

# **Impact of Leadership on Institutional Performance: Evidence from Public Sector Universities of Faisalabad, Pakistan**

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**ABSTRACT:** *The main purpose of this study is to identify the impact of leadership on institutional performance of public sector universities of Faisalabad. The leadership characteristics included charismatic leadership, visionary leadership and trustworthy leadership. Researcher used exploratory research design to investigate the importance of this topic for the betterment of public sector universities of Faisalabad. The sample size is drained from a population which is 148 respondents. The sampling technique was used non-probability sampling, which is convenience sampling. The population of the current study considered all public sector universities of Faisalabad. In this empirical study method was used is descriptive statistics, correlation analysis, linear regression analysis. The output is gaining of this study is intimated that charismatic leadership has a positive effect on institutional performance, visionary leadership has a positive effect on institutional performance, trustworthy leadership has a positive effect on institutional performance.*

**Keywords:** *charismatic leadership, visionary leadership, trustworthy leadership, institutional performance*

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The role of education is very important for the people of the country, through education people getting more creation of knowledge, skills, expertise and human capital which is certainly leads to higher economic growth of the country. The government of Pakistan has passed a bill in the national assembly of Pakistan, which has been entitled that education are free and compulsory up to grade 10. Constitution of Pakistan 1973, Article No 25-A pedagogically entitled the right of education to every child of age 5 to 16 years but unfortunately that is not fully applicable in our country. The role of higher education has been recognized at the national level because they always focus on the learning based progression of every educational institution. As per (Survey 2013-2014) literacy of the urban areas of Pakistan is 74% and rural areas is 49%. It is more prevalent for men 81.0 % and compared with women 66.0% in urban areas of Pakistan. If we categorized these data according to province wise Punjab leads with 61%, Sindh with 56%, Khyber Pakhtunkhwa 53%, and Balochistan with 43%. It is very sadly the Government of Pakistan is currently spending 2.1% of its GDP on the education sector and is fully committed to enhancing spending from 2.1% of GDP to 4.0% GDP by 2018. According to (Higher Education Commission 2013) Pakistan has 73 numbers of public sector universities and 59 private sector universities. In Punjab a total number of public sector universities is 21 and total number of private universities is 18, currently Pakistan has 132 universities in the public and private sector.

Anees Ullah (2013) said that, from the 20th century theories of leadership took place in the world. The first theory of leadership was produced in 1900 which is known as a Great man theory. According to this theory of leadership “it is an inborn capacity in the leader who is destined to lead”. After that such theory 1930 group theory was proposed which expressed that how leadership develops and create in little groups? Trait theory was produced between 1940 and 1950 which implies the idea that general attributes are normal to all leaders. After that 1950-1960 behavioral theory was coming into existence, this theory emphasizes that behavior and attitude of the leaders. After this theory an alternate theory was proposed amid the year 1960-1970 which is also known as situational theory, its primary focus about leadership behavior that is how succeeded in particular situations. At the last one Excellence theory was produced in 1980 which hold the idea that what collaboration of traits, behaviors, key circumstance and gathering permits individuals to lead institutions. Leadership has been playing a vital role in the field of the business administration. The leadership has multidimensional effects on the peoples and follower as well as the

institution. In other words, leadership is the ability of management to implement and coordinate struggles depends on the leadership intellectuality. As per (Lee et al. 2013) said that an effective leader is not focusing on the subordinates and to promote efficiency but also focused on that how an institution is gaining objective.

Maddock and Fulton (1998) explained that leadership is based on the people’s attitude and behavior to achieve the institutional objective. Douglas et al. (2001) elaborated that leadership is the potential to guide a leading strategy and to motivate the individual for accomplishing an institution's goal. As per Arslan Staub (2013) the goal and objective of any institution are not to survive, but also to sustain its competitive advantages and also improve the institutional performance. It is also keeping in mind the end goal of the institution is focused on market, customer satisfaction and to enhance the profit and increased performance. According to Faisal et al. (2012) leaders are performing a unique role in the institution and it cannot be ignored. The responsibility of every leader rather than other tasks, he is engaged to influence the team of the institution and also he can communicate the people and other resources to make sure the attainment of the institutional objective. He also said that the leaders are an administrator and they have ability, skill and expertise to influence the people and his subordinates to achieve the vision, mission and goal of the institution. The role of leader in an institution is formal and informal ways to build a team commitment and team engagement.

