AJSS
Abasyn Journal of Social Sciences
Vol (13), Issue (1), 2020.
Open Access
DOI:
10.34091/AJSS.13.1.10

Organizational Leadership Successfulness: Development and Validation of a Scale

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Abstract

The present study aimed at developing and validating an indigenous Organizational Leadership Successfulness Scale (OLSS) as per employee's perceptions. Study has been conducted into two phases. In Study-I, first draft of eighty items were generated reflecting five core domains of successful leadership indicators articulated from literature, subject experts and employees focused interviews. Initial item pool was qualitatively analyzed for content validation and qualified items were tested on a convenience sample (N=40) of employees. Results of study I qualified the items to be tested on a larger sample set. Study II attempted to obtain item-to-total correlation, factorial & construct validity by pilot testing it on an independent simple random sample (N=150) of working employees recruited from various organizations in Peshawar District. Data were analyzed through Principal Component Analysis (PCA). Results of Factor analysis supported the underlying objectives of scale development, thus proving it to be a valid and reliable indigenous tool for the future researches to be carried on.

Key words: organizational leadership, successfulness, employees, scales development, OLSS.

Prevalence of leadership is social & contextual. Driven by common goals humans act and interact collectively with the sense of belongingness and inter-dependency. Thus, they need a common source of guidance to channelize their potentials towards the achievement of goals (Bodha & Hussain, 2010; Farooqi & Akhtar, 2014; Malik, Saleem & Naeem, 2016). Furthermore, consolidation of diverse human potentialities in congruence with growth objectives, striving for adopting best performance standards is primarily considered as a leader responsibility, and can only be possible under dynamic leadership (Khan & Adnan, 2014). Researchers are convinced with the fact that leaders face innumerable socio- economic, legal, political, technological, and market challenges from the volatile environment in which organization exists (Pasha, 2013). Therefore, need for effective organizational leadership is ever increasing.

Organizational leadership

Leadership is fundamental and most dynamic concept in the field of organizational behavior (Saasongu, 2015). The interest in leadership is evident from the massive amount of theories we have on this topic, and is still developing. The word 'leadership' is used in numerous fields but in organizations, leadership is believed to be the abilities of a person with which he inspires his fellow beings, duly affected by the characteristics of subordinates and environment in which they interact(Saasongu, 2015;Malik & Bakhtawar, 2014; Iqbal, Anwar, & Haider, 2015; Malik, Saleem & Naeem, 2016; Dierendonck & Nuijten, 2011). Thus, it has been broadly defined as a process of persuasion, inspiration for attaining of common goal & objectives in a an adhesive way (Zahra, Sarwar & Baig, 2015; Malik, Saleem & Naeem, 2016; Dierendonck & Nuijten, 2011; Akhtar & Butt, 2002; Rehman, 2012; Perkins, 2005; Iqbal, Anwar, & Haider, 2015), implementing change (Raja & Palanichamy, 2012; Abid, Altaf, Yousaf, Majid, & Bagram, 2012).

Successful Organizational Leadership

Leadership plays a pivotal role in the success of organization; leaders have the ability to influence not only employees but the overall performance of firm. Successful leaders are facilitators for growth and betterment (Ashraf & Khan, 2013; Malik, Saleem & Naeem, 2016; Bohn, 2003; Akram et al., 2012). Timeline of leadership studies shows much skepticism, recent interest has been focused on leadership role in success/failure of organizations and even the entire nations (Ogbonna & Harris, 2000).

Numerous researchers (Ali, 2009; Akram et al., 2012; White, Campbell, & Kacmar, 2012; Vries, Pieper, & Oostenveld, 2010; Rogers, 2012; Baldoni, 1999; Zaccaro, Rittman, & Marks, 2001; Snowden & Boone, 2007; Useem, Cook, & Sutton 2005; Day & Schoemaker, 2008; Ardley, 2012; Fazlani, Hassan, Nasar, Hashmi, & Mustafa, 2012; Holloway, 2012; Bobbio, Bellan, & Manganelli, 2012; Bhatti , Ahmad, Aslam, Nadeem, & Ramzan, 2012) focused on various qualities to be the indicators of a successful organizational leadership but the real discovery would be the leader's level of successfulness in any given environment as perceived by its key stakeholders i.e. employees.

Literature Review

Viability of the existence of organizational leadership is evident from the massive research work taking place in this domain. As Scholars are coming up with their own definition of leadership (Amin, Tatla & Islam, 2018), but by large they are agreed upon the importance of leadership, prevalence of its influence and its impact on organizational goal attainment. On the other hand, how certain leadership style affect others behavior varies, mediated by number of human, social, economic, cultural and environmental factors.

Leadership is the art of influence in a certain environment (Basit, Sebastian & Hassan, 2017), where individual act and interact under certain expectations placed on each other roles. Leader style bring success to organization by creating better co-ordination between leaders and workers (Rasool, Arfeen, Mothi & Aslam, 2015; Haq & kuchinke, 2016). Employees who are happy and satisfied with the management perform well towards organizational objectives (Kalsoom, Khan & Zubair, 2018).

