APPENDIX

APPENDIX

APPENDIX 1 Nonverbal Communication

APPENDIA	110	TVCI Da.				01-	Coolo	Scale
V1 Nonverbal Communication	n	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	7 To norm
Body Language	Body motions	+						
	Facial expressi on							
Paralinguistic	Percepti on of voice							
	Pacing and Pitch							

APPENDIX 2 Barriers to Cross-Cultural Communication

V2 Barriers to Cross-Cultural Communication	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Semantic	←						
Word							
Connotations							
Perception							
Differences				ļ		 	-
Perception	Direction of the Control of the Cont			·		1	
Differences				<u></u>	<u> </u>		J

APPENDIX 3 Barriers to Effective Communication Process

V3 Semantic Difficulties	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Filtering	-						
Defensiveness							
Language							
Selective							
Perception							
Weltanschauung							
Information							
Overload							
Channels Chosen							

APPENDIX 4 Structural Sources of Conflict

V4 Structural Sources of Conflict	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Stressful Leadership Styles	4						-
Roles Diversity							
Member Goal Diversity							
Reward System Ambiguity							
Size			···				

APPENDIX 5 Personal Variables Sources of Conflict

V5 Personal	Scale	Scale	Scale	Scale	Scale	Scale	Scale
Difficulties	1	2	3	4	5	6	7
Sources of	Completely absent	Absent	Slightly	Neutral	Slightly	Present	To norm
Conflict			220011		proson		
Differing							
Individual Value	←						
System				MARINA POLICIONO UNINO DI			
Personality Types							
Psychographics							7
Life Styles							
Theological							
Practices							
Physical							
Characteristics						Waster or	
Mental		39 70 3433(30)					
Philosophical							
Characteristics							

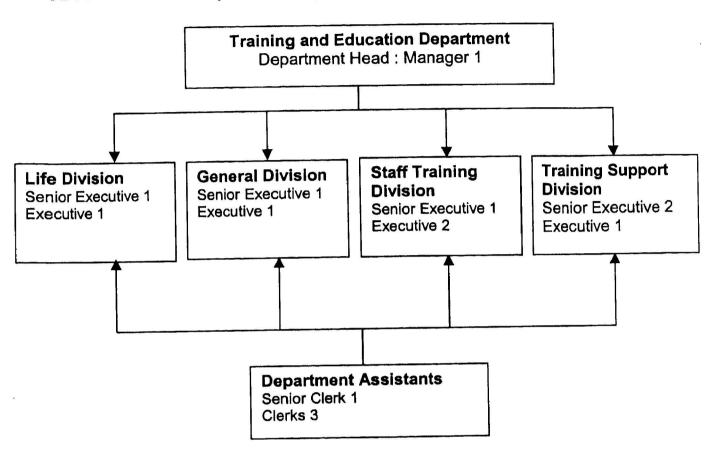
APPENDIX 6 Leadership Theories and Styles Sources of Conflict

V6a Traits	Scale	Scale	Scale	Scale	Scale	Scale	Scale
Theories	1	2	3	4	5	6	7
	very low emphasis	low	slightly low	Neutral	slightly high	high	very high emphasis
Ambition and	+						8
Energy					e a sea sac a c	N 20 // 2020/00	
Honesty and							
Integrity							
Intelligence							9
Desire to Lead					100 1000		
Self-Confidences							
Job-Relevant							
Knowledge			N 207 I				
V6b Behavioural	Scale	Scale	Scale	Scale	Scale	Scale	Scale
Theories	1	2	3	4	5	6	7
	very low emphasis	low	slightly low	Neutral	slightly high	high	very high emphasis
Ohio State							
	4						→
- Initiating					1		
Structure				2000 000 000 000 000 000 000 000 000 00			
- Consideration							.0001304 ee
1							