Mohsen Rashed (2007) “Quran defines the specific status of peoples as two fold, one as a servant of Allah (SHT) and another as His vicegerent”. It has been discussed by Anees Ullah (2013) leadership is a philosophy in which leader is enjoying different work to achieve any goal of the institution. He also further explained that “Leadership refers to the behavior of a leader to gather and direct the people towards accomplishing an institutional objective”. As per (Faisal et al. 2012) Leadership possesses many definitions like motivation. It depends upon the influence and motivates every person in every institution in the world. Leadership is a process in which one person influences the other person to build up a strong relationship and working atmosphere on related tasks to attain goals between each other. It has been addressed by Northouse (2012) leadership is a process whereby a person influence and encourages the people and teams to achieve a common goal. It is explained by Lawal and Chukwuebuka (2007) leadership of an establishment has to be given consideration for people to do the different task to achieve an institutional goal. Goldman (2006) “Leaders are born not made; they belong to originating a particular family or genealogy”.

Dubrin (2007) leadership is a process, system of planning, organizing, leading, directing, controlling, coordinating and analyzing all the activities which are performed at the institution. According to Taffinder (2006) leadership is the ability to control people and to help subordinate for the betterment of the institution. As per Messick Kramer (2004) leadership is a degree to display an authority of the people; it depends upon the characteristic of a personal abilities and traits of a good leader, as well as qualities in handling a stress in different situations. It has been discussed by Boal Hooijberg (2001) leadership comprise the ability to change, and has a mind to learn from another, and managerial wisdom, which includes a social intelligence and to take the right action at the right time for the sake of the institution. According to Combs et al. (1999) leaders are performing duties and zone of indifference and they are making formulation, coordination, implementation, and evaluation of data to increase the performance of the institution. It has been said by Maddock Fulton (1998) leadership must ensure optimum likelihood with all the peoples and making a relationship between each member of the team and also focused on the qualities, desire and cost of the institution. It has been explained by Conger et al. (2000) leaders are people who have the ability to establish a vision and working atmosphere for the people and groups. They also motivate individual to achieve the direction, outcomes of the institution.

J. R. Weber (1987) defined leadership is a process where followers endorsed a power to do any task for the improvement of institutional performance and also they have given authority to the leader for allocating resources to achieve an institutional goal. It has been discussed by Lipham (1981) leadership is an initiative of a new structure and function for gaining an institutional goal and competitive advantages. It has been described by Thomson (1980) leadership is the ability to take care of people and institution. According to Hicks and Gullet (1975) a leader is a person who leading the institution and controls the group of people to attain a set purpose of achieving an institutional mission. As per Kerr et al. (1974) a person does not a leader who have not a personal trait and behavior to influence and controlling the group of people and individual. Thus, leadership must be conceived in term of the interaction of variables, which are in constant, flux and change. It has been elaborated by DeShields Jr, Kara et al. (2005) the sector of education plays a very vital role in the development of humans and ultimately it's helpful to develop the political, economical, social and technological development of the country. The history of charismatic leadership it is derived from M. Weber (1947) he said that charisma word comes from the Greek which means a gift, talent or grace

a special and unique quality that build up a person who is able to do the extraordinary and multidimensional possessions. He also further explained that charismatic leadership normally coming from the time of difficulties, when the basic values institution is going to down way, then charismatic leaders are going to do the hard work to make something new for the betterment of the institution.

Aaltio Marjosola et al. (2000) charisma in a person when just analyzing the single person and also he can explain that charismatic leadership is to separate self-selected leaders took after by individuals who are in agony and need to follow the leader because they trust him or her to be uncommonly qualified. He also further describes a charismatic leader is the ability to influence the people and others absolutely by interfacing with them physically, inwardly, emotionally, cannily for a specific task to achieve the institutional objective.

### Literature Review

Most of the study is elaborated that there is a relationship between leadership and institutional performance. Some scholars suggest that Gerth Mills (1964) an effective leader is always concentrated that how institutions improve the performance and face the current and new challenges to achieve the organizational objective.

Daud (2006) Institutional performance refers to the ability of any organization that is focused on the high profit, innovation, quality development, huge market share, good financial outcomes for gaining competitive advantages rather than other organization. Institutional performance can also be elaborated that an organization getting more profit, good results, market strategy as well as running in stress condition. Therefore, it is a light of the improvement in productivity, revenue, growth, development and expansion of the organization.