"Happy employees are productive employees" has become an axiom today. Enormous amount of research has been carried out on leadership role have come up with unanimous conclusion that leadership do play an important role in employee motivation, satisfaction (Kalsoom, Khan & Zubair, 2018), productivity, better performance (Rasool, Arfeen, Mothi & Aslam, 2015), long term goal achievement (Abbas & Yaqoob, 2009), and enthusiasm (Basit, Sebastian & Hassan, 2017) at work.

Pakistan being a South Asian Islamic country has its own distinctive identity in terms of culture and traditions, which makes it different from any other country. Similarly its work culture and performance expectations are also unique which calls for more indigenous research. Unfortunately, such empirical researches are very scarce here (Abbas & Yaqoob, 2009). And if carried any, are mostly conducted by focusing more on the leader side of the organization. While in reality Organizations are run by collective effort, therefore employee perception of good leadership also needed to be analyze for the long term success.

Recent researches conducted on leadership in various organizations of Pakistan like banking (Haq & kuchinke, 2016), health (Rasool, Arfeen, Mothi & Aslam, 2015) and higher education (Amin, Tatla & Islam, 2018) admit scarcity of multi-dimensional research. In majority cases leaders of organization are sampled and their performance is evaluated by self-reporting tools. However, self-reporting measures might not always give the true picture of the real scenario, and are susceptible to misrepresentations and biases (Rasool, Arfeen, Mothi & Aslam, 2015). Therefore we must start to conduct researches on the equally important group of organization i.e. employees perception of a successful leadership.

Research Gaps

Existence of leadership is considered to be universal; however its successfulness varies across cultures (Diržytė, Patapas, & Smalskys, 2013), thus poses different demands on leadership (Bodha & Hussain, 2010; Zafar, 2011). Abundant researches have been carried out on leadership in developed countries, but very little research could be found in developing countries. Presently in Pakistan majority of leadership studies if ever conducted, used foreign models. To list a few eminent studies of Malik & Bakhtawar, 2014; Ashraf & Khan, 2013; Khan, Rehaman, & Fatima, 2009; Batool & Khalid, 2011 and so many other Pakistani researchers used already developed foreign tools as it is. Hence, direct application of theories based on imported ideologies might not implicate well to the indigenous organizations. After extensive literature review of the Pakistani organizational studies, none of the appreciable attempt has been found where a valid indigenous scale has been developed to access leaders' successfulness as perceived by its employees. Therefore this study has picked up this area aimed at filling-in the gap of developing an indigenous tool to measure leaders' successfulness well-suited to our own organizational setups.

Second limiting factor is that most of the studies conducted on leadership in Pakistan are self-reported surveys by potential leaders about their own style (Ejaz et al., 2009; Zahra, Sarwar & Baig, 2015; Malik & Bakhtawar, 2014; Malik, Saleem & Naeem, 2016; Akhtar & Butt, 2002; Shujaat & Zehra, 1996), while leadership is more of what subordinates perception of a leader style. Therefore, to understand leadership models and its degree of successfulness, researchers needs to study the moderators too, most important of which is the followers perceptions, without it any leadership model will lack clear leader-follower- performance associations (Walumbwa, Lawler & Avolio, 2007).

Significance of the study

The gap in above two domains serves as a motive to develop and validate an indigenous scale, reflecting the qualities of a successful leadership in the cultural context of Pakistan. This study will attempt to develop such an instrument which, instead of self-reporting surveys, could access a leader by his employees' perspective. Hence, the main objectives to attain are:

1. To develop an indigenous organizational leadership successfulness scale in Pakistani organizations as perceived by employees.
2. To validate an indigenous organizational leadership successfulness scale in Pakistani organizations as perceived by employees.
3. To promote apprising of organizational leadership successfulness from others perspective and not only by leader's self-reporting.

Scale Development & Validation

Scales are tools for self-reporting (Gidron, 2013), development of which is a systematic process of generating and testing items on various response formats for the previously unstudied phenomenon. It helps in critical analysis of variables in behavioral, medicinal and other biological constructs (Morgado et al., 2017).

This scale aimed at measuring the degree of successfulness of organizational leaders as perceived by their employees. This proposition is in agreement with various researchers (Babyak, 2014; Wijewardena, Samaratunge, & Härtel, 2014; Larsson & Vinberg, 2010; Judge, Bono, Ilies, & Gerhardt, 2002) who consider only those leaders to be truly successful who are been perceived as effective by their respective employees.