V6b Behavioural Theories	Scale 1 very low emphasis	Scale 2	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
University of Michigan - Employee-	dispilasis						emphasis
Orientation							
- Production-							
Orientation							
V6c Behavioural	Scale	Scale	Scale	Scale	Scale	Scale	Scale
Theories –	1	2	3	4	5	6	7
Development	very low	low	slightly low	Neutral	slightly high	high	very high
Oriented	emphasia					1	emphasi
Generating							
Experiments	-						>
Seeking New							
Ideas							
Promoting					 		
Changes							
V6d Behavioural	Scale	Scale	Scale	Scale	Scale	Scale	Scale
Theories –	1	2	3	4	5	6	7
Cognitive	very low	low	slightly low	Neutral	slightly high	high	very hig
Resource Theory	emphasis			•8 •0		1	empnas
Communication							
Plans	13==						
Decisions							
Strategies		<u> </u>		<u> </u>			
Directive	<u> </u>						
Behaviour							1
V6e Situational	Scale	Scale	Scale	Scale	Scale	Scale	Scal
Leadership	1	2	3	4	5	6	7
Theories -	very low	low	slightly low	Neutral	slightly high	high	very his
Readiness of	emphasis						dispires
Followers			ľ				
Able-ness	+-						-
Willingness							
Behaviour of	<u> </u>						
Leaders							
Clear, Specific							
Direction				1			
High Task							
Oriented					200		
Support &			T				
Participation							
Let Followers	†	+					
Perform							
Į							
		1	1	1	1	1	1

V7a Charismatic Leadership	Scale 1 very low emphasis	Scale 2	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Vision and	-						
Articulation		<u> </u>	ļ		 		
Personal Risk							
Sensitivity to				1	ł		ļ
Environment					 		
Sensitivity to						ļ	1
Followers							ļ -
Unconventional			i				1
Behaviour			<u> </u>		1		

APPENDIX 7 Department Organisation Chart



<u>Criteria/</u> A.	subcriteria in question Nonverbal Communication	Score	Reason
	Body Language		
,			He does not use a lot of body motions when delivered messages are observed. Conflict is
	-Body Motions	3	slightly absent.
	-200y (4000014		m
			Facial expression is used to enrich the delivery of messages. When he is unhappy and
			unsatisfy with the staffs performances and
			behaviour, it will reflect on his facial expression
	-Facial Expressions	4	Conflict is happened at the appropriate level.
	Paralinguistics		
			Shown use of tone differences in different situations and not monotaneous. Conflict is
			happened at the appropriate level as the staff
	-Tone of voice	4	aware whether he is angry or not.
2.75	-Pacing and Pitch	4	Sometimes shows pacing and pitch. Conflict is happened at the appropriate level.
	Control of the contro		
В.	Barriers to Cross-Cultural Communication	1	
		l	Uses choices of words vocabulary. However, times, he did use some mandarin and chinese
		1	ohrases to explain and to enlighten his staffs.
l			Conflict is slightly present especially those sta
	-Semantic	5	who do not understand mandarin and chinese
		8	He uses some synonyms to differentiate and t
			emphasis the meanings when he tried to
ļ			express his ideas and wills. He can speak goo
		5	English but he does use mandarin to express on and off. As such, conflict is slightly present
l	-Word Connotations	١ ،	Observed speaking in different tones according
	-Tone Differences	5	to situations.
		1	Did not observe any perception differences w the top management as he is the pioneer for
		1	the department. As such, conflict happened a
4.8	-Perception Differences	4	the appropriate level.
C.	Semantic Difficulties	+	
· .	Settlettuc Difficulties		Did not filter information received. As such,
	-Filtering	4	conflict happened at the appropriate level. As he is the pioneer of the department, he
1			sometimes defensive to protect the departme
			from any potential chaos. He also having ver
			high expectation from his staffs. Therefore, conflict is present when his staffs do not mee
1	-Defensiveness	8	his expectation.
1	-Deletion area	-	Able to communicate in different languages i
ì			term of daily conversations as well as giving instructions. However when giving personal
1		ł	views towards staffs, at times he tends to use
		l	mandarin phrases and scenarios to explain.
	-Languages	5	auch, conflict is slightly present. He is very cautions in dealing with all parties
			wanted to preserve the department to be fre-
		1	from all kind of chaos. At times, he is observe
i			to have some minor selective perception on things and events that happened. Therefore
1	Catantha Demontos (Moltopechaurna)	5	conflict is slight present.
	-Selective Perception (Weltanschauung)	1 "	Did not obsive information overloaded proble
1			Therefore, conflict is happened at the
	-Information Overload	4	appropriate level. Used wide channels of communication.
1			However, sometimes, when using the differe
4.	8 -Channels chosen	5	channel caused the slight present of conflict.
D.	Structural Sources Of Conflict		
		1	He is very caution in handling the departmen
			and very concern on the top management
			towards this departments as well as the department's "clients". Therefore, observed
	-Stressful Leadership Styles	6	stressful leadership at him.
			Observed his roles diversity like being the managers of the department, he is also tried
			managers of the department, he is also there mix well with his staffs and played the role of
		1	counselor and friends to his staffs and the
1	2 10 10 10 10 10 10 10 10 10 10 10 10 10	_	employee of the organization. At time,s due
	-Roles Diversity (Specialization)	5	his roles diversity, conflict is slightly present He is sharing the same goal with the
		1	organization as well as the department. As
			such, conflict happened at the appropriate
	14 1 5 1 M 1 M 1 M 1	4	level.
	-Member Goal Diversity		
	-Member Goal Diversity		He had mentioned on the slight ambiguities
	-Member Goal Diversity		the reward system adopted in the organization
	-Member Goal Ulversity		the reward system adopted in the organizal However, he is also at the view that he liker job abd tehrefore, he is manage to convinc
	-Member Goal Ulversity		He had mentioned on the slight ambiguities the reward system adopted in the organizat However, he is also at the view that he liker job abd tehrefore, he is menage to convince himself to tolerate this ambuigity. Therefore conflict is slightly present.