April Chang et al. (2005) elaborated that leadership is the important element of management and development source of human resource and human development as well as gaining sustained competitive advantage for the improvement of institutional performance. Further explained by Kakavogianni (2009) leadership helps the employees that how to get maximum performance and to achieve the current objective of the institution.

Gavrea et al. (2011) the Institution is playing a very vital role in the daily lives and hence a fruitful institution speaks a key element for promoting and developing the every nation of the world, thus numerous Scholars considered that through institutions the peoples are getting financial, economic, technological, social growth

and political advancement. As per Faisal (2011) institutional performance means that the achievement of the goal of education as set down in the country policies for the development. Hussain Yousaf (2011) institutional performance are fantastically upgraded with a positive and a sound institutional society which in turn builds the individual performance less absenteeism and less firing worker turnover.

Armstrong Baron (1998) institution performance is a vital and complete approach to processing and achieve accomplishment to the organization by developing the performance of the people who are working in a team and building up the skills and abilities of groups and individual donors to achieve the institutional goal. This study proposes a novel notion. Its emphasis to the great Scholar Gerth Mills (1964) who explained charismatic leadership is a very superior way, a leader who have different types of characteristic and enthusiasm and have the power to influence the followers and supporter to achieve a common goal. Therefore, charismatic heroes and the prophet, for example, Prophet Hazrat Muhammad (PBUH) and Mother Theresa are seen as genuinely creating productivity and progressive has compelled ever.

McLaurin (2008) elaborated that charismatic leadership is the most effective style of leadership, and this is a traditional type of leadership which have most valued in the history of leadership. Charismatic leaders have the knowledge and the ability to execute the vision and have a good personality and traits to motivate and influence the peoples to enhance the institutional performance and getting more efficient results. Charismatic leadership is focused on the ground reality for to develop the creativity and innovation in the institution. Charismatic leadership is always concentrating on their followers and supporter to solve out their problem. For the last decades, charismatic leaders are result oriented and strength oriented personality which has the power to compete the other people for getting more output.

Conger (1999) said that a leader who have identical personality and have the skill, abilities of an effective impact on their followers. Charismatic leaders are outstanding figure inside an institution because they motivate, encourage the followers to develop trust and articulate vision between peoples Northouse (2012) also said that charismatic leader focused on their followers and always try to eliminate the stress of followers inside and outside the institution. Biviano (2000) Charismatic leadership style is the ability to achieve institutional change and its long-term effectiveness.

Shamir and Lapidot (2003) The charismatic leaders influence the follower and also maintain its self-interest for the sake of the institution. Bass (1985) said that charismatic leaders are inspirational characters, individuals are highly motivated to form him and also these leaders have the ability to make relation with followers achieve his goal. Steyrer (1998) elaborated the basic principle of charismatic leadership is to identify the followers need, wants, desire, value, preference, and followers high interest and commitment to do any task of the institution, and also focused on the institutional mission because this is a core objective of every institution, As per Conger et al. (2000) said that charismatic leaders motivate the people and their behavior such as given concentration on their need like need for affiliation, need for authority and power.

Vision is the key to the success of every leader in the history of the world. The importance of vision is very vast for the development of every institution. Without vision institutions are losing their worth. The definition of vision still not generally agreed on, it is an important issue because the empirical type of research study has been less conducting on vision, that's why various definitions of vision has been defined. Visionary leadership has the power and skill to motivate the individual for gaining strategic goal and objective of the institution and they have the ability to convey the message to followers and supporters.

Kirkpatrick (2004) said that when problems are arising in the workplace area of the institution, that employees are dissatisfied with their job, in this situation visionary leadership behavior have positive encourage the employees and satisfied in their workplace area because the visionary leadership has focused on the development and to achieve the objective of the future direction of the institution

Seeley (1992) at present vision is a range from an objective oriented and mentality thinks about the future. As per (Wheatley 1999) a strong force of power to influence a leader to create a vision which is associated with the institution, not a place, it has been discussed by Kantabutra (2008) a mental thinking of every leader to do any task.