Method

Certainly process of scale development is a complex task and should equally be supported by theoretical and methodological aspects (Morgado et al, 2017). There are no explicit universal rules for scale development. But few common steps like identifying the gap, generation of items, expert review, internal consistency, revise pool I, validation, revise pool II, item analysis, and pilot test (Batool Khalid, 2011; Kyriazos & Stalikas, 2018) should be follow as to ensure the development of a valid and reliable instrument (Gidron, 2013). After reviewing considerable work on the instrument development and validation process, the development of this scale has been designed into two phases i.e. Study-I and Study-II, by using mix of qualitative and quantitative research techniques.

Study-I

The objective of Study – I was to develop and then validate an indigenous scale for measuring organizational leader's degree of successfulness as perceived by their employees by following steps.

Step 1- Generation of items (creating initial item pool).

This step aimed at systematically chooses contents better relevant to specified constructs (Clark & Watson, 1995). As leadership is multifaceted therefore both of the following sources were consulted for creating initial items pool:

a) Literature Search.

Available relevant literature globally and in Pakistan particularly has been comprehensively reviewed on successful leadership to get an insight of the previously developed scales of the comparable nature (Hildebrand et al., 2010; Kumar, 2015).

b) Unstructured Interviews.

Various educationists of social sciences subjects at post graduate level who had valuable academic and research experience in their fields and employees working in various organizations were consulted personally (Kumar, 2015). A total of 20 volunteered for interview, including 8 hospital, 4 banks and 8 university employees. They were chosen on the basis of the length of their working experience i.e. ranged from 3-7 years.

They were exhaustively interviewed lasted for more than an hour with the broader theme of how they perceive a successful leadership should be in the context of "Pakistani organizational environment". Main points of their opinions, experiences and suggestions of what a successful leader ought to be in any indigenous organization, were written down by the researcher. Abstractness, if any aroused were clarified by further probing and rephrasing the scenario to attain more clarity of their point of views. The reason for interviewing both academician and employees is to incorporate the diverse performance expectations for a successful leadership; as academicians are engaged in research and teaching, thus, are better aware of the up-to-date challenges and requirements for successful leadership behavior. While, other employees are in a day to day interaction with their respective leaders, and are the first-hand recipient of a leader's favorable or unfavorable conduct. (Herrmann, 2009; Scholl, 2003; Malik, Saleem & Naeem, 2016).

Step 2- Writing items- Information consolidation.

As every source had somewhat unique propositions about what a successful leadership should be but for the sake of brevity, all the consolidated data from the literature search and informal interviews has been analyzed for commonalities. Thus, classified into five most prominent domains of decision making, communication skills, interpersonal relations, problem solving and vigilance (Table 1), aimed to use it as a baseline for constructing items of the scale understudy. After categorizing data along with brief operational definition of how it will be perceived by the author while writing items. The next step was to develop such items which can equally and profoundly represent successful leadership to the respondents, so that they can provide a well-rounded data on the subject matter. Attention has been paid to keep the items simple, precise and in denotative manner (Hinkin, Tracey & Enz, 1997). Approximately 80 items were developed initially, amenable to further refinement.

Table 1: *Proposed Domains of Successful Organizational Leaders*

	Domains	Operational Definition
1.	Decision making	Reflected by choice making in varying degrees of uncertainty, risk and probability of success; resources commitment; prioritizing goals; assuming ultimate responsibility for possible outcomes; earning employee trust by fair choices.
2.	Communication skills	Clarity of purpose; concern for recipients' satisfaction; level of logic and rational; capability of triggering motivation in employees; use of supportive non-verbal communication; earning commitment for the realization of goals.
3.	Interpersonal relations	Identifying, monitoring and appraising people based on their abilities; appreciating and consolidating unique potentials for the common benefit, accommodative for diverse workforce needs; promote team spirit.
4.	Problem solving	Inculcate sense of morality, fairness and justice; valuing other opinions; giving due importance to employees; expect certain degree of chaos.
5.	Vigilance	Strategic thinker, ability to identify scenarios well ahead of time; act proactive to embrace future challenges; act in congruence with environmental changes.

Source: Author

Step 3 - Qualitative analysis.

The initial 80 items pool were distributed to 17 independent reviewers for qualitative review; including 5 social science subject experts engaged in research and teaching at university level and 4 each working employees from the field of banking, hospital, and bureaucracy, making up total of 12 persons. These reviewers were chosen on convenience and voluntarily basis with due attention to their length of job experience as i.e. at least 3 years. Moreover, they were provided with the guideline of 5-domains (Table1) of organizational leadership successfulness for relevancy check with their brief operational definitions. They analyzed each item for its level of representation of the latent construct (Hinkin, 1995; Hinkin, Tracey & Enz, 1997; Kumar, 2015; Morgado et al., 2017). In addition to this, they were also requested to point out unclear, redundant items. In qualitative review a total of 71 items is been identified as the best representative while 9 items were identified as either redundant or ambiguous by more than 9, i.e. >50% reviewers, thus discarded.

Step 4 - Representation of scale items (response format).

