

LEAP LEDELSESAADFÆRD OG PERFORMANCE
LEADERSHIP AND PERFORMANCE

Technical report

*Survey of leaders and employees
2016*

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Introduction to the project

The Leadership and Performance (LEAP) research project is an experimental study of the effects of leadership training and leadership strategies on organizational performance. The project includes 672 Danish public and private leaders from five different sectors: day care, primary schools, secondary schools, tax divisions and bank branches. The LEAP project runs from 2014 to 2017 and is funded by the Danish Council for Independent Research. For more information on LEAP, please visit www.leap-project.dk.

This report summarizes and describes the third wave of surveys of participating leaders and their employees. The surveys were distributed to the leaders and their employees in the summer of 2016. We contacted 9,986 employees (response rate 34.5%) and 533 leaders (response rate 64.9%). The questionnaires can be found in Appendices A, B, C and D.

This report continues from the pre-treatment technical and post-treatment reports that are available at www.leap-project.dk.

Survey Setup, Collection Methods, Response Rate

In order to maximize the survey's relevance to the respondents, the surveys differed slightly from area to area. This was necessary as each area had different users and organizational concepts, and in order to accommodate these differences, we created a slightly different version of the survey for each area.

All surveys in the project were designed using the online survey software SurveyXact. To encourage respondents to complete the survey, the designs were minimalist and easy to understand. Answers were saved continuously in case respondents left the survey or experienced technical difficulties. The fact that each answer was saved was emphasized in the introduction text along with instructions on how to navigate the survey.

We constructed each survey so that the questions on each page were related in the sense that they measured the same latent concept. This gave respondents context for the questions. The questions on each page were randomized to minimize response set. To motivate respondents to answer as many questions as possible, "Don't know" was not included as a response option. If the respondents did not want to or could not answer a question, they could leave the question blank and continue with the survey. The flow of the survey ensured that respondents did not see irrelevant questions, based on answers to earlier questions.

All surveys in the third wave were distributed by email. The invitation to participate in the surveys included a unique link to the survey to ensure that respondents did not answer the surveys multiple times.

Leader survey

The leader survey ran from August 18 to September 16. All surveys were distributed via email, and the average completion time was around 10 minutes. Three reminders were sent out on August 25, September 5, and September 12.

Table 1 shows the distribution of the response rate in the different sectors. A total of 533 leaders received the third survey. 346 (64.9%) completed the survey, which is slightly lower than the rates for the pre-treatment and post-treatment surveys. The leaders of secondary schools had the highest response rate (75.0%) and leaders in banks had the lowest (43.8%). 319 leaders have answered all three surveys; while 24 answered the pre-treatment and the third surveys.

Of the 131 leaders that did not answer the survey, 35 gave reasons for their non-participation. The most common reasons were job change, retirement, absence due to illness or that they simply did not want to complete the questionnaire. Some of the reasons given entail that the leaders are no longer part of the project (they have left their original organization or retired). Some of the invitations to participate in the survey also bounced back (7.3%) as the leaders' email addresses were no longer valid. We have included all of these in the response rate since we also have quite a few leaders whom we did not hear from. We simply do not know if the non-responding leaders still qualify as part of the project or not. Consequently, the reported response rate is a conservative estimate.

Table 1. Response rate for leader survey

Area	Completed	Delivered but not answered	Partially completed	Bounce	Total
Secondary schools	27 (75.0%)	5 (13.9%)	2 (5.6%)	2 (5.6%)	36 (100%)
Public primary schools	58 (70.7%)	14 (17.1%)	5 (6.1%)	5 (6.1%)	82 (100%)
Private primary schools	21 (65.6%)	9 (28.1%)	1 (3.1%)	1 (3.1%)	32 (100%)
Daycare, Type 1	50 (69.4%)	13 (18.1%)	2 (2.8%)	7 (9.7%)	72 (100%)
Daycare, Type 2	22 (53.7%)	13 (31.7%)	1 (2.4%)	5 (12.2%)	41 (100%)
Daycare, Type 3	35 (58.3%)	20 (33.3%)	2 (3.3%)	3 (5.0%)	60 (100%)
Daycare, private	21 (53.8%)	17 (43.6%)	0 (0%)	1 (2.6%)	39 (100%)
Tax	98 (70.5)	29 (20.9%)	2 (1.4%)	10 (7.2%)	139 (100%)
Banks	14 (43.8%)	11 (34.4%)	2 (6.3%)	5 (15.6%)	32 (100%)
Total	346 (64.9%)	131 (24.6%)	17 (3.2%)	39 (7.3%)	533 (100%)

Employee survey

The employee post-treatment survey ran from August 25 to September 16. The surveys were distributed via email. Two reminders were sent out on September 5 and 12. Table 3 shows the distribution of the response rate by sector.