Criteria/	subcriteria in question	Score	Reason
5.2	-Size (Ashby Law of requisite variety) -Jurisdictional Ambiguities	6 n/a	There are staffs over other branches that he is overseeing. Due to the location of the branches staffs, the size of the department is expending and the posibility to have very well control over the expanded department at times is a challenge. Threfore, conflict is present.
E.	Personal Variables Sources Of Conflict	 	He regarded himself as an amiable person
	-Differing Individual Value System	5	however as his role is concerned, he has to carry out some instruction which is against his willingness and his characters. As such, conflict is slightly present.
		6	and vice versa as in Type B. Therefore, conflict is slightly present.
	-Personality Types		He managed to have balanced work life by having family occasions activities during weekend and after work. As such, conflict is
	-Psycholographics (Life Styles)	1	happened at the appropriate level. He is a buddist and he used some buddist teaching when dealing with his staffs. As such, conflict is slightly present.
	-Theological Practices	5	this physical characteristics is rather short and fair and does not seem to be a leader of the department. Therefore, conflict is slightly
	-Physical Characteristics	5	present. Observed present of a good set of mental philosophical characters needed in the organization. As such, conflict is happened at
4.7	-Mental Philosophical Characteristics	4	the appropriate level.
F.	Leadership Theories Traits Theories		and the second s
ľ	THE THE PARTY OF T		He is ambitious and energetic as a leader. However, at times the staffa are unable to mee his expectation. High emphasis in ambition an
	-Ambition and Energy	6	onergy. Observed honesty and integrity in him. He has
	-Honesty and Integrity	5	emphasis on these two quality. Observed the required level of intellingence at his position. He has slight high emphasis on intelligence.
	-Intelligence	,	and a state of the
	-Desire to Lead	6	He is the manager of the department and he always lead his staffs. Slight high emphasis to lead.
	-Self-Confidence	5	He exhibits the appropriate level of confidence when dealing and handling the department. Slight high emphasis in self-confidence.
5.	7 -Job-Relevant Knowledge	6	Slight high emphasis in job-relevant knowled
	Behavioral Theories		1
	Ohio State	5	He tried to take steps to ensure his staffs to perform their jobs. Slight emphasis in initiating structure.
	-initiating Structure	"	He shown consideration towards his staffs.
5	.5 -Consideration Univerlaty of Michigan	6	However, at times, his staffs may perceived as unfair. Slight high emphasis in consideration
	ment chance • vessional of •		He is more focus of humanistics and therefor more on employee-orientation. Slight empha
	-Employee-Orientation	5	He is also focus on production-orientation.
5	.0 -Production-Orientatilon	5	Slight emphasis in production-orientation.
	Development-Oriented		He did try to generate any experiments for betterment of the department by saking feedback and tried to experimence. Slight
	-Generating Experiments	5	emphasis in generating experiments. He did try to seek new ideas by asking feedback and read some books to get some new ideas. Slight emphasis in seeking new
	-Seeking New Ideas	6	ideas. He wented to perserve all the good practice the department and only wanted to princte.
	4.7 -Promoting Change	4	
	Cognitive Resource Theory		He managed to communicate with his staffs and he also tried to share some of his view.
	-Communication		the communication process. Therefore, cor is slightly present. He is very caution and do planing prior to the happening the department events. Therefore
	-Plans		4 conflict is happened at the appropriate level
			He made feasible decision at his point of vi Therefore, conflict is slightly present.

