

The Influence of Individualized Consideration Leadership Behaviour on Employee Performance in Small and Medium Enterprises in Kenya

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Abstract

The objective of this study was to investigate the influence of individualized consideration leadership behaviour on employee performance in Small and Medium Enterprises in Kenya. This study targeted the KPMG top 100 SMEs of 2014 in Kenya. A correlational research design was employed to investigate the relationship between the independent variable and the dependent variable. Stratified proportionate random sampling techniques were used to obtain a sample of 226 out of a target population of 553 Managers. Data was collected using a closed ended questionnaire. Pearson's correlation, multiple regression and chi-square techniques were used to analyse the data. The results showed that Individualized Consideration leadership behaviour and Employee Performance in SMEs in Kenya had a strong positive and significant correlation ($r(194) = .925, p < .000.$), and a positive and significant relationship ($\beta = .925, t(194) = 33.669, p < .000.$). The study concluded that high performance is achieved when the leader recognizes employees' efforts, creates confidence, encourage self-development practices, effective communication as well as mentoring and coaching.

Keywords: Leadership, Individualized Consideration leadership behaviour, SMEs

1. Introduction

Leadership style is the manner and approach of motivating people, providing direction and achieving goals (Amirul & Daud, 2012). Style can either encourage or discourage employees, which can in turn lead to increasing or decreasing performance levels (Belonio, 2012). Human resources are the valuable assets (Pareek & Rao, 2007), which are inimitable and can generate sustainable competitive advantage through innovative ideas (Ward, Grudnoff, Brooker, & Simpson, 2013). To keep employees motivated for new innovations, one requires people, who can manage/lead these human resources efficiently (Liaw, Chi & Chuang, 2010; Shanker, 2012). Leaders need to manage and motivate their employees to reach their maximum potential, to be engaged, to embrace change, and to make good technical decisions (Bennett, 2009).

Leaders play a great role in this context (Chou, Lin, Chang, & Chuang, 2013). Their leadership ability helps in attaining and retaining the quality workforce (Kwan, 2009; Sharma & Jyoti, 2006). Previous studies have shown that transformational leaders in different settings were evaluated as more effective, higher performers, more promotable and more interpersonally sensitive (Rubin, Munz, & Bommer, 2005). Empirical evidence also shows that transformational leadership is strongly correlated with employee work outcomes such as lower turnover rates, higher level of productivity, employee satisfaction, creativity, goal attainment and follower well-being (Eisenbeiß & Boerner, 2013).

Literature defines individualized consideration as the consideration of employee's individuality. Transformational leaders link priorities of every follower with the development of the organization (Bass & Avolio, 1994). Leaders focus on the development and training of employees that create promotion opportunities (Avolio, Zhu, Koh & Bhatia, 2004). The outcomes of these characteristics depend on the ability of the leader to stimulate and direct followers in order to achieve desired outcomes (Avolio, Gardner, Walumbwa, Luthan & May, 2004; Snell, Stanley, Zhang, & Almaz, 2013).

Individualized consideration is the inclusion of people into the transformation process of an organization (Simic, 1998; Conger, 2014). These bring about the need to diagnose their wishes, needs, values and abilities in the right way. This type of activity leads to higher levels of trust in the leader (Manteklow, 2011). So, besides a global picture, a transformational leader must know what motivates any of his team members individually. Human wishes and needs are different. Some want certainty, some want excitement and change; some prefer money, and some free time. The leader, who is aware of the difference needs and wishes of people, has an opportunity to use all those different demands in the right way (Conger, 2014). By their behaviour, transformational leaders demonstrate acceptance of individual differences and assign the tasks in accordance with their personal affinities (Simic, 1998; Bass & Riggio, 2006; Conger, 2014). Following the progress in performing the individual tasks, a leader gets a picture of regularity (or irregularity) of his own action of individualized consideration (Bass & Avolio, 2009).

In developing countries, interest in the development of SMEs and their contribution in the development process continue to be in the foreground of policy debates (Ekpenyong & Nyong, 1992). There are numerous advantages claimed for SMEs and these include the encouragement of entrepreneurship, the greater likelihood that SMEs will utilize labour intensive technologies and thus have an immediate impact on employment generation. In 2011, job creations in this sector went up by 5.1 percent in Kenya. In 2012, 79.8% of new jobs were created in the SME sector (GoK, 2013). Sessional Paper No.2 of 2005 (GoK, 2009), established that most SMEs die before their third birthday and this indicates a high mortality rate. SMEs have ability to fuel economic growth because they create new jobs, expand the tax base, and are drivers of innovation. For any country to develop economically attention has to be paid to SMEs. This sector creates employment and comes up with new innovations, thus the importance of entrepreneurship and leadership in the sector (Deakins, Morrison, & Galloway, 2002).