Selznick et al. (2010) vision is an essential quality for effective leaders because leaders regularly develop with a vision that is result oriented and that is altogether different from the status. Kouzes and Posner (2007) said that vision is a clear and extraordinary picture of the future for the betterment of institutional performance. Bennis and Nanus (1985) also has been elaborated that

vision is associated with the mental picture of getting a good output of the institution. It is discussed by Wasim Abbas (2010) vision is the special mental quality of every leader to enhance more authentic results. (Douglas et al. 2001) vision is depending upon the daily current reality which is connected to the future for the improvement of every institution. Kotter (1995) said that vision is a forecasting for the future and individual are doing work hard to make that vision. It has been explained by Wilhelm (1996) an effective leader has the powerful ability, skills, and expertise to manage a vision and attempting to go for influence the followers to accomplishing that vision of the institution.

Whitener et al. (1998) leaders have played a vital role in establishing and developing a trust within institutional aspect. It has been explained by Dirks and Skarlicki (2004) trust is the basic phenomena which are based on the individual relationship between another person or group or person to achieve an institutional goal. Currently trust of the person, groups, leaders and institutions have been less examined by the researcher.

Mayer et al. (1995) trust is the ability to gather frail the activities of an alternate focused around the other party will be performing a certain action important to the trustor and trustee is willing to do that action to achieve the institutional performance. Sheppard Sherman (1998) said that trust is involved in the inherent relationship which is associated with the individual.

Petty (1995) trust can be conceptualized as an attitude which leader hold of themselves other and object based on the effect held by an individual. McAllister (1995) said that trustworthy leaders are confident, capable, and willing to act on the basis of the words, action, decision and order to achieve the institutional goal. The trust is the binding source between leader and followers to provide the leadership success and also increased the institutional performance. Ostrom (1998) has been elaborated that trustworthy leaders are solving problem of their followers and also solve the social dilemmas of society that's the way the relationship between followers and leaders is based on the trust.

Rousseau et al. (1998) trustworthy leaders have the ability to manage the relationship between persons and to manage their behavior and attitude in the institution for enhancing the maximum result. Trustworthy leader is associated with follower as fairly and provide justice if the problem is occurring between follower. The trustworthy leader played practices with full spirit to conclude this problem. The trustworthy leaders have good character, honesty, dignity, that's way followers follow them to adopt these characteristic of his self.

- **H1:** Charismatic leadership is positively associated with the institutional performance.
- **H2:** Visionary leadership is positively associated with the institutional performance.
- **H3:** Trustworthy leadership is positively associated with the institutional performance.

### Conceptual Framework

Figure 1 about here

### Methodology

#### *Participants*

A sample of 148 students was collected by the convenience sampling techniques. The sample was collected from the all public sector universities of Faisalabad. The entire sample was consisted of 148 students of universities. The total respondent participated in this study is Graduate (n=6, 4.0 %), Masters (n=45, 31.3 %), M.Phil. (n=97, 64.7 %). Cross-sectional design used in this study because data is collected and interpreted the finding one time.

#### *Instruments*

Burns (1997) said that instrument word is used for the questionnaire, it is a data collection tool and we are focused on the reliability and validity and quality of scale use for the measuring of the construct. The questionnaire has two types one is called the open-ended question and the second is called close ended question. In open-ended question, the respondent has a choice to answer this question is own interest and in close-ended question researcher is bound the respondent to answer the question. He further explained that close ended question is more suitable for quantitative research. In this current study, I was using the close-ended questions to exploring the research. In this research study scale is measured and valid and highly reliable form the previous research studies in the field of business administration. Questionnaire items are adopted and adapted from previous literature. The scale was used in this research study is Likert scale, because the results are coming more applicable from this scale. This scale categorizes from 1 to 5. 1 means strongly disagree, 2 means disagree, 3 means neutral, 4 means agree, and 5 means strongly agree.

#### *Institutional Performance*

To investigate the variable of institutional performance, the questionnaire is adapted from Faisal et al. (2012). It consists of 20 measurement items of the questionnaire.

***Charismatic Leadership***

To investigate the variable of charismatic leadership, the questionnaire is adopted by Kakavogianni (2009) The 13 measurement items are adopted from both references.

***Visionary Leadership***

To investigate the variable of visionary leadership, the questionnaire is adopted by Northouse (2012) The 8 measurement items are adopted from it.

***Trustworthy Leadership***

To investigate the variable of trustworthy leadership, the questionnaire is adapted and adopted by Mayer et al. (1995) the 7 measurement items are taken from it.

**Reliability Analysis**

Cronbach's alpha for this study is obtained dependent variable which is institutional performance and also it can obtain it independent variables which are charismatic leadership, visionary leadership, and trustworthy leadership.