taff	Criteria/ subcriteria in question	Score	Reason He perform continunous analysis and strategise for betterment of the department. However, at
	-Strategies	5	times, it is not accepted by the staffs and conflict is slightly present. He shown slight directive behavior as he the
	4.6 -Directive Behavior	4	leader of the department. Conflict is at the appropriate level.
	Situational Leadership Theory Behavior of Leaders	1	
	- Clear, specific directions	4	He gives clear and specific direction. Conflict is happened at the appropriate level. He is task orientated but not to the extend of
	- High Task Orientation	4	not negotiable. Therefore, conflict happened at the appropriate level. He is also very supportive and participative among the activities organized by his staffs.
	- Supprt & Participation	4	Therefore, the distance between him as the leader and this staffs is not exits. Conflict is happened at the appropriate level.
	4.3 - Let Followers Perform	5	Sometimes, when he allowed followers to perform, it created slight conflict as others staffs disagree with his decision or leadership styles.
	Styles Charlsmatic Leadership		
	-Vision and Articulation	6	He has vision and articulated his vision to his staffs. However, at times, the staffs have yet to appreciate his effort and hard work. Therefore, conflict is slightly present. He is the pioneer of the department and he tried hard to protect and perserve it. As such, he encounter some personal risk when dealing
	-Personal Risk	5	with the top management in regards of the department. He shown concern to the change of environment, i.e., the requirement, the change
	-Sensitivity to Environment	3	of the industry, etc. Hence, conflict is slightly absent.
			He is sensitive towards his staffs. He shown concern and care about his staffs. Hence,
	-Sensitivity to Followers	4	conflict is happened at the appropriate level. He is performing normally. Therefore, conflict is
	3.8 -Uncoventional Behavior	2	absent.
	Transactional Leadership		Sometimes uses coercive power towards his
9	-Contigent Reward	5	staffs when they are not performing their tasks. As such, created slight conflict in the department. He is a responsible employee. He never
3	-Lassioz-Faire	2	withraw himsief from his responsibilities when carrying his delity tasks. Conflict is absent. Observed in management by exception as he believes in giving benefits of doubts to his
	-Management by Exception (passive)	4	staffs. Hence, conflict is happened at the appropriate level. Observed in management by exception as active in managing his staffs. Hence, conflict is
	3.75 -Management by Exception (active)	4	happened at the appropriate level.
	Transformational Leadership		Shown present of charisms. His staffs respect him as the leader of the department and his has
			referent power to them. Sometimes, his staffs is scare of him rather than respecting him. Hence,
	-Charisma	5	conflict is slightly present. Shown present of inspiration as he always inspire his staffs by sharing some inspiration.
	-inspiration	5	respire his state by stating some respiratory quotes. Conflict is slightly present. He encourage his staffs for intellectual advancement in the view of a manager.
	-intellectual Stimulation	4	Therefore, conflict is present at the appropriate level. He is a humantistic manager. He is
	4.8 -Individuitzed Consideration	5	Individualized consideration. Therefore, sometimes, his staffs do not understand his decision and conflict is then slightly present.
	Visionary Leadership		His has strong desire to see the improvement of the department by having vision on it. However, the staffs are not able to share the
	-Express the Vision	5	same view with him. Hence, there is slight present of conflict.
	-Live the Vision	6	He always tried to live his vision by getting the involvement of his staffs and feedback from them. Hence, there is slight present of conflict.
	-GIO GIO VIGIOIY		He always wanted to extend his visionbut the