Fenwick and Gayle (2008) concluded that despite a hypothesized leadership-performance relationship suggested by some researchers, current findings are inconclusive and difficult to interpret. There is need to realize that much is not known about how a leadership style can be applied effectively to enhance employee performance thus gaps and unanswered questions remain (Mohammed, Yusuf & Sanni, 2014). Another study gap is identified by Obiwuru, Okwu, Akpa and Nwankwere (2011) who stated that future research that replicates and further extends the current investigation on transformational leadership and employee performance in SMEs appears quite desirable. This study particularly reviewed; mentorship and coaching, recognition, self-development and communication as the elements that explain individualized consideration among SME employees. This study aimed at determining the influence of individualized consideration leadership behaviour on employee performance of the Top 100 small and mid-sized companies in Kenya of 2014.

2.0 Literature Review

Individualized consideration constitutes developing followers through coaching, mentoring and teaching are the central indicator of the factor (Kirkbride, 2006; Hoffman & Frofst, 2006; Sarros & Santora, 2001). Individualized consideration is the first factor of transformational leadership style. The individualized consideration leader demonstrates high concern for their followers, treats them as individuals, and gets to know well about them and listens to both their concerns and ideas (Kirkbride, 2006; Hoffman & Frofst, 2006; Sarros & Santora, 2001). Individualized consideration deals with fundamental transformational leadership behaviours of treating individuals as important contributors to the organization. Leaders who use this style of leadership give due consideration for their employee needs and coach them to bring sustainable development (Sarros & Santora, 2001; Kirkbride, 2006; Hoffman & Frofst, 2006). In sum, a leader who gives personal attention to subordinates, reflect the behaviour of treating each employee as an individual and initiate an interest in the long-term development of each employee (Hoffman & Frofst, 2006; Sarros & Santora, 2001; Kirkbride, 2006).

Mpungu (2009) in a study to determine the effect of communication on the performance of workers in organizations with the case study being Mobile Telephone Network (MTN), both qualitative and quantitative methods were used in the study where a total of 86 respondents consisting of all the 23 managers, all the 11 heads of departments, and 50 workers were sampled. The findings concluded that communication had a positive contribution to the performance of workers and therefore utilization of communication in a company was found to be having a positive impact on the staff performance. The study recommended that for organizations to be performing highly, effective communication that involve employees in decision making should be adopted and bureaucratic tendencies must be avoided, and that leaders should avail necessary information to their followers.

Tahir (2015) investigated the various leadership characteristics of Transformational and Transactional Leadership and then to empirically analyse the effect of each type of leadership on the organizational performance. This study considered a sample of 800 respondents who were interviewed. In regard of the Transformational Leadership the study concluded that the Individual consideration act of Transformational Leadership does not have significant effect on employee performance. A final conclusion based on the empirical analysis is that Transformational Leadership has significant positive effect on employee performance hence organizational performance.

A review of the pertinent literature (Kauffman & Bachkirova, 2008) suggests that mentorship can be evaluated from physical and observable events, and/or alternatively, from perspectives of behavioural development and mental-emotional growth. There are four main reasons for investigating relationships between mentorship and performance of small and medium enterprise (SME). The first reason arises on account of a dearth of empirical research despite an emerging literature base (Grant, 2005). The cross-disciplinary nature of mentorship has given rise to a limited number of evidenced-based investigations emanating from disciplines such as psychology, business management, and leadership development, with workplace research focused mainly on executive mentorship (Grant, 2003; Stober & Parry, 2005).

Sibson (2003) asserts that it is important for a manager or leader to have a relationship of familiarity with the employee, in order to give feedback which results from observing the employee perform. Coaching is a good opportunity for a leader to build a rapport with followers. Axmith (2005) found that coaching has been used by most organizations to, assist newly-appointed employees to make a successful transition into a role. Also to help a valued employee with a specific performance problem develop new skills and make necessary - often difficult - behavioural changes.