After qualitative analysis, 71 items were finalized, response format for items was decided to be a 5-point Likert type, self-reported questionnaire ranging from very low to very high, with 1 = very low; and 5= very high. Respondents, employees in this case were required to rate the degree of successfulness of their organizational leaders' on a range of 1-5 points scale. Thus, high total scores on the scale represent highly successful organizational leader and vice versa.

Step 5 - First try out.

After qualitative analysis it is ready to be tested on a likeable, independent but limited sample to find out any ambiguity and to confirm whether it elicit the desired response. This scale has been tried on a limited convenience sample of employees (N=40), ten each from the fields of education, banks, hospitals and bureaucracy.

Procedure and Discussion

Organizational Successfulness Scale (OLSS) has been personally administered to the sample of with age ranged of 25-55 *(M*=33, *SD*= 1.19), and average of 6 years working experience. Before administering the scale to the respondents, their respective heads were informed and consented. Sample was briefed about the purpose and was requested to point out any needed changes in the questions.

Evaluation of sample's responses showed no problem of comprehensibility and redundancy. Cronbach's Alpha coefficient calculated to be 0.97.

For scoring, scores of each item is to be summed up to get a total score for degree of leader's successfulness, could be further categorized into low, average and high level of successfulness of organizational leader. As a whole, the higher the total score, the higher an employee perceives his leader to be successful and vice versa.

Study-II

Purpose of Study II is to have an empirical evidence for OLSS validation via pilot study. Results of pilot study is used to supplement variety of measures in the process of scale development (Johanson & Brooks, 2009). OLSS draft is now ready to be pilot tested on a larger sample to obtain needed statistics required for creating any standardized scale (Lewis, 2003).

Sample.

How much should be a sample size for scale development and validation is not been precisely addressed in literature, thus debatable (Johanson & Brooks, 2009; Hinkin, Tracey & Enz, 1997). Ideally, sample size is assumed from number of items to be tested which ranged from 1:3 to 1:10 item-respondent ratio. However, recent studies recommend a sample should be at least 100 for scale analysis but it can be compromised where obtaining a big sample is not possible (Hinkin, Tracey & Enz, 1997).

To attain validity and reliability of the items generated, a simple random convenience sample of 150 (N=150) employees-with due gender representation from District Peshawar, Khyber Pakhtunkhwa (KP) province was chosen. They were mostly from middle-level management from the fields of education, banking, hospitals, and bureaucracy, having minimum of 2-years job experience. The actual sample for the study was approached after the approval of their respective heads, followed by employees consent to participate in the study.

Procedure.

Identified and volunteered sample were contacted at their job places by the researcher, scale was personally administered to them. Purpose and rationale of the study was explained, anonymity of identities assured, and they were asked to provide their most suitable responses on OLSS in about a week time.

Out of the 150 distributed forms only 100 were returned, after few follow ups, making up response rate of 68%. In the subsequent scrutiny only 86 (Table 2) were found to be completed in all respects, were considered for psychometric analysis. Data were entered into Statistical Package for Social Sciences (SPSS) software for analysis.

Table 2: *Frequency and Percentage Distribution of Respondents Demographics (N = 86)*

Variables	*F*	%age	*M*	*SD*

Age			34.51	1.330
20-25 years old	2	2.3		
26-30 years old	34	39.5		
31-35 years old	22	25.6		
36-40 years old	14	16.2		
41-50 years old	6	6.9		
50 years and above	8	9.3		
Qualification				
BA/BSC	9	10.4		
MA/MSC	63	73.2		
M.Phil/Ph.D	14	16.2		
Length of Job Experience			9.51	1.283
1-5 years	28	32.5		
6-10 years	33	38.4		
11-15 years	11	12.8		
16-20 years	4	4.6		
21 years and above	10	11.6		
Job status				
Regular	75	87.2		
Contract	11	12.3		
Job Field				
Education	24	27.9		
Health	23	26.7		
Bureaucracy	14	16.2		
Banking	25	29.0		
Gender				
Male	54	62.8		
Female	32	37.2		

Instrument.

OLSS form were distributed to sample; including demographic data sheet followed by list of 71 items on a 5- Point Likert Scale format (details in Study-I).

Results & Discussion

Once data was received, filled forms were entered into SPSS to evaluate it for its validity and reliability, as the ultimate objective of any research instrument.

Results of demographic variables (Table 2) of the sample (N=86) of pilot study comprised of 62.8 % males and 37.2 % females, with age range of 25 to 50 (*M* = 34; *SD* = 1.3) and working experience of 3-21 years (*M* = 9; *SD* = 1.3). Other relevant demographics are also given for elaborate review.

Before proceeding with the psychometric analysis, suitability of data was investigated through The Kaiser-Meyer-Oklin (KMO) and Bartlett's Test of Sphericity. The calculated KMO value was 0.797 which exceeded the general recommended level of 0.5. The Bartlett's Test of Sphericity also gave statistically significant results ($p < .001$). These two tests supported the adequacy of variables and appropriateness of factor analysis to proceed with (Hildebrand et al., 2010).

