Research Article

COMMUNICATION STYLE AND EMOTION-RELATED ABILITIES AS DETERMINANTS OF FOLLOWERSHIP BEHAVIOR: A CAUSAL MODEL

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ABSTRACT

This study aimed to know whether perceived leaders' communication styles and emotion-related abilities determine or influence the followership behaviors of the respondents and to test and propose which model best fits to influence followership behavior. The study used a quantitative descriptive research method employing a causal-comparative design. A total of 240 non-managerial employees from the three private companies in Misamis Oriental located at PHIVIDEC Industrial Authority economic zone were the study participants. The study found that respondents perceived their leaders' communication style was friendly. The study found that perceived emotion-related abilities among non-managerial employees were that employees tend to manage emotions in themselves and others. The perceived followership behaviors among respondents generally manifested conformist behavior in their work and decisions. The perceived leader's communication style influenced followership behavior, and it concluded that a friendly manner is one of the best predictors that influence the followership behavior of respondents. The regression analysis reveals that the model can predict the followership behavior of respondents with the regression equation like $Y' = .899 + 1.147 X_1 + 1.713 X_2$ where Y' = Followership Behaviors, X_1 = Leader's Communication Style, and X_2 = Emotion-related Abilities.

Keywords: Communication style, emotional intelligence, emotional-related abilities, followership behavior, managers.

INTRODUCTION

Communication in today's multigenerational industry poses a significant challenge for managers and leaders. Efficient and resilient teams require clear communication of opinions and goals between leaders and followers. Leaders' behavior influences followers' conduct and reactions, just as followers impact a leader's communication. To achieve successful interactions, commitment to sincere, transparent, and pleasant communication is vital. Well-defined objectives and clearly defined roles for team members are essential, with team leaders' regularly revisiting and reporting progress towards these goals. Leaders play a crucial role in organizational leadership, running teams, encouraging others, and setting the tone for communication within the organization. The communication style of a leader reflects their mindset and disposition, affecting how followers perform in the workplace. Followers' actions, in turn, influence job results, job satisfaction, and engagement. "Work engagement" is characterized by cheerfulness, satisfaction, vigor, devotion, and concentration, as defined by Ding *et al.,* (2017).

Leadership research has a long history, evolving from the "born or made" leader debate to exploring various leadership approaches, skills, and communication. The focus has shifted towards studying followers and their perceptions of leaders, aiming to understand what makes certain leaders more appealing than others, the intrinsic need for guidance, and the reciprocal influence between leaders and followers. Despite the extensive research on leadership, there remains a notable gap in understanding leader-follower relationships and followership. The concept of followership styles has received insufficient attention, necessitating further exploration through diverse research approaches and settings. This lack of attention to followership needs addressing to dispel negative perceptions associated with it.

While the literature on leadership principles, models, and theories is vast, followership has not received the same level of scholarly attention. Instead of criticizing followership, researchers and professionals should embrace its complexities and promote its implementation. This study focuses on the leader's communication methods in relation to followership and emotion-related skills in the private sector of the Philippines.

In light of the preceding discussions, the study's objectives are as follows: 1) Identify the perceived communication styles of leaders as perceived by respondents; 2) Investigate the relationship between leaders' communication styles and followership behavior, identifying which types of followership behavior are influenced by a leader's communication style; 3) Explore followers' emotional-related abilities and assess their alignment with leader expectations; and 4) Examine the relationship between leaders' communication styles and followership behavior.

METHODOLOGY

THE MODELS AND VARIABLES

In this research, a quantitative descriptive research approach was employed, utilizing a causal-comparative design to uncover causal relationships or outcomes between independent variables and dependent variables. The study encompassed employees from PHIVIDEC Industrial Authority (Philippine Veterans Investment Development Corporation-IA), involving a total population of 240 individuals. Figure 1 illustrates the key variables of the research. These independent variables included the leader's communication styles, which encompassed dominant, dramatic, contentious, animated, impression-leaving, relaxed, attentive, open, and friendly communication. Additionally, the study considered the respondents' emotional abilities, including their perception and expression of emotions, utilization of emotions to aid in decision-making, comprehension of emotions, and their ability to manage emotions in