A.	subcriteria in question Nonverbal Communication	GUUTE	Reason
	Body Language		Olishi aharak la salah bada sansanani saba-
	-Body Motions	3	Slight absent in using body movement when deliver a message or communicating. Therefore, conflict is slightly absent.
	-Facial Expressions	3	Slight absent in using facial expression when deliver a message or communicating. Therefore, conflict is slightly absent.
	Paralinguistics		Slight present in using tone of voice when
	-Tone of volce	4	communicate with peers and subordinates. Hence, conflict is happened at the appropriate level. Sometimes show pacing and pitch but seldom
3.5	-Pacing and Pitch	4	raise voice. Hence, conflict is happened at the appropriate level.
В.	Barriers to Cross-Cultural Communication		Observed clear articulation word. Speak very good English. However, due to her ability in
	-Semantic	5	good English, it created slight conflict. Observed good command of languages. Uses a lot of synonyms to differentiate meanings.
	-Word Connotations	5	This has created slight present of conflict.
	-Tone Differences	3	Speak in different tones according to situations and audiences. Conflict is slightly absent. Observed some perception differences when dealing with some tasks in the daily administration. But, conflict is happened at the
4,3	-Perception Differences	4	appropriate level.
C.	Semantic Difficulties		In certain occasion, she will filter the information
	-Filtering	4	received. Therefore, conflict happened at the appropriate level.
	-Defensiveness	6	Shown slightly defensiveness when confronted Therefore, conflict is slightly present. Obsived good command of languages and about
	-Languages	5	to mix well with subordinates and peers. However, conflict is slightly present. Sometimes do select information based on ow
	-Selective Perception (Weltenschauung)	4	judgement. Therefore, conflict is present at the appropriate level. Did not observe information is overloaded to
	-Information Overload	3	her. Therefore, conflict is slightly absent. Used few channel of communications.
4.0	-Channels chosen	3	Therefore, conficit is slightly absent.
D.	Structural Sources Of Conflict		Slightly absent in complaints on the management. Therefore, conflict is slightly
	-Stressful Leadership Styles	3	absent. Playing roles diversity in daily tasks. Therefore
	-Roles Diversity (Specialization)	5	conflict is slightly present. The department goal is accepted by her and she is able to meet with the department goal.
	-Member Goal Diversity	4	Therefore, conflict is present at the appropriate level. Did not express any comments on the reward
	-Reward Systems Ambiguittes	3	system. Therefore, conflict is slightly absent. Slightly absent in comments on size of the department but mentioned that the department
3.	-Size (Ashby Law of requisite variety) 5 -Jurisdictional Ambiguities	3 n/a	had extended ever since she joined Therefor conflict is slightly absent.
E.	Personal Variables Sources Of Conflict		Slightly present in differential individual value
	-Differing Individual Value System	5	system. Conflict is slightly present. More toward the attitudes of a Type A persor Therefore, conflict is slightly present.
	-Personality Types	*	Having a balanced work life by socialising with
	-Psycholographics (Life Styles)	4	friends in the weekend. Conflict is happened the appropriate level. Did not observed very strong religious beliefs
	-Theological Practices	3	Therefore, conflict is slightly absent. Having the phayical character as a leader.
	-Physical Characteristics	3	Therefore, conflict is slightly absent. Having the mind set required in the organization and at times, tried to protect her
	.2 -Mental Philosophical Characteristics	5	ideas which lead to slight present of conflict.
F.	Leadership Theories Traits Theories		She is ambitious and energetic. Conflict is
	-Ambition and Energy	4 5	happened at the appropriate level. Slight emphasis in honesty and integrity.
	-Honesty and Integrity		
	-intelligence	5	Slight emphasis in intelligence.
		5 6	Slight emphasis in intelligence. Slight high emphasis in leading. Observed slight high emphasis in self-