Crompton (2012) examined the effects of mentorship on SME performance and growth. Findings establish linkages between mentorship and employees' level of confidence, and identified that mentorship, as an antecedent to employee level of confidence (self-efficacy), is a non-direct influence of firm performance and growth. The findings demonstrated clearly the importance of qualitative approaches by identifying that mentorship experience and knowledge, in addition to trust engendered throughout relationships are as important to outcomes as so called hard, bottom-line results. Moreover, the findings suggested that firms and entrepreneurs who engage mentorship report deriving practical benefits that culminate in real firm employee performance.

Pradeep and Prabhu (2011) conducted a comparison between selected public and private sector enterprises with data comprising of 43 middle-level managers and 156 subordinates with the aim of exploring the relationship between transformational, transactional, laissezfaire leaderships and employee performance through correlation and regression analysis. The results indicated that the transformational leadership style has significant relationships with performance outcomes. Further, the individual consideration offered to every subordinate by the leaders tends to increase the effectiveness and satisfaction level of employees at 1 percent significance level. However, the study depended on selected few organizations and as such a larger domain of study would definitely further enlighten on the various elements studied. Recognition has been found over the years to be one of the policies the organization can adopt to increase their workers performance and thereby increase the organizations productivity (Meyer & Peng, 2006). Also, with the present global economic trend, most employers of labour have realized the fact that for their organizations to compete favourably, the performance of their employees goes a long way in determining the success of the organization. On the other hand, the performance of employees in any organization is vital, not only for the growth of the organization, but also for the growth of individual employees (Meyer & Peng, 2006). Individualized consideration leaders create an urge for change and growth amongst subordinates (Yukl, 2002).

Leaders need to constantly conduct performance discussions and take corrective action. Implementation of a format of rewarding and recognizing desired behaviours of accountability, ownership and participation, is critical. Osseo-Asare, Longbottom & Murphy (2005) mention that further education and training is needed by leaders to grasp the required knowledge and skills to sustain quality of performance. This suggests that effort is needed to understand the impact of the critical role that leadership plays as a driver of quality and performance improvement. Moreover, transformational leaders encourage their followers to take more responsibility both for their and others' development (Howell & Avolio, 1993).

Rahmisyari (2015) in his study on the effect of leadership styles, organizational culture and employee development on performance found that leadership style has a significant and positive effect on employee development. He also concluded that leadership style encourages the employees' development to improve employee ability at the organization. Employee development has positive significant effect on employee performance. The possible reason of the result is that the employee learning, self-directed, and employee attitude provide an optimal contribution (Lumempow & Rumokoy, 2015) which revealed that employee development effectively improves employee performance. According to Harter, Schmidt, and Keyes (2003), when employees are provided with the opportunities where they are encouraged to grow and progress intellectually, it results in work effort. Encouraging employees to grow helps employees learn new things and leads to positive emotions, which filter through the holistic organization.

3.0 Methodology

This study adopted a quantitative research method. Stratified random sampling was applied to obtain a sample size of 226 respondents from a population of 553 senior managers. After the stratification, simple random sampling was used to select the managers from each stratum based upon the percentage that each stratum represented in the population. The strata for manufacturing comprised 40%, supplies 10%, services 36%, distributors 4% and real estate's 10% of the target population respectively. Stratified sampling technique was preferred because the SMEs were of different categories therefore; they were grouped into five strata before being sampled. Purposive sampling was used to choose the unit of analysis that is top management team (managing director, finance manager, human resources manager, operations manager and manager) from each of the 100 companies. A structured questionnaire was used to collect the quantitative data. The measures involved Likert scale type of questions with responses ranging from 0= not at all to 4= always. Data was analysed using descriptive statistics and inferential statistics.

4.0 Findings

Individual Consideration and Employee Performance

Under individualized consideration leadership behaviour, the specific constructs measured were mentorship and coaching, recognition, self-development and communication. Each construct measured the extent to which this leadership behaviour is practiced in the SMEs and as such leading employee performance. These findings are presented in Table 4.1. As illustrated in table 4.1 findings reveal that the According to the findings, the CEO fairly often recognized employee contribution as an individual to the organization ($M = 2.82$, $SD = 1.084$). The standard deviation obtained was slightly above 1 showing that the responses had more variation from the mean value obtained. The table below shows that the CEO fairly often promotes self-development ($M = 2.43$, $SD = 1.246$). The standard deviation obtained was slightly above 1 showing that the responses had more variation from the mean value obtained. The findings also reveal that, the CEO fairly CEO fairly often communicates and listens to employee concerns ($M = 2.10$, $SD = 1.147$). The standard deviation obtained was slightly above 1 showing that the responses had more variation from the mean value obtained. Further, the findings reveal that the CEO sometimes spends time mentoring and coaching employees ($M = 1.72$, $SD = 1.253$). The standard deviation obtained was slightly above 1 showing that the responses had more variation from the mean value obtained.