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both themselves and others. The research also examined the dependent variable, which was the employees' followership behavior categorized into alienated, passive, conformist, exemplary, and pragmatic behaviors.
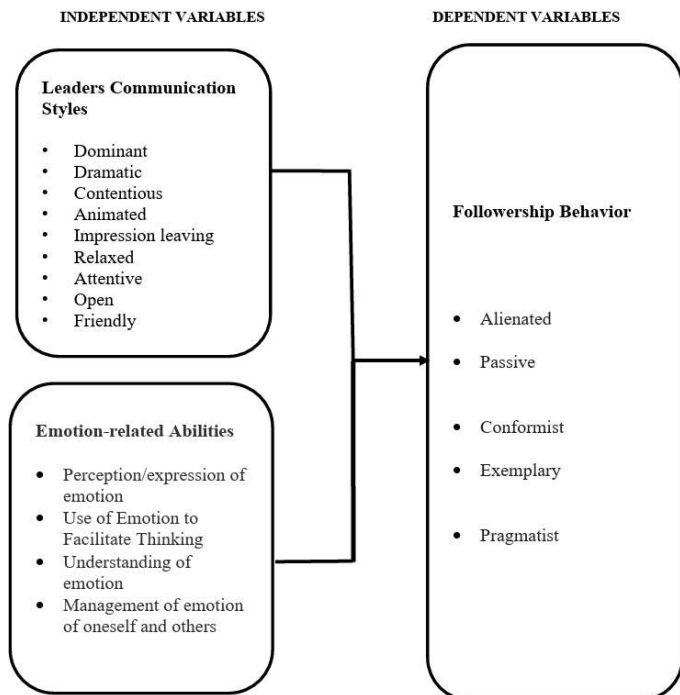

Figure 1. The Diagram of the Study

DATA COLLECTION

To ensure the quality and reliability of research findings, the researcher observed the required protocol set by the University in the conduct of the research. This study secured the necessary permission and adhered to research ethics by properly acknowledging sources of related literature and concepts. Additionally, to guarantee an orderly and systematic flow of data collection, the researcher secured clearance from the Liceo de Cagayan Research and Ethics Board (REB) and the approval of the Dean of Graduate Studies. The primary data involved in this study were gathered with the use of a survey questionnaire. Prior to distributing the questionnaire to employees in the chosen companies, a formal letter requesting permission to conduct the study was dispatched to the senior executives of those companies. Once approval was obtained, data collection and compilation commenced promptly. The researcher performed a brief orientation session before distributing the questionnaire to emphasize the importance of participants' full cooperation and truthful responses in order to successfully finish the main investigation. With the help of employees from other firms, the researcher physically administered the questionnaire to the respondents in order to achieve maximum retrieval, which sped up and simplified the data gathering process. The data was collected, totaled, and subjected to the necessary statistical processing for analysis and interpretation after recovering all completed questionnaires. The survey tools were used primarily to collect data. Access to the selected companies to collect data was through contact with individuals from the companies. The researcher ensured that data collection processes were following study guidelines, including research ethics. Along with the research instruments, a cover letter was delivered to give responders information about the research's objectives, benefits, and confidentiality.

DATA ANALYSIS

Statistical methods that were appropriate for the study's problem were used. To address the specific issues of the study, the researcher used the statistical method described below. After tabulating the questionnaire, the data were subjected to statistical analysis using SPSS version 17. To address study issues 1 through 3, mean and standard deviation were the descriptive statistics that were employed to evaluate and quantify a variety of features. These factors included how the research subjects' perceptions of leaders' communication methods, their perceptions of their emotional intelligence, and their perceptions of followership behaviors.

Regression analysis was utilized for addressing problems 4 and 5 to ascertain the substantial impact of independent variables on dependent variables. This statistical method establishes a linear connection between the independent and dependent variables within the study (Hayes, 2022). In problem number 6, the Pearson Product Moment Correlation (Pearson r) was employed to establish the correlation between the dependent and independent variables. Finally, for problem 7 the study utilized Path Analysis Model (PAM) using fit measures namely the Chi-square Minimum Discrepancy (CMIN), GFI, NFI; and RMR, respectively. The analysis of Causal Equation Modeling was conducted using the Amos software to determine the path coefficients and evaluate the degree to which the model accurately corresponds to the gathered data from the sample.

RESULTS AND DISCUSSION

1. What are the leader's communication styles as perceived by the research respondents, according to the following: dominant; dramatic; contentious; animated; impression leaving; relaxed; attentive; open; and friendly?

Table 1 showed the summary of leader's communication styles. Data revealed that leaders who tend to be friendly are strongly like and in agreement among respondents with an average mean of 4.25 with an SD of 0.58. All other eight (8) leader's communication styles revealed that respondents are in agreement with the statements and generally like the communication styles, but showed that variable Open revealed the lowest average mean which is 3.65 with an SD of 0.53. The respondents expressed a high level of agreement with their leaders' display of an amicable leadership approach. Additionally, it signifies that the employee views their supervisors as accessible, encouraging, and receptive to communication. This can result in a favorable work environment and heightened employee involvement (Marone, 2020).