Validity

It refers to the extent of a scale measurement of any phenomenon which it claims to measure (Gidron, 2013), to what level inferences derived from it could be generalized on a general population (Hinkin, 1995; Furr, 2010; Morgado et al., 2017).

The content validity of OLSS was obtained in Study- I via distributing the initially generated 80 items to 17 subjects' experts and employees. Later on was checked for relevancy and representation by trying it on a limited sample (N=40). Furthermore, scale had been validated by a pilot study in Study-II on an independent sample (N=86).

Reliability

Reliability refers to the precision of score which they reflect about any variable in a given sample (Hinkin, 1995), and is considered to be a single strong indicator of internal consistency, and can be evaluated by Cronbach's α, test-retest, split half, or item – total correlation (Morgado et al., 2017; Gidron, 2013). OLSS Cronbach's Alpha is calculated be as 0.98 whereas Guttman split half coefficient is 0.957, denotes high reliability and internal consistency.

Item-total Correlation

Before proceeding with factor analysis, it is recommended to have an inter-item correlation among variables to find out internal consistency, and eliminate any variable which correlates less than 0.4. (Hinkin, Tracey & Enz, 1997; Batool & Khalid, 2011).

Results (Table 3) show that all item-total correlation values of OLSS are > 0.4, denoting strong inter-relationship by significantly correlating (p< .001) with total scale score. Mean and standard deviation scores for each item of OLSS calculated to further elaborate the central tendency and dispersion of data.

Table 3: *Item- total Correlations, Mean and Standard Deviations of OLSS (N = 86)*

Item No.	Correlation	*M*	*SD*	Item No.	Correlation	*M*	*SD*
1	.484**	3.72	1.01	37	.770**	3.56	.993
2	.666**	3.56	1.00	38	.803**	3.65	.878
3	.724**	3.56	1.00	39	.777**	3.67	.931
4	.727**	3.58	1.01	40	.750**	3.77	.890
5	.755**	3.53	.991	41	.666**	3.60	1.02
6	.721**	3.51	.991	42	.639**	3.63	.983
7	.686**	3.63	.934	43	.753**	3.71	.956
8	.747**	3.60	1.04	44	.718**	3.55	1.025
9	.718**	3.33	.963	45	.733**	3.24	.984
10	.676**	3.31	1.02	46	.730**	3.46	.946
11	.679**	3.45	.966	47	.744**	3.70	.921
12	.777**	3.67	.999	48	.721**	3.53	.864
13	.818**	3.57	.989	49	.800**	3.60	.937
14	.756**	3.58	.976	50	.773**	3.65	.955
15	.688**	3.56	1.04	51	.741**	3.69	.885
16	.727**	3.45	1.095	52	.723**	3.49	.991
17	.705**	3.48	.955	53	.692**	3.43	1.00
18	.713**	3.24	1.09	54	.687**	3.51	1.02
19	.734**	3.49	.904	55	.714**	3.47	. 966
20	.671**	3.55	.978	56	.751**	3.57	.902
21	.715**	3.48	.926	57	.792**	3.62	.910
22	.732**	3.60	.885	58	.761**	3.51	.917
23	.688**	3.55	.916	59	.712**	3.55	.954
24	.651**	3.59	.788	60	.755**	3.37	.971
25	.788**	3.51	.891	61	.728**	3.60	.949
26	.777**	3.55	.966	62	.728**	3.56	.928
27	.751**	3.66	.966	63	.716**	3.51	.959
28	.676**	3.55	1.08	64	.706**	3.50	.955
29	.647**	3.74	.935	65	.715**	3.58	.887
30	.686**	3.38	1.04	66	.752**	3.62	.883
31	.740**	3.55	1.18	67	.813**	3.48	.917
32	.748**	3.40	.961	68	.720**	3.43	.977
33	.740**	3.56	1.01	69	.715**	3.58	.874
34	.734**	3.50	.891	70	.703**	3.35	1.003
35	.671**	3.48	.891	71	.688**	3.63	.855
36	.715**	3.58	.913				

** p < .001

Factor Analysis & Dimensionality

Factor analysis is used to reduce items to a more meaningful and practical set without losing their reliability (Delamere et al., 2001; Hinkin, Tracey & Enz, 1997) while dimensionality represents the number and nature of variables accessed by items of a scale.

The 71 items of the (OLSS) were analyzed by Exploratory Factor Analysis by Principal Components Analysis (PCA). A total of 12 factors were initially extracted. Table 4 shows extracted factor loadings of 71 items, revealing the presence of 12 factors. Minimum loading criteria for any item to be allocated to any factor was set as 0.3, as commonly practiced by researchers. Result of the factor loading (Table 4) shows that all items loaded high on Factor-1only (given in boldface).