The study also sought to analyse the views of management staff on individualized consideration using a table of means and standard deviations. According to the findings, the employees were fairly often committed to their work because the CEO encouraged them to self-develop ($M = 2.43$, $SD = 1.529$). The standard deviation obtained was slightly above 1 showing that the responses had more variation from the mean value obtained. The table below shows that the employees fairly often extra effort in their work because the CEO recognized their contributions and rewarded them for the work well done ($M = 2.37$, $SD = 1.519$). The standard deviation obtained was slightly above 1 showing that the responses had more variation from the mean value obtained.

The findings also reveal that, the employees fairly often satisfied with their work because the CEO communicated and listened to them and helped them build their strengths ($M = 2.24$, $SD = 1.501$). The standard deviation obtained was slightly above 1 showing that the responses had more variation from the mean value obtained. Further, the findings reveal that the employees fairly often performed their duties effectively because the CEO mentored and coached them on how to perform their tasks ($M = 2.00$, $SD = 1.230$). The standard deviation obtained was slightly above 1 showing that the responses had more variation from the mean value obtained. As shown in table 4.1.

Correlation between Individualized Consideration Leadership Behaviour and Employee Performance

The correlation results for all the items of individualized consideration were positively and significantly related with employee performance. All constructs of individualized consideration showed strong correlation: The CEO spends time mentoring and coaching me ($r(194) = .773$, $p < .000$); the CEO recognizes my contribution as an individual to the organization ($r(194) = .721$, $p < .000$); the CEO promotes self-development ($r(194) = .799$, $p < .000$); the CEO often communicates and listens to my concerns ($r(194) = .886$, $p < .000$); I perform my duties effectively because the CEO mentors and coaches me on how to perform my tasks ($r(194) = .703$, $p < .000$); I put extra effort in my work because the CEO recognizes my contributions and rewards me for the work well done ($r(194) = .920$, $p < .000$); I am committed to my work because the CEO encourages me to self-develop ($r(194) = .930$, $p < .000$) and I am satisfied with my work because the CEO communicates and listens to me and helps me build my strengths ($r(194) = .918$, $p < .000$). The results are presented in Table 4.37. The results for correlation analysis between individualized consideration index and employee performance indicated that the two variables were strongly correlated $r(194) = .925$, $p < .000$. The results are presented in table 4.2.

Hypothesis Testing

Chi square test was used to test the strength of association between two variables. The results for Chi square test showed that there was a strong association between individualized consideration and employee performance, $\chi^2(8, N=194) = 26.732$, $p = .001$. The results are presented in table 4.3

The hypothesized relationship between Individualized consideration leadership behaviour and employee performance in SMEs in Kenya was as follows;

H₀₁: Individualised consideration has no significant relationship with employee performance in small and medium enterprises in Kenya.

The regression results that individualized consideration explained a significant proportion of variance in employee performance, $R^2 = .855$, $F(1, 193) = 1133.606$, $p < 0.01$. This means that the null hypothesis was rejected and alternate accepted. The results are presented in table 4.4.

Therefore, the study concludes that there is a statistically significant relationship between the individualized consideration leadership behaviour and employee performance in SMEs in Kenya.

5.0 Discussions and Recommendations

Individualized Consideration leadership behaviour and Employee Performance

A leader who practices individualized consideration looks at employees' individuality. Leaders link priorities of every follower with the development of the organization. The findings of this study established that employees performed their duties effectively because the CEO mentored and coached them on how to perform their tasks. According to Wright (1998) coaching empowers employees to go beyond their current level of performance and the employee receive a balance of encouragement and help in finding skills. Coaching creates the ideal forum for exploring new solutions and developing action plans while providing continuous support and feedback. Mathefena (2007); Garvey (2006) and Compennolle (2007) argues that mentorship provide leadership development by enabling entrepreneurs to build relationships, manage firm politics and culture and communicate clearly to employees. The study findings further illustrates that employees put extra effort in their work because the CEO always recognized their contribution. This is in line with the findings by Caza and Posner (2014); Kouzes and Posner (2007) who argues that followers contributions should be recognized and genuine encouragement be given to them by leaders. Through linking rewards to performance individualized consideration leaders assist followers to realize the impact of their behaviour on organizational values.