Table 1 Summary of the Descriptive Statistics of Perceived Leader's Communication Styles

Leaders Communication Styles	Mean	SD	Verbal Description	Interpretation
Dominant	3.74	0.53	Like	Agreement with the Statement
Dramatic	3.72	0.62	Like	Agreement with the Statement
Contentious/ Argumentative	3.81	0.70	Like	Agreement with the Statement
Animated	4.00	0.68	Like	Agreement with the Statement
Impression Leaving	3.90	0.48	Like	Agreement with the Statement
Relaxed	3.69	0.76	Like	Agreement with the Statement
Attentive	4.13	0.61	Like	Agreement with the Statement
Open	3.65	0.59	Like	Agreement with the Statement
Friendly	4.25	0.58	Strongly Like	Strong agreement with the statement

Legend: *1.00-1.80 (Not at all) 1.81-2.60 (Dislike a little) 2.61-3.40 (I neither like nor dislike) 3.41-4.20 (Like) 4.21-5.00 (Strongly Like)*

2. What are the perceived emotion-related abilities among respondents in terms of perception/expression of emotion; use of emotion to facilitate thinking; understanding of emotion; and management of emotion in oneself and others?

Table 2 provides a summary of emotion-related abilities among non-managerial employees, with a notable emphasis on the Management of Emotion in Oneself and Others, revealing the highest mean of 3.74 and an SD of 0.56. This suggests that non-managerial employees are adept at managing their emotions and those of others, contributing to elevated job satisfaction and reduced stress levels. Proficient emotional regulation leads to improved resilience and mental well-being, empowering individuals to effectively manage interpersonal dynamics and resolve conflicts with colleagues and superiors, fostering a more cohesive work environment with enhanced synergy and cooperation. Furthermore, their ability to empathize and understand the emotions of others enhances their communication skills and positively impacts interactions with both colleagues and customers.

Table 2 Summary of Descriptive Statistics of Respondents' Emotion-related Abilities

Emotion-related Abilities	Mean	SD	Verbal Description	Interpretation
Perception/Expression of Emotion	3.67	0.54	Somewhat Agree	EI-related Ability is High
Use of Emotion to Facilitate Thinking	3.62	0.59	Somewhat Agree	EI-related Ability is High
Understanding of Emotion	3.70	0.55	Somewhat Agree	EI-related Ability is High
Management of Emotion in Oneself and Others	3.74	0.56	Somewhat Agree	EI-related Ability is High
Total Mean	3.68	0.56	Somewhat Agree	EI-related Ability is High

Legend: *1.00-1.80 (Not at all) 1.81-2.60 (Dislike a little) 2.61-3.40 (I neither like nor dislike) 3.41-4.20 (Like) 4.21-5.00 (Strongly Like)*

3. What are the perceived followership behaviors among respondents according to alienated; passive; conformist; exemplary; and pragmatist?

Table 3 summarizes the followership behaviors exhibited among respondents, with data indicating that conformist and alienated behaviors are the most manifested (Mean 2.74 and Mean 2.69, respectively), followed by passive behavior (Mean 2.51). In contrast, pragmatic followership behavior is the least manifested (Mean 2.35). The data suggests that employees tend to conform to their organization's standards and customs but may not be fully committed to their leaders. Additionally, alienated behavior indicates a sense of disconnection or disengagement from leaders and the organization's vision, which may lead to reduced commitment and job satisfaction. The low manifestation of pragmatic behavior implies limited adaptability and problem-solving capabilities, potentially hindering the organization's ability to navigate challenges effectively and thrive in a dynamic business environment.

Table 3 Summary of Descriptive Statistics of Respondents' Followership Behaviors

Followership Behaviors	Mean	SD	Verbal Description	Interpretation
Alienated	2.69	1.11	Sometimes	The behavior is moderately manifested
Passive	2.51	1.1	Rarely	The behavior is rarely manifested
Conformist	2.74	1.01	Sometimes	The behavior is moderately manifested
Exemplary	2.37	0.88	Rarely	The behavior is rarely manifested
Pragmatist	2.35	0.98	Rarely	The behavior is rarely manifested
Total Mean	2.53	1.02	Rarely	The behavior is rarely manifested

Legend: *1.00-1.80 (Never) 1.81-2.60 (Rarely) 2.61-3.40 (Sometimes) 3.41-4.20 (Usually) 4.21-5.00 (Always)*

4. What type of perceived leader's communication style influenced followership behavior?

The study in Table 4 delves into the impact of various leader communication styles on followership behavior among respondents. The results, presented through beta weights and standard coefficients, indicate the influence of these styles on followership behavior. Among the communication styles, Friendly has the highest predictive value, followed by Open, Relaxed, Dominant, Attentive, and Contentious/Argumentative. The regression analysis confirms that the model significantly impacts followership behavior, explaining 99.2% of its variation, as denoted by an R-squared value of 0.992. The F-value (1351.508) and its associated probability (p = 0.000) further confirm the model's significance.