La guardi	on Sc	ore R	eason
itaff Criteria/ subcriteria in questi Behavioral Theories	VII	13.3	
Ohio State		1	
	l ,	3 S	lightly low emphasis in initiating structure.
-initiating Structure		3 S	lightly low emphasis in consideration.
3.0 -Consideration		3	ingituy low offipriodic in consession
University of Michig			lightly low emphasis in employee-orientation.
-Employee-Orientation	,	4 S	lightly low emphasis in employee-orientation.
4.5 -Production-Orientatti	on l	5 S	light emphasis on production-orientation.
		- 1	
Development-Orient	ed i		
Development Street		- 1	
-Generating Experime	ants	3 S	ilight low emphasis in generating experiments.
	J1 144	5 8	slight emphasis in seek new ideas.
-Seeking New Ideas		5 5	Slight emphasis in promoting change.
4.3 -Promoting Change	i	0 1	night of sphools in provincing
i .		- 1	
Cognitive Resource	Theory		
-Communication		5 5	Slight emphasis in communication.
-Plans	1	6 8	Slight high emphasis in planning.
-Decisions		5 5	Slight emphasis in decision making.
	ı	8 8	Slight high emphasis in strategizing.
-Strategles			Slight emphasis in showing little directive
1 1	1	5 1	pehavior when instructing subordinates.
5.4 -Directive Behavior		۱۰	DELIGATOR MILES I MARGANIA TATAL
		1	
Situational Leaders	hip Theory	- 1	
Readiness of Follow	vers		
- Abieness			She is able to perform her tasks.
6 - Willingness	1	6 1	She is willing to perform her tasks.
	_		P = 1 = 1 = 1 = 1 = 1 = 1 = 1 = 1 = 1 =
Behavior of Leader	• j		She has high emphasis on giving clear and
22 224 74		6	specific directions.
- Clear, specific direc	tions	0	apacitic or acacita.
			She is slight high emphasis on task orientation.
- High Task Orientati	on l	5	She is signt nigh emphasis on task orientation.
			She has high emphasis in supporting and
- Support & Participa	itton	6	participating activities organized.
- Support at 1 arrespo		1	She is neutral in allowing her subordinates
n and I at Sallauman Bards		4	perform.
5.25 - Let Followers Perfo	110		
Styles		1	
Charismatic Leade	rship		a
			Shown slight emphasis in visions and
-Vision and Articulat	lon l	5	articulating it.
- A State		5	Shown slight emphasis in dealing small risk.
-Personal Risk	1	~	Shown slight emphasis to sensitivity of
		6	environment.
-Sensitivity to Enviro	inment	0	Shown slight emphasis to sensitivity of
		24	
-Sensitivity to Follov	rent .	5	followers.
			Performing normally. Therefore, conflict is
4.4 Lincoventional Bah	avior	2	Performing normally. Therefore, conflict is absent.
4.4 -Uncoventional Beh	evior	2	
100.00		2	absent.
4.4 -Uncoventional Beh		2	absent.
Transactional Lea			absent. Neutral in using coercive power lowards her subordinates.
13851		4	absent. Neutral in using coercive power lowards her subordinates.
Transactional Lea		4	absent. Neutral in using coercive power lowerds her subordinates. Low emphasis in withrawing herself from her
Transactional Lea			absent. Neutral in using coercive power towards her subordinates. Low emphasis in withrawing herself from her responsibilities.
Transactional Lea -Contigent Reward -Lassiez-Faire	dership	4 2	absent. Neutral in using coercive power lowards her subordinates. Low emphasis in withrawing herself from her responsibilities. Neutral in managing her subordinates'
Transactional Lea -Contigent Reward -Lassiez-Faire	dership	4	absent. Neutral in using coercive power towards her subordinates. Low emphasis in withrawing herself from her responsibilities. Neutral in managing her subordinates' performances.
