DATA ANALYSIS - AUTHENTIC LEADERSHIP STYLE

Student's Name

Course Name

Professor's Name

Institution

City, State

Date

Introduction

This paper presents the analysis of data collected based on a questionnaire. The data was collected to assess the individual understanding of authentic leadership. Data was collected using a questionnaire with sixteen questions that were pre-designed to ensure that information was collected with regard to four dimensions of authentic leadership. The four processes included the self-awareness perspective, the internalized moral perspective, balanced processing, and relational transparency. While the four phrases were not mentioned in any of the 16 questions, the researchers used a scoring tool which used the sums of the single digit answers provided by the respondents in the questions on the questionnaire.

To score the self-awareness perspective, the researchers summed the answers to items 1, 5, 9, and 13 of the questionnaire. Item 1 tested whether the respondents could list their three greatest weaknesses while item 5 looked into the three greatest strengths. Item 9 looked into how the respondents used feedback especially as a tool of understanding their personality while item 13 looked into whether the respondents accepted the feeling they have about themselves.

The internalized moral perceptive looked into the internal perceptions and perspective on morality. The key focus was on whether the respondents' actions reflect their core values, whether they allow group pressure to control them, whether other people know where the respondents stood on controversial issues, and whether inherent morals guided the respondents' actions as leaders.

Balanced processing basically looked into the involvement of others in decision making. The scoring was based on whether the respondents seek others' opinion before making decisions, whether they listened closely to ideas of those who disagreed with them, whether they

emphasized their own point of view at the expense of other people in the organization, and whether they listen carefully to the ideas of other before making decisions.

Relational transparency perspective focused on the interactions between the respondents as leaders and other people in their environment or organizations. The scoring was based on whether the respondents openly share their feelings with other people, whether they let other people to understand who they (respondents) are as a person, how often they portray a false self-image in front of others, and whether they admit their mistakes to others.

To each of the 16 questions, the respondents were allowed to give an answer in digit 1 to 5 with 1 presenting a strong disagreement and 5 presenting a strong agreement. The lowest expected score was therefore expected at 5 while the highest score was expected at 25. To interpret the scores, the researchers focused on the range between 16 and 20 to read as strong authentic leadership and a score of less than 15 to read as weaker authentic leadership. The data will be analyzed, summarized, and discussed in the following few paragraphs.

Data Analysis

Data was collected from a sample of 30 respondents. Other than the four dimensions described above, the data also included information on the age, gender, education, experience, and position held by the respondents. All respondents were in the 23-34 years age bracket, 21 were with 9 being female. The respondents either had high school level of education, a diploma, bachelor's degree, or a master's level of education. Lastly, all the respondents had experience of between 1 and 10 years. The raw data summaries are presented in the following four tables.

Gender	Assigned Value	Count
Male	1	21
Female	2	9

Education	Assigned Value	Count
High school	1	1
Diploma	2	12
Bachelor's Degree	3	14
Master's Level	4	2

Position	Grade	Count
Customer Service	1	6
Draughtsman	4	3
Engineer/Graphic design	5	11
Head of section	6	4
Head of department	7	5

Experience	Bin	Frequency
1 to 3 years	3	9
4-6 Years	6	14
Above 7 Years	10	7

The following pie chart present the ages of the respondents grouped in the age brackets shown in the key area of the pie chart.

Age percentage to the sample
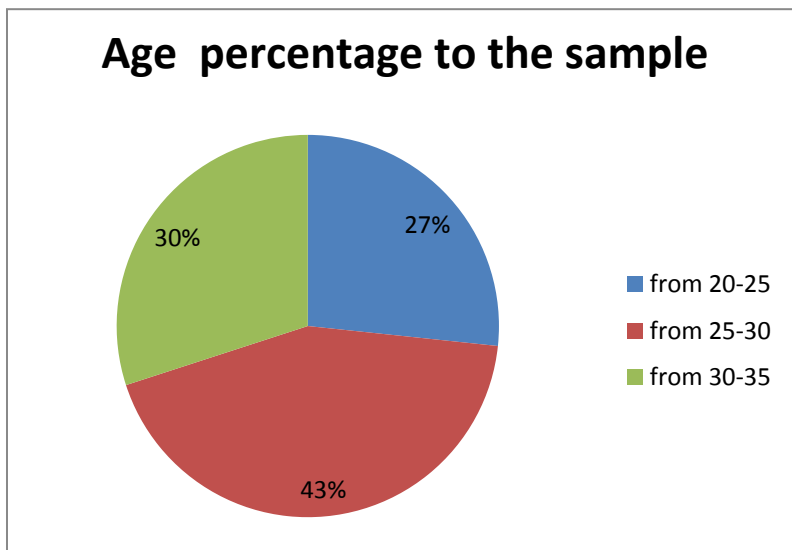
In the following few sections, this paper will look into the results of data analysis on each of the four dimensions of authentic leadership, focusing majorly on the descriptive statistics