According to Kallimullah (2010) and Rizwan (2001) there exists a significant relationship between recognition and employee work motivation which is linked to improved productivity. The study findings with regard to employee self-development revealed that employees were committed to their work because the CEO encouraged them to self-develop. Thus, these findings support the findings by Jokinen (2005) whose study noted that self-developed employees would typically emphasize the proactive approach to learning and that when employees are well-developed and trained and know how to do their jobs, the load on the leader becomes much less, as followers will be more self-directed. Rahmisyari (2015) also noted the leadership style encourages employee development which has a positive and significant effect on employee performance. Harter, Schmidt and Keyes (2003) argue that when employees are provided with the opportunities where they are encouraged to grow and progress intellectually it results in work effort.

Findings as well indicated that employees were satisfied with their work because the CEO communicated and listened to them and helped them build their strengths. These results are similar to the findings of Jacobsen and Salomonsen (2015) who found that leaders with individual consideration qualities encouraged communication in the organization as an important mechanism leads to organization functioning as planned and performing well. Gardner (1990) posits that listening is the most important component of the individual consideration leader because the leader listens to fully understand the perceptions of followers, their needs and concerns. Gopal and Chaudhry (2014) in their study argued that communication is an important factor in terms of employee motivation. The results for chi square test showed that individualized consideration had a strong association with employee performance, value $\chi^2 = 26.73$, $p = .001$. The study findings which indicated that individualized consideration had a strong association with employee performance supported Akeel and Indra (2013) who found a significant association between individualized consideration and performance of staff in the Libyan public sector. Empowerment tool of knowledge was positively and significantly impact the employee performance. Hsiu Fen Lin (2007) found a positive finding on individual factors which are sharing the knowledge in the sense of helping and knowledge self-efficacy significantly improves individual's innovation capacity and performance. Dyer, Jeffrey; Nobeoka, Kentaro (2002) has conducted a case study in Toyota manufacturing and the findings shows that the knowledge sharing among Toyota workers and among suppliers will help to determine the network learning and high employee performance.

The results for correlation analysis between individualized consideration index and employee performance indicated that the two variables were strongly correlated $r(194) = .925$, $p < .000$. The regression results also show that individualized consideration explained a significant proportion of variance in employee performance, $R^2 = .855$, $F(1, 194) = 33.606$, $p < 0.01$. The study findings corroborated Hayati, Charkhabi & Naami (2014) who found that individualized consideration positively influenced work engagement of governmental hospital nurses in Iran. The results of this study also corroborated Pradeep and Prabhu (2011) who found that individual consideration offered to every subordinate by the leaders tend to increase the effectiveness and employees satisfaction thereby increasing performance. Pradeep and Prabhu (2011) noted that transformational leaders deals with the employees with respect and enables individual development, and also offers coaching. Individualized consideration may well include providing support, encouragement, and developmental know-hows to employees. This is the factor by which the leader help the employees to reach their desired goals, enable them grow and maximize their potential by acting as a coach or mentor and encourages effective communication among employees. Actions by the management such as discussing and empathizing with the needs of individual employees, making interpersonal connections with employees, showing genuine compassion and encouraging continuous professional development and personal growth of members of employees was found to be positively and significantly affecting the employee's performance.

Contrary to the study by Tahir (2015) which concluded that the individual consideration act of transformational leadership does not have a significant effect on employee performance. However, the study findings contradicted Juma and Ndisya (2016) who found that individualized consideration negatively influenced performance of Safaricom Limited staff members. Similarly, the study findings contradicted Halle (2016) results that there was no direct relationship between individual consideration and employee voice, team task responsibility and effectiveness. Halle (2016) noted that transformational leadership management qualities do encompass minor behaviours that will ultimately make a major difference in the long run and does not have the need for the impractical from managers.

Employees in any business enterprise have special requirements and wishes which may be inspired and motivated by rewards or by the need to experience a new circumstance or excitement. The individualized consideration component of transformational leadership appreciates these requirements and operates accordingly to consider them. The leader need to provide custom made training for each individual worker through individual teaching and mentorship and play a big role in ensuring that the employees are more developed.