In light of these findings, it is evident that leaders' communication styles have a substantial impact on followership behavior. A leader's friendly, open, and attentive communication style tends to cultivate trust, engagement, and collaboration, ultimately fostering a positive work environment. However, it's essential to recognize that a relaxed or dominant style may have mixed effects, with potential advantages and disadvantages that warrant careful consideration. Conversely, a contentious or argumentative style can pose challenges to team dynamics and hinder productive collaboration. Therefore, effective leadership communication involves adapting the style to suit the specific needs and dynamics of the team(Su,2019), while emphasizing openness, empathy, and collaboration. Friendly communication, in particular, emerges as a powerful predictor of followership behavior, creating a positive and approachable environment that promotes open communication, trust, and collaboration among team members.

Table 4 Regression Analysis of Leader's Communication Styles and Followership Behaviors.

Model		Unstandardized Coefficients		Standardized Coefficients	T	p-value
		B	**Std. Error**	**Beta**		
1	(Constant)	7.354	.211		34.874	.000
	Dominant Dramatic	.528	.109	.229	4.865	.000
	Contentious/Argumentative	.022	.017	.013	1.235	.218
	Animated Impression Leaving Relaxed	.440	.034	.263	13.039	000
	Attentive Open Friendly	-.140	.067	-.060	-2.080	.039
		-4.882	.148	-1.171	-32.901	.000
		1.173	.042	.600	28.014	.000
		.453	.048	.216	9.429	.000
		1.424	.104	.750	13.689	.000
		1.458	.051	.691	28.453	.000

Model: Followership Behaviors = 7.354+.528 Dominant+.440 Contentious/Argumentative +1.173 Relaxed+.453 Attentive+1.424 Open+1.458

Friendly R =.992   Adjusted R^2 =.983 F = 1351.508 Sig.=0.000

5. What type of perceived emotion-related abilities influenced followership behavior?

Table 5 presents the key independent variable that significantly influences followership behavior among respondents: Management of emotion in oneself and others, with a beta weight of 0.132 and a p-value below the significance level (p<0.05). These findings underscore the critical role of emotional intelligence in shaping leadership and followership dynamics within the organization (Saha et al., 2023), where employees proficient in managing emotions are more likely to exhibit strong followership behavior, including receptiveness to leadership, trust, loyalty, and active contributions to organizational goals and vision. This suggests that cultivating emotional intelligence skills in employees can lead to a more cooperative and engaged workforce, ultimately enhancing organizational performance and cohesion (Flaxington, 2021). The regression model's significance is further supported by an R-squared value of 0.803, indicating that 63.9% of the variation in followership behaviors can be explained by the linear relationship with the variable "Management of emotion in oneself and others." These results establish that this specific emotion-related ability significantly influences followership behavior among the respondents.

Table 5 Regression Analysis of Leader's Emotion-related Abilities and Followership Behaviors

Model		Unstandardized Coefficients		Standardized Coefficients	T	p-value
		B	**Std. Error**	**Beta**		
1	(Constant)	5.396	2.450		2.202	.029
	Perception/expression of emotion	-1.826	.129	-.852	-14.114	.000
	Use of Emotion to Facilitate Thinking	-.121	.124	-.060	-.976	.330
	Management of emotion in oneself and others	2.067	.645	.132	3.203	.002
	Understanding of emotion	-.999	.096	-.468	-10.361	.000

Model: Followership Behaviors = 5.396 + 2.067 Management of emotion in oneself and others

R = .803   Adjusted R2 = .639   F = 106.555   Sig. = 0.000

6. Is there a significant relationship between followership behavior and the independent variables of a leader's communication's style, and emotion-related abilities?

Table 6 uncovers significant correlations between a leader's communication style and emotion-related abilities and followership behavior. It demonstrates that the way a leader communicates, particularly in terms of being lively and leaving a lasting impression, significantly influences their followers' conduct. The lively communication style fosters an engaging and emotionally charged environment, motivating employees and strengthening their trust, commitment, and willingness to follow the leader's guidance. Similarly, leaving a positive impression through effective communication, empathy, and authenticity positively influences the perception of a leader's credibility and competency, thus inspiring employees to willingly follow their vision (Howard, 2021).