We used the same lists of employees that we obtained in 2015 when the post-treatment survey was undertaken. Consequently, many of the employees had left their organizations, had retired or had been transferred to a new leader. Many of the surveyed employees contacted us to inform us of these changes. We have thus excluded employees that were no longer relevant for the survey (their leader had changed or they themselves had left their organization). Nonetheless, it would be fair to assume that not all of the contacted employees chose to inform us of their changed circumstances. Consequently, the sample most likely contains employees who are not part of the target population.

We asked the leaders to actively opt out if they did not want us to contact their employees. We have thus excluded employees of:

- 51 leaders who asked us not to distribute the survey to their employees
- 39 leaders whose survey invitations bounced back
- 7 leaders from whom we received out-of-office auto-replies that indicated that the leader's return date was after our planned distribution of the employee survey

A total of 9986 employees distributed among 364 leaders received the survey. 3443 employees (34.5%) completed it, which is slightly lower than the pre-treatment and post-treatment response rates of 45.3% and 41.8%. The tax sector had the highest response rate (49.3%) and private daycare had the lowest (26.0%). As expected, a considerable number of email addresses were not valid (7.8%). The response rate for the employee survey can be seen in Table 3.

1810 employees answered the pre-treatment, post-treatment and third surveys; 726 answered the post-treatment and third surveys; 406 answered the pre-treatment and third surveys; and 501 answered only the third survey.

Table 2. Response rate for employee survey

Area	Completed	Delivered but not answered	Partially completed	Bounce	Total
Secondary schools	712 (40.4%)	840 (47.6%)	109 (6.2%)	102 (5.8%)	1,763 (100%)
Public primary schools	833 (27.9%)	1,755 (58.8%)	150 (5.0%)	246 (8.2%)	2,984 (100%)
Private primary schools	130 (27.3%)	299 (62.7%)	19 (4.0%)	29 (6.1%)	477 (100%)
Daycare, type 1	394 (28.3%)	817 (58.6%)	80 (5.7%)	103 (7.4%)	1,394 (100%)
Daycare, type 2	128 (28.9%)	268 (60.5%)	25 (5.6%)	22 (5.0%)	443 (100%)
Daycare, type 3	237 (33.1%)	390 (54.5%)	27 (3.8%)	61 (8.5%)	715 (100%)
Daycare, private	68 (26.0%)	176 (67.2%)	9 (3.4%)	9 (3.4%)	262 (100%)
Tax	879 (49.3%)	526 (29.5%)	198 (11.1%)	179 (10.0%)	1,782 (100%)
Banks	62 (37.3%)	69 (41.6%)	8 (4.8%)	27 (16.3%)	166 (100%)
Total	3,443 (34.5%)	5,140 (51.5%)	625 (6.3%)	778 (7.8%)	9,986 (100%)

Table 3 shows the response rate of the employee survey in the different treatments. The different groups have very similar response rates.

Table 3. Response rate for Employee Post-Treatment Survey, treatment

Treatment	Completed	Delivered but not answered	Partially completed	Bounce	Total
Transformational	857 (36.2%)	1,198 (50.6%)	136 (5.8%)	176 (7.4%)	2,367 (100%)
Combi	876 (34.8%)	1,312 (52.1%)	140 (5.6%)	191 (7.6%)	2,519 (100%)
Transactional	823 (34.6%)	1,188 (50.0%)	171 (7.2%)	195 (8.2%)	2,377 (100%)
Control	887 (32.6%)	1,442 (53.0%)	178 (6.5%)	216 (7.9%)	2,723 (100%)
Total	3,443 (34.5%)	5,140 (51.5%)	625 (6.3%)	778 (7.8%)	9,986 (100%)

Table 4. Overview of measured new concepts and items in the third survey

DIMENSION	#	SURVEY		AREA				
		EMPLOYEE SURVEY	LEADER SURVEY	D	P	S	T	B
Performance management	5		X	X	X	X	X	X

Theoretical Definitions, Factor Loadings, and Distributions

We introduced only one new set of questions in the third wave of surveys. To see theoretical definitions of the surveys' other concepts, please see the pre-treatment and post-treatment technical reports.