Self-Awareness Process

Self-Awareness	
Mean	15.1
Standard Error	0.285069
Median	15
Mode	16
Standard Deviation	1.561388
Sample Variance	2.437931
Kurtosis	-0.92461
Skewness	-0.17703
Range	6
Minimum	12
Maximum	18
Sum	453
Count	30
Largest(1)	18
Smallest(1)	12
Confidence Level (95.0%)	0.583032

The analysis of the data collected for self-awareness from each of the respondents indicates that the largest score was 18 while the smallest was at 12. The standard deviation was 1.56 while the Mean stood at 15.1 and the median was at 15. The 95% confidence interval is at 0.58 indicating that majority of the respondents stand in the 0.58 deviations from the mean.

To rate the scores, the COUNTIF function in Microsoft Excel was used. It indicates that 14 out of the 30 respondents had stronger self-awareness while the rest 16 had weaker self-awareness.

Internalized Moral Perspective

Internalized Moral Perspective	
Mean	14.66666667
Standard Error	0.593709038
Median	15
Mode	19
Standard Deviation	3.251878325
Sample Variance	10.57471264
Kurtosis	-0.186438361
Skewness	-0.49875618
Range	11
Minimum	8
Maximum	19
Sum	440
Count	30
Largest(1)	19
Smallest(1)	8
Confidence Level (95.0%)	1.214271323

The analysis of the Internalized moral Perspective reveals that the sample had a mean of 14.67, median of 15, and a mode of 19. The standard deviation stood at 3.25 while the minimum and maximum scores were at 8 and 19 respectively. The confidence interval at 95% confidence level was at 1.21 points from the mean.

From the COUNTIF function of MS Excel, 11 respondents had stronger internalized moral perspective while 19 respondents had weaker internalized moral perspective.

Balanced Processing

Balanced Processing	
Mean	14.6
Standard Error	0.519946947
Median	14.5
Mode	14
Standard Deviation	2.847866715
Sample Variance	8.110344828
Kurtosis	-0.690617983
Skewness	-0.361249381
Range	11
Minimum	8
Maximum	19
Sum	438
Count	30
Largest(1)	19
Smallest(1)	8
Confidence Level (95.0%)	1.063410908

The analysis of balanced processing dimension revealed that the sample had a mean of 14.6 indicating a weaker level of balanced processing. The mode was at 14 while the median was 14.5. The standard deviation was at 2.84 deviations with a confidence level 1.06 at 95% confidence level. Additionally, the minimum and maximum scores were at 8 and 19 respectively.

From the COUNTIF function, the respondents with a stronger balanced processing were at 13 while those with weaker balanced processing were 17.

Relational Transparency

Relational Transparency	
Mean	13.3
Standard Error	0.503208099
Median	13
Mode	17
Standard Deviation	2.756184269
Sample Variance	7.596551724
Kurtosis	-1.537336251
Skewness	0.257486994
Range	7
Minimum	10
Maximum	17
Sum	399
Count	30
Largest(1)	17
Smallest(1)	10
Confidence Level (95.0%)	1.02917612

The mean for the relational transparency scores stood at 13.3 and this can be interpreted to mean that majority of the respondents had weaker relational transparency. The mode was at 17 while the median stood at 13 scores. The standard deviation was found to be at 2.75 while the minimum and maximum scores stood at 10 and 17 points respectively.

From the COUNTIF function, the respondent with strong relational transparency were only 9 while the rest (21) had weaker relational transparency.

The findings on each of the four dimensions are summarized in the table below

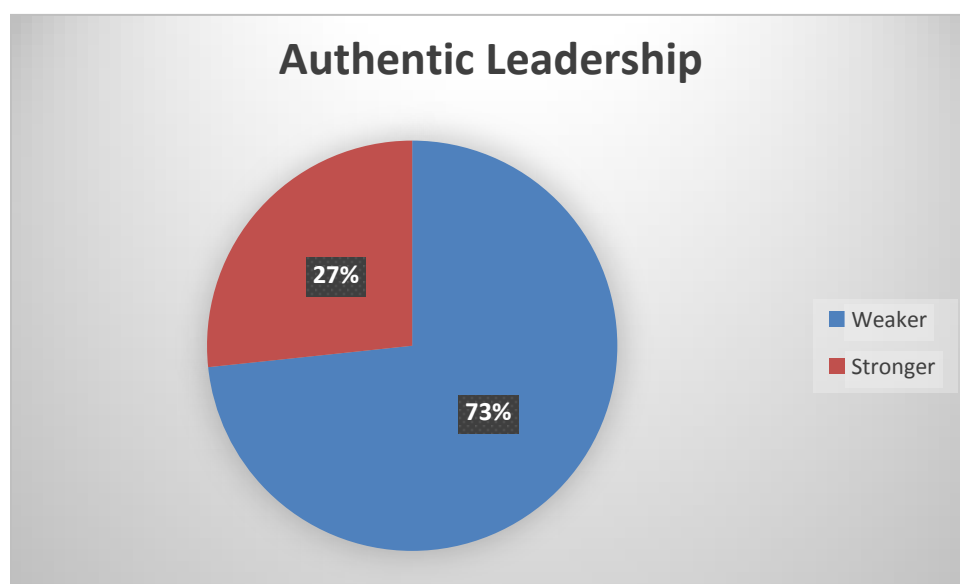|	Stronger	Weaker
Self-awareness	14	16
Internalized Moral Perspective	11	19
Balanced Processing	13	17
Relational Transparency	9	21