Furthermore, there is a strong correlation between emotion-related skills and the use of emotions to facilitate thinking. Employees with high emotional intelligence, who can effectively employ emotions for problem-solving, decision-making, and creative thinking, are more likely to exhibit favorable followership behavior. Their ability to handle complex situations with emotional intelligence and offer insightful solutions bolsters their reputation and garners stronger support from their peers and team members. Additionally, strong emotion-related abilities, including perceiving and expressing emotions accurately, lead to higher followership behavior as employees who excel in these areas establish better emotional connections, fostering trust, loyalty, and support from their colleagues, peers, and subordinates (Birt, 2023). This, in turn, enhances their followership behavior as others are more likely to be influenced and inspired by individuals who demonstrate emotional intelligence and authenticity.

Table 6 Relationship between Followership Behavior, Leader's Communication's Style, and Emotion-related Abilities

Leader's Communicator's Style, and Emotion-related Abilities	Followership Behavior		
	r	*p-value*	*Significance*
Dominant	-0.04	0.52	Not Significant
Dramatic	-0.04	0.52	Not Significant
Contentious/Argumentative	0.11	0.10	Not Significant
Animated	-.205	0.00**	Significant
Impression Leaving	-.416	0.00**	Significant
Relaxed	0.00	0.94	Not Significant
Attentive	-0.11	0.08	Not Significant
Open	-0.12	0.06	Not Significant
Friendly	-0.09	0.18	Not Significant
Perception/expression of emotion	-.691	0.00**	Significant
Use of Emotion to Facilitate Thinking	-.481	0.00**	Significant
Understanding of emotion	-0.09	0.18	Not Significant
Management of emotion in oneself and others	-0.10	0.11	Not Significant

Significant if p-value <0.05   Legend: Ho is Rejected if Significant   Ho is Accepted if Not Significant

7. Which of the independent variables predicts the followership behavior of respondents?

Table 7 identifies the primary independent variables predicting respondents' followership behavior: Leader's Communication Style (beta weight of 1.147) and Emotion-related Abilities (beta weight of 1.713), with p-values below the significance level of p<0.01. Both Leader's Communication Style and Emotion-related Abilities emerge as the most influential predictors of followership behavior. A leader's communication style plays a crucial role in predicting how employees interpret and respond to their words. Effective leaders who practice transparent, empathetic, and authentic communication are more likely to establish trust and confidence among employees, resulting in increased engagement, motivation, and commitment (Sharma, 2021). Conversely, leaders with authoritarian or ineffective communication styles may foster detachment, leading to disengagement and demotivation among followers. Moreover, employees' emotional competencies significantly forecast their followership behavior. Those with high emotional intelligence excel at recognizing and regulating their emotions, displaying empathy, and understanding others' emotions. These skills enable individuals to build stronger interpersonal relationships, cultivate a positive work environment, and exhibit charismatic leadership attributes, resulting in enhanced followership and the ability to influence and motivate others in the organization (Sudiro *et al.,* 2023).

The regression analysis reinforces these findings, with the model effectively predicting followership behavior using the equation: Y' = 13.701 + 1.147 X1 + 1.713 X2, where Y' represents Followership Behaviors, X1 corresponds to Leader's Communication Style, and X2 represents Emotion-related Abilities. The analysis demonstrates a significant relationship between these variables, with Emotion-related Abilities being the best predictor of followership behavior among respondents.

Table 7 Regression Analysis of Leader's Communication Style, Emotion-related Abilities, and Followership Behaviors

Model		Unstandardized Coefficients		Standardized Coefficients	T	p-value
		B	*Std. Error*	*Beta*		
1	(Constant)	13.701	.608		22.531	.000
	Leader's Communication Style	1.147	.145	.275	7.921	.000
	Emotion-related Abilities	1.713	.079	.755	21.735	.000

Model: Followership Behaviors = 13.701 + .1.147 Leader's Communication Style + 1.713 Emotion-related Abilities

R = .899   Adjusted R^2 = .721   F = 310.407   Sig. = 0.000

8. What model best explains followership behavior?

The model is referred to as a Path Analysis Model (PAM), which is a statistical method enabling researchers to explore patterns of influence among variables within a system. It belongs to a group of general linear models that assess how a set of predictor variables affects multiple dependent variables.
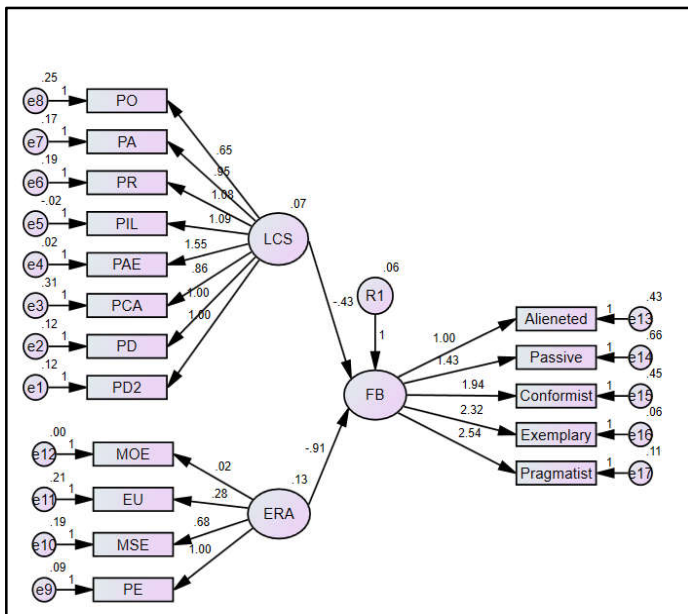
AU Miso's Model on Followership Behavior (2023)