Table 1 about here

**Results**

Table 2 about here

Table 2 shows that the descriptive statistics of the variables. The items are measured through Likert scale because this scale is outstanding to investigate the results of variables. The mean of the charismatic leadership is 4.7646, and the standard deviation value of the charismatic leadership is.66551. The mean of the visionary leadership is 4.1959, and the standard deviation of the visionary leadership is.55250. The mean of the third variable trustworthy leadership is 4.3480, and the standard deviation value of the trustworthy leadership is.48676. The mean value of the institutional performance is 4.2541 and standard deviation value of the institutional performance is.53279. The given data shows the high value of the mean and the low value of the standard deviation that indicates the modern leader have agreed with the given statement in the instrument.

Table 3 about here

Table 3 of correlation is showing the results of independent and dependent variables of the study. The result of charismatic leadership and visionary leadership are significant and positive correlation between both variables which results are (p is greater than.01 and r =.551). The result of visionary leadership and trust,

leadership are positively associated with a correlation of variables which results are (p is greater than 0.1 and r =.360). The result of trustworthy leadership and institutional performance is also positively associated and correlated with each other of the variables which results are (p is greater than.01 and r =.626). The result of visionary leadership and trustworthy leadership is a positive correlation between each other of the variables which results are (p is greater than.01 and r =.430). The result of visionary leadership and institutional performance also correlates with each other of the variables which results are (p is greater than.01 and r =.435). The result of trust, leadership and institutional performance are also positively correlated with each other of the variables which results are (p is greater than.01 and r =.314).

Table 4 about here

Table 4 shows that the linear regression analysis of variables is significant and positive. F value of the model is 93.964 which is greater than 0.01. R square is .392 which explain the 39.2 % variation in institutional performance. The value of adjusted R square is .387. The standardized coefficient beta is .626 which means 62.6% charismatic leadership enhances the institutional performance of public sector universities of Punjab.

Table 5 about here

Table 5 shows that the linear regression analysis of variables is significant and positive. F value of the model is 34.116 which is greater than 0.01. R square is .189 which explain the 18.9 % variation in institutional performance. The value of adjusted R square is .184. The standardized coefficient beta is .435 which means 43.5% visionary leadership enhances the institutional performance of public sector universities of Punjab.

Table 6 about here

Table 6 shows that the linear regression analysis of variables is significant and positive. F value of the model is 15.957 which is greater than 0.01. R square is .199 which explain the 19.9 % variation in institutional performance. The value of adjusted R square is .192. The standardized coefficient beta is .314 which means 31.4% trustworthy leadership enhances the institutional performance of public sector universities of Punjab.

**Discussion**

The objective of this study is to identify the impact of leadership on the performance of public sector

institutions of Faisalabad. Findings shows that charismatic leadership has a positive effect on institutional performance, visionary leadership has a positive effect on institutional performance, trustworthy leadership has a positive effect on institutional performance. The result is support with the study of Faisal (2011). The evidence from this research seems to support Brown and Anfara (2003). This study strongly suggests a strong relationship (both leadership and institution performance) on the part of educational leaders on students' achievement level, whereas contrary to this Smircich and Morgan (1982) has been strong proponents that human relationship interpersonal training should become a mandatory component of the in-service training of educational leaders in staff development and teacher education institutions. Following earlier studies highlighting the links between charismatic leadership and institution performance Conger et al. (2000) has been discussed that charismatic leadership has a positive effect on institutional performance.

Selznick et al. (2010) was found in his study that visionary leadership has a positive and significant effect on institutional performance. The finding of this study supports the result of the previous study. It stresses that leaders in the private and public sector organization should exhibit a visionary leadership behaviors such as articulating an attractive vision, communication of vision, etc. so that they can improve the institutional performance among their employees. On the other hand, the finding of this study confirms the fact that a public sector institution influences the visionary leadership on performance as claimed by other researchers (Seeley 1992).

### Practical Implications

In the history of Pakistan, we did not become successful to provide education to every citizen. The role of higher education across the world is performing a vital role in the development of every country. If we do talk about the education system of Pakistan it is not so developed well because we have limited public and private sector universities, which are 132 aggregately. The government of Pakistan should have to establish more public sector universities. The government of Pakistan should have to allocate more resources to higher education in the annual budget. This research study is focused on the modern leadership styles and qualities in the education sector of Faisalabad.