Table 4: *Component Matrix of the Factor Loading of OLSS Obtained by PCA (N = 86)*

Item No.	COMPONENTS											
	1	2	3	4	5	6	7	8	9	10	11	12
Q1	**.478**	.418	-.244	.278	-.072	.169	-.072	.264	.069	.209	.120	.180
Q2	**.666**	-.052	-.244	.161	-.219	-.053	-.047	-.372	-.003	.140	-.259	-.053
Q3	**.722**	.186	-.244	.096	-.030	.124	-.180	-.201	-.045	-.197	-.269	-.127
Q4	**.725**	-.104	-.244	-.442	-.028	.089	.095	.143	-.005	.066	-.160	-.127
Q5	**.754**	-.033	-.244	-.083	.108	.080	.078	.006	-.181	.141	-.005	-.061
Q6	**.716**	.258	-.244	-.108	.255	.050	-.142	.267	-.027	.132	-.162	-.094
Q7	**.686**	.281	-.244	.050	-.154	.038	-.155	.036	-.243	.183	-.054	.001
Q8	**.748**	-.177	-.244	.013	.334	-.138	-.036	.017	-.184	-.047	.233	-.074
Q9	**.719**	-.161	-.244	-.017	.319	-.013	-.038	-.112	.077	.040	.127	.072
Q10	**.671**	.315	-.244	.108	.139	-.102	.310	-.109	-.015	.189	.080	.082
Q11	**.675**	.134	-.244	.179	.167	.009	.057	-.086	.268	-.103	.141	-.029
Q12	**.777**	-.256	-.244	-.138	-.179	-.124	.075	.071	.069	.138	-.085	-.155
Q13	**.818**	-.032	-.244	.129	-.058	-.109	-.185	.032	-.030	.122	-.076	-.223
Q14	**.753**	.152	-.244	-.259	-.170	.137	.207	.089	.070	-.215	.114	-.125
Q15	**.685**	.206	-.244	-.322	.094	.053	.085	.032	-.256	-.040	.171	-.150
Q16	**.727**	.244	-.244	-.387	.058	.143	-.105	-.094	.064	-.143	-.024	-.056
Q17	**.703**	.284	-.244	.026	-.122	.012	-.142	-.076	-.164	.011	-.069	.036

Q18	**.708**	.309	-.244	-.168	.052	-.223	-.032	.030	.204	-.015	.094	.060
Q19	**.731**	.276	-.244	-.285	-.052	-.195	.115	-.099	.226	-.017	-.112	.008
Q20	**.669**	.162	-.244	-.287	-.107	.031	-.147	-.158	.228	.155	.106	-.065
Q21	**.712**	.083	-.244	.126	-.295	-.109	-.057	-.028	-.105	.036	-.040	-.152
Q22	**.731**	.068	-.244	-.002	-.102	.427	-.153	-.097	-.002	-.025	.154	.036
Q23	**.687**	-.022	-.244	.305	-.014	.229	.067	-.087	-.201	.054	.264	-.040
Q24	**.649**	.116	-.244	.110	-.058	.216	.435	-.055	-.339	-.017	-.025	.171
Q25	**.785**	.031	-.244	-.075	.004	.164	.300	-.133	.064	.012	-.089	-.134
Q26	**.776**	.044	-.244	-.074	-.284	.109	-.067	-.105	.001	.024	.023	.016
Q27	**.748**	.106	-.244	-.192	.016	-.040	.038	-.105	-.105	.272	-.046	-.097
Q28	**.672**	.111	-.244	.097	-.083	.055	.240	.430	.104	-.038	-.083	-.272
Q29	**.644**	.141	-.244	.319	-.145	-.013	.346	-.012	-.008	-.277	-.067	.039
Q30	**.683**	.104	-.244	.134	.291	-.113	.145	.184	.286	.104	-.090	.078
Q31	**.737**	.217	-.244	-.016	.162	-.240	.171	-.036	.030	-.018	-.092	.119
Q32	**.748**	.084	-.244	-.013	.042	-.226	-.161	.162	-.192	-.018	-.144	-.069
Q33	**.744**	-.148	-.244	-.055	-.211	-.066	-.045	.259	.114	-.027	-.067	.141
Q34	**.774**	.001	-.244	.055	-.169	-.040	-.117	-.112	.213	-.104	.165	.093
Q35	**.804**	-.063	-.244	.046	-.203	.026	.033	.074	.116	.125	.066	-.004
Q36	**.780**	-.277	-.244	.008	-.045	-.008	-.066	.107	.198	.269	-.136	.084
Q37	**.754**	-.291	-.244	-.263	-.077	.018	-.012	.230	-.003	.091	-.052	.205
Q38	**.669**	-.347	-.244	-.188	-.127	.331	-.005	.052	.041	.004	.178	.100
Q39	**.638**	-.201	-.244	-.122	.312	.450	.135	-.017	.095	.074	.040	.059
Q40	**.753**	-.268	-.244	.052	.297	.082	-.184	.117	-.109	-.112	-.048	.000