Figure 2. *Standard of Fit Indices and Standard Values for Hypothesized Model 2: Leader's Communication Styles, Emotion-related Abilities and followership behaviors.*

The Standard of Fit Indices and Standard Values for Hypothesized Model 2 demonstrate an acceptable fit as the probability exceeds the 0.05 threshold. A Path Model analysis employed various fit measures, including a CMIN of 181.253 with 117 degrees of freedom (CMIN/DF = 1.549), a GFI of 0.913, an NFI of 0.866, and an RMR of 0.070. Interpreting these results, a CMIN/DF below 3 (1.549 < 3) signifies excellent fit, GFI (>0.90) and RMR (<0.09) indicate excellent fit, and NFI (0.866) implies good fit, collectively affirming an acceptable model fit. Overall, the Path Model fits the data well, confirmed by the highly significant Chi-square test (p = 0.000). Leader's Communication Style (coefficient = -0.43) and Emotion-related Abilities (coefficient = -0.91) directly influence Followership Behaviors. A negative coefficient for Leader's Communication Style suggests that improving communication may reduce followership behaviors, potentially leading to increased questioning and reduced unity within the team. The negative coefficient for Emotion-related Abilities indicates that stronger emotional intelligence may result in lower followership behaviors. However, this relationship is complex and context-dependent. The study aligns with AU Miso's Model on Followership Behavior (2023).

CONCLUSION

The study's findings lead to the following conclusions:

The data indicates that leaders that have a friendly demeanor are highly favored and supported by respondents, with an average rating of 4.25 and a standard deviation of 0.58. Respondents expressed agreement with the communication styles of all eight leaders. However, the communication style labeled "Open" had the lowest average mean of 3.65, with a standard deviation of 0.53. The data indicates that non-managerial employees possess the ability to effectively regulate emotions in themselves and others. Specifically, the highest average score of 3.74 and standard deviation of 0.56 was seen in the area of managing emotions in oneself and others. Typically, employees have a tendency to regulate their own emotions as well as those of others.

The data indicates that respondents tend to exhibit more conformist behavior, with a mean score of 2.74 and a standard deviation of 1.01. However, when considering the range of legends, it is revealed that both conformist and alienated behaviors (mean 2.69; SD 1.11) showed the highest levels of followership among the respondents. Among the responders, the manifestation of the other three followership traits is infrequent. The regression analysis shows that the model has the ability to impact the followership behavior of respondents. The regression equation is as follows: Y' = 7.354 + .528 + .440 + 1.173 + .453 + 1.424 + 1.458, where Y' represents Followership Behaviors, X1 represents Dominant, X3 represents Contentious/Argumentative, X6 represents Relaxed, X7 represents Attentive, X8 represents Open, and X9 represents Friendly. Based on the regression analysis results, it can be inferred that the leader's friendly communication style is the most accurate predictor of the followership behavior exhibited by the respondents.

The data indicates that the ability to regulate emotions in oneself and others has a beta weight of 0.132, and its corresponding p-value is statistically significant at a level of p<0.05. The findings suggest that the ability to manage emotions, both in oneself and in others, significantly influences the conduct of followers. The regression study indicates a correlation between the followership behavior of respondents and the Leader's Communication Style and Emotion-related Abilities. The results revealed a significant correlation between a leader's communication styles, namely in terms of being animated and leaving an impression, and followership behavior. The p-value is less than 0.01, thereby leading to the rejection of the null hypothesis.

The Path Model Analysis demonstrated that Model 2, which is the A U Miso Model on Followership Behavior, is a satisfactory model developed in the study. It successfully meets all the criteria for fit indices measures, as confirmed by the Chi-square test with a probability level of 0.000, indicating high significance.

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COMPETING INTERESTS

The authors have declared that no conflict of interest exist.

