Number	Std. Residual	Revenu	Predicted Value	Residual
16	-2,359	2,00	3,0643	-1,06432
26	-2,163	2,00	2,9760	-,97604
a. Dependent Variable: Revenu				

11.28 Residual analysis servant leadership, customer satisfaction and number of leaders
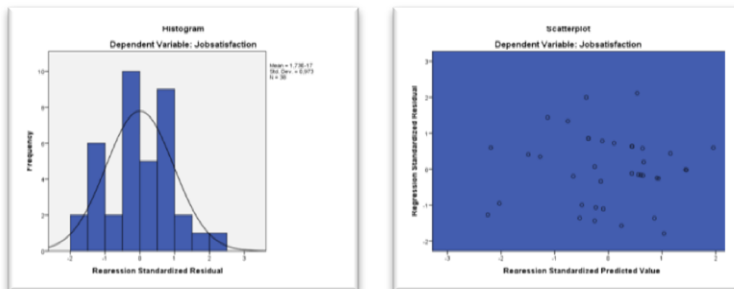

11.29 Correlation analysis servant leadership and number of leaders

Correlations		Servantleadership	Numberofleaders
Servantleadership	Pearson Correlation	1	-,064
	Sig. (2-tailed)		,704
	N	38	38
Numberofleaders	Pearson Correlation	-,064	1
	Sig. (2-tailed)	,704	
	N	38	38

11.30 Outliners servant leadership, customer satisfaction and number of leaders

Casewise Diagnostics[a]				
Case Number	Std. Residual	Customersatisfaction	Predicted Value	Residual
3	-2,144	2,00	2,8252	-,82520
30	2,057	3,60	2,8082	,79178
37	2,083	3,60	2,7982	,80182
a. Dependent Variable: Customersatisfaction				

11.31 Residual analysis servant leadership, job satisfaction and number of leaders

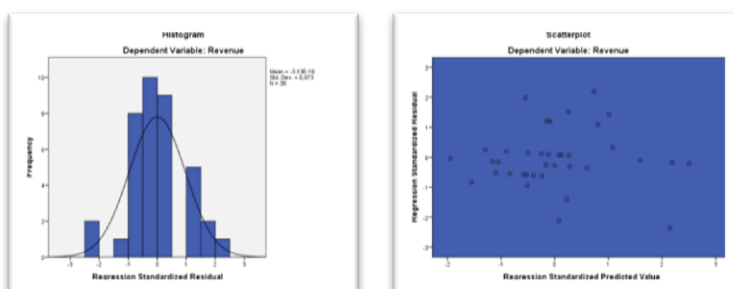## 11.32 Correlation analysis servant leadership and number of leaders

Correlations		Servantleadership	Numberofleaders
Servantleadership	Pearson Correlation	1	-,064
	Sig. (2-tailed)		,704
	N	38	38
Numberofleaders	Pearson Correlation	-,064	1
	Sig. (2-tailed)	,704	
	N	38	38

11.33 Outliners servant leadership, job satisfaction and number of leaders

Casewise Diagnostics[a]				
Case Number	Std. Residual	Jobsatisfaction	Predicted Value	Residual
18	2,114	3,80	2,6779	1,12209
a. Dependent Variable: Jobsatisfaction				

11.34 Residual analysis servant leadership, revenue and number of leaders

11.35 Correlation analysis servant leadership and number of leaders

Correlations		Servantleadership	Numberofleaders
Servantleadership	**Pearson Correlation**	1	-,064
	Sig. (2-tailed)		,704
	N	38	38
Numberofleaders	**Pearson Correlation**	-,064	1
	Sig. (2-tailed)	,704	
	N	38	38

11.36 Outliners servant leadership, revenue and number of leaders

Casewise Diagnostics[a]				
Case Number	**Std. Residual**	**Revenue**	**Predicted Value**	**Residual**
16	-2,120	2,00	2,9648	-,96477
26	-2,363	2,00	3,0757	-1,07574
30	2,197	4,00	2,9999	1,00013
a. Dependent Variable: Revenue				