6.0 Conclusion, Recommendations and Suggestions

The study established a significant positive effect between individualized consideration and employee performance. The results of the regression results indicated that individualized consideration explained a significant proportion of variance in employee performance, $R^2 = .855$, $F(1, 194) = 33.606$, $p < 0.01$. The results, therefore, showed that individualized consideration was a strong prediction of employee performance. Based on this, the study therefore, concludes that high performance is achieved when the leader recognizes employees' efforts and performance through rewards, creates confidence among employees by giving them a sense of ownership. Also, leaders who encourage self-development practices, effective communication as well as mentoring and coaching; makes employees to perform maximally at work.

The study findings showed that better employee performance is achieved when employees are recognized and rewarded for their efforts and performance. Based on this, the study recommends that the leaders of SMEs to always recognize employee contribution as an individual to the organization, always promote self-development, always communicate and listen to employee concerns and to spend time mentoring and coaching employees. The leader should look at employees as individuals who have different needs and wants. This will encourage performance of both the employee and the firm in general. The study also, recommends that SME leaders to practice individualized consideration of transformational leadership in their firms for better output of employees. This study was only conducted in the top 100 SMEs in Kenya this limited the study to one sector. The study also measured the viewpoints of top managers only; therefore, the views of other employees were not taken into account. Other factors affecting employee performance were also not looked at. The researcher recommends that other studies be conducted on transformational leadership and employee performance in SMEs using the views of the junior employees in the firm. Other researchers could carry out a similar research in other SMEs other than the top 100 SMEs studied in this research and the results be compared so as to establish whether there is consistency among the SMEs

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Appendix

Table 4.1 Mean and Standard Deviation for Individualized Consideration

	N	Mean	Std. Deviation
The CEO recognizes my contribution as an individual to the organization	194	2.82	1.084
The CEO promotes self-development	194	2.43	1.246
The CEO often communicates and listens to my concerns	194	2.10	1.147
The CEO spends time mentoring and coaching me	194	1.72	1.253
Individualized Consideration influence on Performance			
I am committed to my work because the CEO encourages me to self-develop	194	2.43	1.529
I put extra effort in my work because the CEO recognizes my contributions and rewards me for the work well done	194	2.37	1.519
I am satisfied with my work because the CEO communicates and listens to me and helps me build my strengths	194	2.24	1.501
I perform my duties effectively because the CEO mentors and coaches me on how to perform my tasks	194	2.00	1.230

Table 4.2 Correlation between Individualized Consideration and Employee Performance

		Employee Performance
Employee Performance	Pearson Correlation	1
	Sig. (2-tailed)	
	N	194
The CEO spends time mentoring and coaching me	Pearson Correlation	.773**
	Sig. (2-tailed)	.000
	N	194
The CEO recognizes my contribution as an individual to the organization	Pearson Correlation	.721**
	Sig. (2-tailed)	.000
	N	194
The CEO promotes self-development	Pearson Correlation	.799**
	Sig. (2-tailed)	.000
	N	194
The CEO often communicates and listens to my concerns	Pearson Correlation	.886**
	Sig. (2-tailed)	.000
	N	194
I perform my duties effectively because the CEO mentors and coaches me on how to perform my tasks	Pearson Correlation	.703**
	Sig. (2-tailed)	.000
	N	194
I put extra effort in my work because the CEO recognizes my contributions and rewards me for the work well done	Pearson Correlation	.920**
	Sig. (2-tailed)	.000
	N	194
I am committed to my work because the CEO encourages me to self-develop	Pearson Correlation	.930**
	Sig. (2-tailed)	.000
	N	194
I am satisfied with my work because the CEO communicates and listens to me and helps me build my strengths	Pearson Correlation	.918**
	Sig. (2-tailed)	.000
	N	194

* Correlation is significant at the 0.05 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

Table 4.3 Chi square Test on Idealized Influence

	Individualized Consideration
Chi-Square	26.732 ^a
df	8
Asymp. Sig.	.001

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 21.6.

Table 4.4 Regression Results for Individualized Consideration

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.925 ^a	.855	.854	.39907	.855	1133.606	1	192	.000	
a. Predictors: (Constant), Individualized Consideration										
ANOVA ^a										
Model		Sum of Squares	df	Mean Square	F	Sig.				
1	Regression	180.533	1	180.533	1133.606	.000 ^b				
	Residual	30.577	192	.159						
	Total	211.110	193							
a. Dependent Variable: Employee Performance										
b. Predictors: (Constant), Individualized Consideration										
Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.			
		B	Std. Error	Beta						
1	(Constant)	.363	.070			5.165	.000			
	Individualized Consideration	.951	.028	.925		33.669	.000			
a. Dependent Variable: Employee Performance										