Performance Management

Table 5. Performance management, items

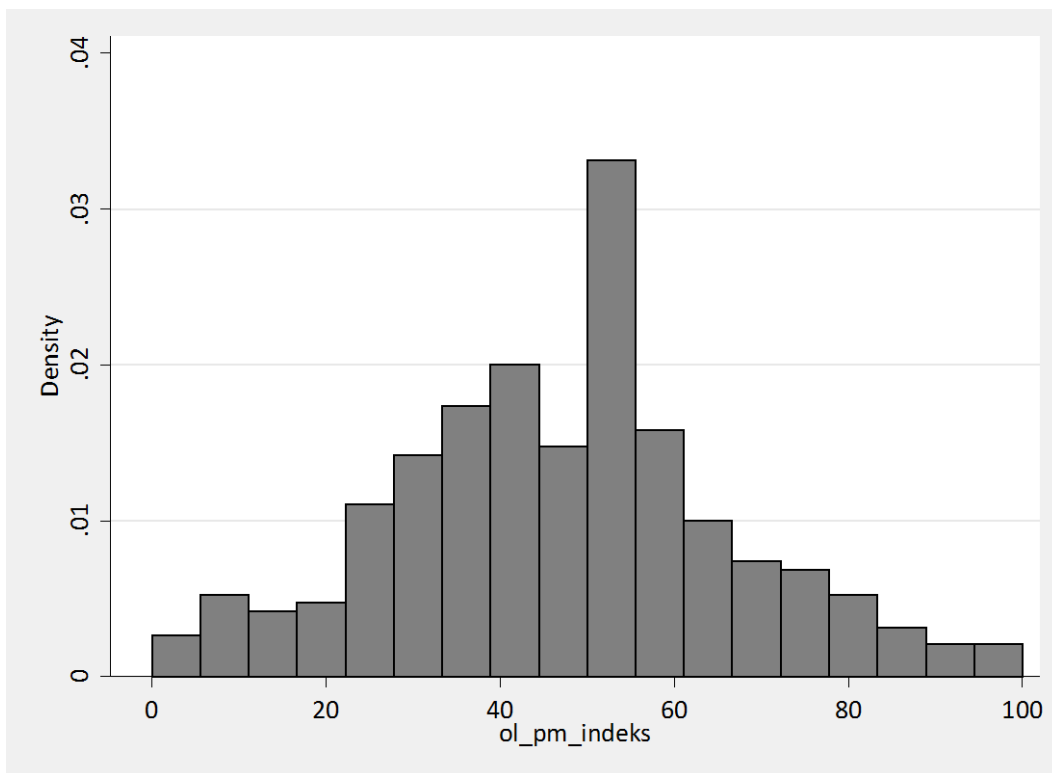
	pretext: My leader...	Source
ol_pm1	Establishes clear goals for results within [my organization] <i>Fastsætter klare resultatmål for min [organisation]</i>	Own
ol_pm2	Continuously monitors whether [my organization] reaches its goals <i>Følger løbende op på, om min [organisation] når sine mål</i>	Own
ol_pm3	Is willing to terminate leaders who do not deliver satisfactory results <i>Er villig til at skille sig af med ledere, der ikke leverer tilfredsstillende resultater</i>	Own
ol_pm4	Rewards me financially if [my organization] performs well <i>Belønner mig økonomisk, hvis min [organisation] klarer sig godt</i>	Own
ol_pm5	Decreases my salary or bonus if [my organization] performs poorly Fratager mig en del af min løn eller bonus, hvis min [organisation] klarer sig dårligt	Own

Table 6. Factor analysis: Performance management

Pretext:	Loadings
ol_pm1	0,613
ol_pm2	0,556
ol_pm3	0,465
ol_pm4	0,600
ol_pm5	0,580

Note: Extraction method: Principal factor analysis. One factor with an Eigen value higher than 1 was extracted. n = 330.
Cronbach's alpha = .692

Figure 1. Performance management distribution



Note: n=342, mean = 46.82, std. dev. = 19.58, min = 0, max = 100

The factor analysis extracts one factor. The mean score is 46.82 and the index is close to normally distributed.