### Recommendations

This study shows that leadership is quite essential in public sector universities. It has been examined how

institution performance towards success and how it achieves its goals and targets. The role of the leadership in the institution in relation to success was discussed. This study also explains the different leadership behaviors and their impacts on the institution sector. These ideas can be used for the future research, especially for the companies based upon leadership qualities. The study can also help in improving the performance of leadership and in motivating followers to accomplish their goals.

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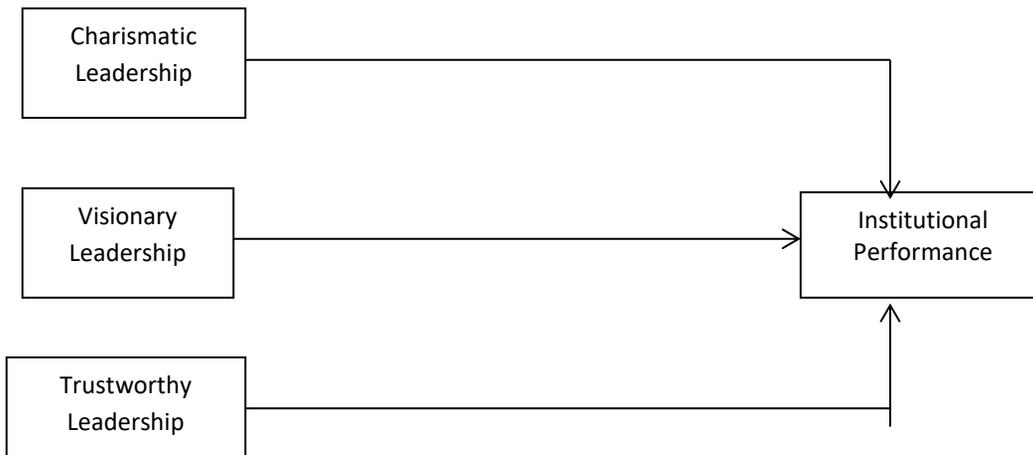
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### Appendix

**Figure 1 Theoretical framework of the study**



**Table 1: Reliability Analysis of the study**

Variable	No of Items	Cronbach's Alpha
Institutional Performance	20	.788
Charismatic Leadership	13	.759
Visionary Leadership	08	.801
Trustworthy Leadership	07	.710

**Table 2: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Institutional Performance	148	2.40	5.00	4.2541	.53279
Charismatic Leadership	148	2.67	5.83	4.7646	.66551
Visionary Leadership	148	2.00	5.00	4.1959	.55250
Trustworthy Leadership	148	2.25	5.00	4.3480	.48676
n	148				

**Table 3: Pearson Correlation among Variables**

Variables	1	2	3	4
Institutional Performance	1			
Charismatic Leadership	.626***	1		
Visionary Leadership	.435***	.551***	1	
Trustworthy Leadership	.314***	.360***	.430***	1

**Table 4: Results of Linear Regression Analysis of Charismatic Leadership on Institutional Performance**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.626 <sup>a</sup>	.392	.387	.41700	.392	93.964	1	146	.000	2.069

A. Predictors: (Constant), Charismatic Leadership

B. Dependent Variable: Institutional Performance

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16.339	1	16.339	93.964	.000 <sup>b</sup>
	Residual	25.388	146	.174		
	Total	41.728	147			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.867	.249		7.510	.000
	Charismatic Leadership	.501	.052	.626	9.694	.000

**Table 5: Results of Linear Regression Analysis of Visionary Leadership on Institutional Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.435 <sup>a</sup>	.189	.184	.48132	.189	34.116	1	146	.000	1.985

A. Predictors: (Constant), Visionary Leadership

B. Dependent Variable: Institutional Performance

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	7.904	1	7.904	34.116	.000 <sup>b</sup>
1 Residual	33.824	146	.232		
Total	41.728	147			

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	2.493	.304		8.199	.000
	Visionary Leadership	.420	.072	.435	5.841	.000

**Table 6: Results of Linear Regression Analysis of Trustworthy Leadership on Institutional Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.314 <sup>a</sup>	.199	.192	.50759	.199	15.957	1	146	.000	2.124

A. Predictors: (Constant), Trustworthy Leadership

B. Dependent Variable: Institutional Performance

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.111	1	4.111	15.957	.000 <sup>b</sup>
	Residual	37.616	146	.258		
	Total	41.728	147			

## Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.760	.376		7.336	.000
	Trustworthy Leadership	.344	.086	.314	3.995	.000

A. Dependent Variable: Institutional Performance