Q41	**.719**	-.397	-.244	-.101	.034	-.023	-.060	.031	.004	-.238	.044	.007
Q42	**.735**	-.378	-.244	.094	-.053	.044	-.043	.042	-.149	-.234	-.072	.024
Q43	**.730**	-.357	-.244	.209	.119	-.024	-.220	.111	-.097	.142	.131	-.195
Q44	**.743**	-.004	-.244	.167	-.123	-.185	-.165	-.047	-.011	-.083	.181	.094
Q45	**.722**	-.143	-.244	.095	-.155	-.267	.076	.225	-.121	-.080	.011	.219
Q46	**.802**	-.065	-.244	-.162	.045	-.261	.137	-.008	-.088	-.017	-.043	.184
Q47	**.776**	.001	-.244	-.127	-.026	-.053	-.196	-.104	.045	-.101	-.204	.376
Q48	**.742**	-.335	-.244	.045	.172	-.119	.102	-.143	.108	.120	.004	.164
Q49	**.725**	-.274	-.244	-.377	-.012	-.117	-.002	-.089	.056	-.042	-.044	-.058
Q50	**.694**	-.306	-.244	.210	-.077	.193	-.035	.059	.107	-.032	-.159	.028
Q51	**.689**	-.129	-.244	-.103	-.110	-.298	.128	-.120	-.199	-.198	.097	-.098
Q52	**.719**	-.215	-.244	.141	.175	-.319	.109	-.171	.110	.002	.117	-.197
Q53	**.740**	-.017	-.244	.298	.058	-.182	.120	.062	.163	-.087	.100	-.162
Q54	**.662**	-.260	-.244	.187	.011	.021	.015	-.327	-.043	.289	-.042	.031
Q55	**.718**	-.049	-.244	.042	-.226	.237	.137	-.034	-.046	.138	-.059	.024
Q56	**.757**	-.169	-.244	.126	-.154	.163	.114	.022	-.055	-.049	.028	.002
Q57	**.793**	-.012	-.244	-.130	.050	.057	.254	-.043	-.086	-.089	.010	-.055
Q58	**.765**	-.084	-.244	.098	-.052	-.032	-.062	.054	-.075	-.109	-.133	-.092
Q59	**.712**	.023	-.244	-.014	.324	-.054	-.024	-.106	-.152	.005	-.249	.055
Q60	**.755**	.097	-.244	-.052	.302	.246	-.126	-.012	.077	-.189	-.018	-.030
Q61	**.729**	.143	-.244	-.091	.125	.022	-.068	-.028	-.137	-.096	.100	.345
Q62	**.728**	.175	-.244	.194	.125	.019	-.065	.152	-.092	.156	.093	.099
Q63	**.718**	.091	-.244	-.028	-.220	-.188	.025	-.131	.021	.211	.171	.066

Q64	**.710**	.080	-.244	-.078	-.330	.061	-.124	.042	.138	-.026	.123	-.040
Q65	**.717**	.268	-.244	-.132	.164	.031	-.125	.030	.015	-.041	.183	-.041
Q66	**.756**	.194	-.244	-.119	-.032	-.192	-.202	.044	-.227	-.086	.089	.016
Q67	**.817**	-.010	-.244	.151	-.082	-.132	-.103	.090	.061	-.038	.254	-.062
Q68	**.722**	.107	-.244	.143	.250	.099	-.080	-.026	.017	.201	-.084	-.120
Q69	**.717**	.066	-.244	.231	.061	.140	-.096	-.189	.269	-.240	-.064	-.037
Q70	**.707**	.187	-.244	.236	.017	.066	-.175	-.057	-.018	-.190	-.175	-.022
Q71	**.687**	.146	-.244	.259	.007	.025	.092	.176	.091	-.090	-.175	.078

N = 86

Eigen values of these 12 initial and extracted components (Table 5) along with their percentage of variance collectively represent variance of 78.424 percent. Among 12 components the first factor explains highest variance i.e. 37.278 with 52.50% out of the total variance. The rest of the 11 component's variance ranged from 3.84 % to 1.85 %.

Table 5: *Initial and Extracted Eigen Values and Percentages of Variance for Factors of OLSS*

Component	Initial Eigen Values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	37.391	52.663	52.663	37.391	52.663	52.663
2	2.708	3.814	56.477			
3	2.239	3.153	59.630			
4	2.125	2.993	62.623			
5	1.881	2.650	65.273			
6	1.782	2.510	67.783			
7	1.488	2.095	69.878			
8	1.320	1.859	71.737			
9	1.303	1.835	73.572			
10	1.234	1.738	75.310			
11	1.099	1.548	76.858			
12	1.082	1.524	78.382			

Extraction Method: Principal Component Analysis (PCA)

Initial factors extraction has been based on Kaiser (1960) criterion of those factors having Eigen value of > 1 which denotes greater than average variance. Second is the Scree plot test which is a graphic presentation of all factors. Since, Eigen value (37.278) of Factor-I explains 52.50 % percent of the total variance and since all items qualified minimum acceptable factor loading on Factor-1. Therefore, the researcher decided to ignore the rest of the very weak factors and OLSS was restricted to Factor-1 only. Looking at the contents of the items Factor-1 is named as Organizational Leadership Successfulness Scale (OLSS).