From the overview of the summary statistics, the data results indicate that in each of the four dimensions more than 50% of the respondents had weaker authentic leadership.

To get a clearer view of the data statistics the scores on each of the four dimension were added for each respondents and an average sought. The average scores were then used to determine the number and percentage of respondents that can be considered to have stronger and weaker authentic leadership. The results are summarized in the table below with the pie chart giving a figurative view of the data results.

Respondent	Average (Authentic Leadership Scores)		COUNTIF WEAKER	COUNTIF STRONGER
1	13.5	WEAKER	22	8
2	17.5	STRONGER		
3	11.25	WEAKER		
4	15.5	STRONGER		
5	17.5	STRONGER		
6	17.5	STRONGER		
7	12.5	WEAKER		
8	14.25	WEAKER		
9	10.5	WEAKER		
10	16.5	STRONGER		
11	15.25	STRONGER		
12	15	WEAKER		
13	14.5	WEAKER		
14	12	WEAKER		
15	14.75	WEAKER		
16	13	WEAKER		
17	14.25	WEAKER		
18	15	WEAKER		
19	13	WEAKER		
20	16.25	STRONGER		
21	14.75	WEAKER		
22	14.25	WEAKER		
23	14	WEAKER		
24	14.5	WEAKER		
25	15	WEAKER		
26	14.75	WEAKER		
27	11.5	WEAKER		
28	15.5	STRONGER		
29	15	WEAKER		
30	13.75	WEAKER		
Average	**14.41667**			

From the summary table presented above, the data indicates that 22 out 30 respondents have weaker authentic leadership with only 8 indicating that they have stronger authentic leadership. This can be presented graphically as shown in the pie chart below:

Authentic Leadership	
Weaker	Stronger
22	8

Main Comments

Data analysis indicates that 8 respondents had stronger authentic leadership while 22 indicated that they had weaker authentic relationship. This represents 27% and 73% for stronger and weaker authentic leadership respectively. The data was collected objectively and the sample size can therefore be said to be representative of the population. Consequently, the data results indicate that 73% of the population in which the sample was collected has weaker authentic leadership with only eight percent having stronger authentic relationship.

The population can however improve to have more authentic leaders. This proposal is based on the assumption that authentic leadership does not emanate from titles in the organization or from the social stature, one's income, or even from where one lives. Rather, authentic leadership comes from the impact that one makes around them and this requires sharing and interacting with other people more authentically, expressing oneself more often, keenly listening to others, acknowledging the contributions of other people, and serving other people wholeheartedly and without self-centeredness.

Comparison with other Academic Articles

The current leadership issues in business have raised concerns about the need for a new form of leadership. This lead to the coining of the term authentic leader. Researchers indicate that while there may be many leaders in business, many are not authentic leaders and this happens to be the reason behind majority of the business problems. However, researchers find that the authentic leader can be developed more easily unlike the other forms and styles of leadership. More particularly, the researchers also indicate that the development of authentic leaders is more of a personally inherent process hence requiring purposeful pursuit of this kind of leadership. According to Walumbwa, Avolio, Gardner, Wernsing, and Peterson, societies exhibit traits of low presence of authentic leaders with many people holding to myths such as leaders are only born and other believing that leaders are shaped by their environment hence the high likelihood of first-born children becoming leaders. However, the researchers concluded that the continued research on authentic leadership would help in nurturing and developing authentic leaders and dealing with the problems facing business in the 21st century.

Conclusion

In conclusion, this paper presents the analysis of data about authentic leadership style. The data was collected using questionnaires from a sample of 30 respondent. Four dimensions of authentic leadership were covered and these included the included the self-awareness perspective, the internalized moral perspective, balanced processing, and relational transparency. The analysis indicates that 73% of the respondent s exhibit weaker authentic leadership with only 27% indicating stronger authentic leadership. These findings were consistent with previous research studies which indicate that authentic leadership is acutely lacking in the population. However, this new style of leadership can be nurtured and developed more easily as compared to other forms and styles of leadership.