AUTHORS' CONTRIBUTIONS

The author of this study, Ms. Analiza U. Miso, solely conducted and contributed to all aspects of the research. She was responsible for the conceptualization, study design, data collection, data analysis, and manuscript preparation. Additionally, Ms. Miso received guidance and support from her academic adviser, Dr. Teresita T. Tumapon, during the research process. This research represents Ms. Miso's individual effort, commitment, and dedication in developing and executing the study, from its inception to its completion.

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APPENDIX

SURVEY QUESTIONNAIRE

Part I: Leader's Communication Style

COMMUNICATOR STYLE MEASURE

Instructions:

You have impressions of the leader as a communicator. The impressions include their sense of the way they communicate. The measure focuses upon your sensitivity to the way you perceived the way a leader should communicate, or what is called communicator style. The questions/statements are not designed to look at what is communicated; rather, they explore the way the leader communicates.

Because there is no such thing as a "correct" style of communication, none of the following items has a right or wrong answer. Please do not spend too much time on the items. Let your first inclination be your guide. Try to answer as honestly as possible. All responses will be strictly confidential.

Tick one box on the right side according to the scale below:

1 = STRONGLY LIKE
2 = LIKE
3 = NEITHER LIKE NOR DISLIKE
4 = DISLIKE
5 = STRONGLY DISLIKE

		Statement	1	2	3	4	5
1	PF	Leaders in our organization, readily express admiration for others.					
2	PF	Leaders in our organization habitually acknowledge verbally other's contributions.					
3	PF	Leaders in our organization are extremely friendly communicator.					
4	PF	Leaders in our organization tend to be very encouraging on people, every time they communicate.					
5	PIL	Leaders in our organization usually leave an impression on people every time they say something.					
6	PIL	Our leaders leave an impression about themselves which people definitely tend to remember about them.					
7	PIL	Leaders in our organization leave a definite impression to people.					
8	PIL	The way our leaders say something usually leave an impression on people.					
9	PR	Leaders in our organization have nervous mannerism in their speech. **(R)**					
10	PR	Leaders who are very relaxed communicator.					
11	PR	Our leaders' rhythm or flow of speech is sometimes affected by their nervousness. **(R)**					
12	PR	Under pressure, our leaders' come across as relaxed communicator.					
13	PCA	When our leaders disagree with somebody, they are very quick to challenge them.					
14	PCA	Our organization has a very argumentative leader.					
15	PCA	Once our leaders get wound up in a heated discussion, he has a hard time stopping himself.					
16	PCA	Leaders in our organization are bothered to drop an argument that is not resolved.					
17	PA	Our leaders can always repeat back to a person exactly what was meant.					
18	PA	Leaders in our organization usually deliberately react in such a way that people know that they are listening to them.					
19	PA	Leaders in our organization really like to listen very carefully to people.					
20	PA	Leaders in our organization are extremely attentive communicator.					
21	PAE	The eyes of our leaders reflects exactly what he/she is feeling when he communicates.					
22	PAE	Leaders in our organization tend to constantly gesture when he/she communicate.					
23	PAE	Leaders in our organization are very expressive nonverbally in social situations.					
24	PAE	Leaders in our organization actively use a lot of facial expressions when communicating.					
25	PDr	Leaders in our organization dramatize a lot.					
26	PDr	Leaders in our organization regularly tell jokes, anecdotes and stories when they communicate.					
27	PDr	Leaders in our organization often physically and vocally act out what they want to communicate.					
28	PDr	Leaders in our organization frequently verbally exaggerate to emphasize a point.					
29	PO	Leaders in our organization usually do not tell people much about themselves until they get to know them well. **(R)**					
30	PO	Leaders in our organization are extremely communicator.					
31	PO	Leaders in our organization readily reveal personal things about themselves.					
32	PO	As a rule, leaders in our organization openly express their feelings and emotions openly.					
33	PD	In most social situations, our organization leaders generally speak very frequently.					
34	PD	Leaders in our organization are dominant in social situations.					
35	PD	Leaders in our organization take charge of things when they are with people.					
36	PD	In social situations, leaders in our organization tend to come strong.					

Note: Communicator Measure Style is adapted from Norton (1978) communicator style

Part II: The Assessing Emotions Scale

Instructions:

Each of the following items asks you about your emotions or reactions associated with motions. After deciding whether a statement is generally true for you, use the 5- point scale to respond to the statement. Please circle the"1"if you strongly disagree that this is like you, the "2" if you somewhat disagree that this is like you,"3" if you neither agree nor disagree that this is like you, the "4" if you somewhat agree that this is like you, and the "5" if you strongly agree that this is like you.

There are no right or wrong answers. Please give the response that best describes you.