Discussion

This study attempted to develop and validate a scale in two phases with a notion of assessing organizational leader's success from employee's perspective. Also to provide a measuring tool which better match our working environment and cultural expectations for a leader. Results of the pilot study confirmed the objective of making a valid and reliable instrument. Items were

generated, refined, pilot tested on independent sample by following common recommended steps for scale development (Kyriazos & Stalikas, 2018; Batool & Khalid, 2011).

Overall purpose of Phase I was to identify, discuss, generate, and refine items through qualitative and quantitative means with the help of experienced people having deep insight on the topic. Attention was focused on articulating a vast area of leadership successfulness into a measurable form which will be tested and validated in phase II. For this purpose scale items were drawn majorly from five important domains i.e. decision making, communication skills, interpersonal relations, problem solving and vigilance of leadership.

Phase II pilot tested already developed scale in Phase I on independent sample (n=150) for the purpose of its validation. Its adequacy and suitability was tested through KMO (0.797) and Bartlet Test of Sphericity ($p < .001$). Validity and reliability was tested by Cronbach Alpha (0.98); Guttman split half coefficient (0.957). Internal consistency was assured by item-to-total correlation and was found out that all items are strongly correlated i.e. > 0.4. Thus, proving it to be a valid and reliable instrument.

Finally, 71 items of the scale were analyzed by PCA and initially found to have 12 factors. These 12 factors weren't named yet but looking at loaded values it could be seen that among all the extracted factors, only 1st factor explains maximum variance i.e. 37.278(52.50%) and is loaded high (>0.3) too. Therefore, it was decided to keep Factor-1 in the final draft. Same has been confirmed by the results of Scree Plot.

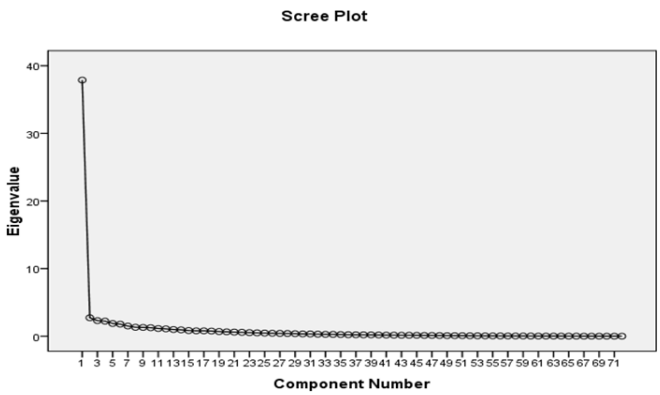

Figure1. Scree Plot of the Initial and Extracted Factors on OLSS**.**

Finally OLSS comprised of 71 items aimed at measuring organizational leadership successfulness on a 5-point Likert Scale as perceived and reported by employees. The result of pilot testing is well enough to call it a reliable instrument in producing valuable results in Pakistani organizational contexts.

Conclusion

The problem with lot of leadership studies in Pakistan is that they are conducted on borrowed research instruments (Rasool, Arfeen, Mothi & Aslam, 2015; Amin, Tatla & Islam, 2018) developed somewhere else in a very different contexts, portraying a leader role which does not always match our working environment. Secondly, very little effort has been made to cross verify the level of leader success in organizations from those who are the direct addressee of leader style i.e. employees. Thus, most researches are concluded on the basis of leader self-reported data.

Leadership is believed to be successful if its style is in congruence with fellow members expectations. Success in turn is a subtle and subjective phenomenon, which we cannot gauge only by studying leader behavior from his/her perspective.

Therefore, this research is an attempt to recognize indigenous successful leadership ingredients. As employees are identified to be in the best position to evaluate the successfulness of any leadership style (Anwar, & Haider, 2015), therefore a scale has been developed and validated keeping in view their aspirations for a leader role.

Strengths and limitations

OLSS can be used alone or in combination with other scales to gauge the performance expectations of organizational leaders. Multiple sources were consulted to draw a broad basis for

initial item pool. None of the research endeavor is limitation free, as this study has limited generalizability due to sampling from one province. It can be enhanced in future by testing it in other parts of the country. Study also had problems with acquiring large sample size to provide a wide basis for validation.

Future studies

This study has been conducted on working employees only, future studies could be conducted on retired employees to know what they think of a successful leadership should be. To get a broader view other organizational performance indicators can also be considered. The negative qualities of leaders which make them unsuccessful in organization is also an untapped area in Pakistan.

The same study could be replicated in other organizations like military, political, civil, and project-based, product –based firms to identify their leadership successfulness criteria. Personality of employees in relation to a particular leadership style also needs to be studied to know the employee response-personality type relation.

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