Statement	1	2	3	4	5
1.I know when to speak about my personal problems to others.					
2.When I am faced with obstacles ,I remember times I faced similar obstacles and overcame them.					
3.I expect that I will do well on most things I try.					
4.Other people find it easy to confide in me.					
5.Ifindithardtounderstandthenon-verbalmessagesofotherpeople.					
6.Someofthemajoreventsofmylifehaveledmetore-evaluatewhat is important and not important.					
7.Whenmymoodchanges,Iseenewpossibilities.					
8.Emotionsareoneofthethingsthatmakemylifeworthliving.					
9.IamawareofmyemotionsasIexperiencethem.					
10.I expect good things to happen.					
11.Ilike to share my emotions with others.					
12.When I experience a positive emotion I know how to make it last.					
13.I arrange event so there enjoy.					
14.I seek out activities that make me happy.					
15.I am aware of the non-verbal messages I send to others.					
16.I present myself in a way that makes a good impression on others.					
17.Whenlaminapositivemood,solvingproblemsiseasyforme.					
18.Bylookingattheirfacialexpressions, I recognize the emotions people are experiencing.					
19. I know why my emotions change.					
20. When I am in a positive mood, I am able to come up with new ideas.					
21.Ihavecontrolovermyemotions.					
22.IeasilyrecognizemyemotionsasIexperiencethem.					
23.Imotivatemyselfbyimaginingagoodoutcometotasks I take on.					
24.Icomplimentotherswhentheyhavedonesomethingwell.					
25.Iamawareofthenon-verbalmessagesotherpeoplesend.					
26. When another person tells me about an import ant event in his or her life, I almost feel as though I experienced this event myself.					
27.WhenIfeelachangeinemotions,Itendtocomeupwith new ideas.					
28.WhenIamfacedwithachallenge,IgiveupbecauseI believe I will fail.					
29.Iknowwhatotherpeoplearefeelingjustbylookingatthem.					
30.Ihelpotherpeoplefeelbetterwhentheyaredown.					
31.Iusegoodmoodstohelpmyselfkeeptryinginthefaceofobstacles.					
32.I can tell how people are feeling by listening to the t one of their voice.					
33. It is difficult for me to understand why people feel the way they do.					

Adapted from Emotional Intelligence Measure by Schutte, Malouff, & Bhullar (2009).

Part III: Followership Behavior

Instructions:

Each of the following items asks you about your reactions associated with followership patterns or behavior. After deciding whether a statement is generally true for you, use the 5-point scale to respond to the statement. Please tick the corresponding box either "Always", "Usually", "Sometimes", "Rarely" or "Never", as to you find the statement.

Because none of the following items has a right or wrong answer. Please do not spend too much time on the items. Let your first inclination be your guide. Try to answer as honestly as possible. All responses will be strictly confidential.

	Followership Behavior					
	Question/Statement	**Always**	**Usually**	**Sometime**	**Rarely**	**Never**
1	Does your involvement help you fulfill some societal goal or personal dream that is important to you.					
2	Are your personal goals aligned with your organization's priority goals.					
3	Are you highly committed to and energized by your involvement and organization, giving them your best ideas and performance.					
4	Does your enthusiasm also spread to and energize your peers.					
5	Instead of waiting for or merely accepting what the leader tells you, do you personally identify which organizational activities are most critical for achieving the organization's priority goals.					
6	Do you actively develop a distinctive competence in those critical activities so that you become more valuable to the organization and its leaders.					
7	When starting a new job or assignment, do you promptly build a record of successes that are important to the organization and its leaders.					
8	Can the leader of your organization give you a difficult assignment without the benefit of much supervision, knowing you will meet your deadline with high-quality work.					
9	Do you take the initiative to seek out and successfully complete assignments that go above and beyond your role.					
10	When you are not the leader of a project, do you still contribute at a high level, often doing more than your share.					

	Followership Behavior					
	Question/Statement	**Always**	**Usually**	**Sometime**	**Rarely**	**Never**
11	Do you independently think of and champion new ideas that will contribute significantly to the organization's goals.					
12	Do you try to solve the tough problems (technical, organizational, etc) rather than look to the leader to do it for you.					
13	Do you help your peers, making them look good, even when you don't get any credit.					
14	Do you help the leader or organization see both the upside potential and downside risks of ideas or plans, playing the devil's advocate if needed.					
15	Do you understand the leader's needs, goals, and constraints, and work hard to meet them.					
16	Do you actively and honestly own up to your strengths and weaknesses rather than put off evaluation					
17	Do you make a habit of internally questioning the wisdom of the leader's decision rather than just doing what you are told.					
18	When the leader asks you to do something that runs contrary to your preferences, do you say "no" rather than "yes".					
19	Do you act on your own ethical standards rather than the leader's or the group's standards.					
20	Do you assert your views in important issues, even though it might mean conflict with your group or leader.					

Adapted from Kelly (1992).

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