Transactional Lea	dership	4 2	absent. Neutral in using coercive power lowards her subordinates. Low emphasis in withrawing herself from her responsibilities. Neutral in managing her subordinates' performances. Neutral in managing her subordinates'
Transactional Lear -Contigent Reward -Lassiez-Faire -Management by E	dership xception (passive)	4 2	absent. Neutral in using coercive power towards her subordinates. Low emphasis in withrawing herself from her responsibilities. Neutral in managing her subordinates' performances.
Transactional Lea -Contigent Reward -Lassiez-Faire	dership xception (passive)	4 2 4	absent. Neutral in using coercive power lowards her subordinates. Low emphasis in withrawing herself from her responsibilities. Neutral in managing her subordinates' performances. Neutral in managing her subordinates'
Transactional Lear -Contigent Reward -Lassiez-Faire -Management by E	kception (passive)	4 2 4	absent. Neutral in using coercive power lowards her subordinates. Low emphasis in withrawing herself from her responsibilities. Neutral in managing her subordinates' performances. Neutral in managing her subordinates' performances.
Transactional Lear -Contigent Reward -Lassiez-Faire -Management by E	kception (passive)	4 2 4	absent. Neutral in using coercive power towards her subordinates. Low emphasis in withrawing herself from her responsibilities. Neutral in managing her subordinates' performances. Neutral in managing her subordinates' performances.
Transactional Lear -Contigent Reward -Lassiez-Faire -Management by E 3.5 -Management by E Transformational	kception (passive)	4 2 4 4	absent. Neutral in using coercive power towards her subordinates. Low emphasis in withrawing herself from her responsibilities. Neutral in managing her subordinates' performances. Neutral in managing her subordinates' performances.
Transactional Lear -Contigent Reward -Lassiez-Faire -Management by E	kception (passive)	4 2 4	absent. Neutral in using coercive power lowards her subordinates. Low emphasis in withrawing herself from her responsibilities. Neutral in managing her subordinates' performances. Neutral in managing her subordinates' performances. Slight emphasis in charismatic. Her subordinates respect her as a leader.
Transactional Lear -Contigent Reward -Lassiez-Faire -Management by E 3.5 -Management by E Transformational -Charlema	kception (passive)	4 2 4 4	absent. Neutral in using coercive power lowards her subordinates. Low emphasis in withrawing herself from her responsibilities. Neutral in managing her subordinates' performances. Neutral in managing her subordinates' performances. Slight emphasis in charismatic. Her subordinates respect her as a leader. Slight high emphasis in inspiring her
Transactional Lear -Contigent Reward -Lassiez-Faire -Management by E 3.5 -Management by E Transformational	kception (passive)	4 2 4 4	absent. Neutral in using coercive power towards her subordinates. Low emphasis in withrawing herself from her responsibilities. Neutral in managing her subordinates' performances. Slight emphasis in charismatic. Her subordinates respect her as a leader. Slight high emphasis in inspiring her subordinates.
Transactional Lear -Contigent Reward -Lassiez-Faire -Management by E 3.5 -Management by E Transformational -Charisma -Inspiration	xception (passive) xception (active) Leadership	4 2 4 4 5	absent. Neutral in using coercive power towards her subordinates. Low emphasis in withrawing herself from her responsibilities. Neutral in managing her subordinates' performances. Neutral in managing her subordinates' performances. Slight emphasis in charismatic. Her subordinates respect her as a leader. Slight high emphasis in inspiring her subordinates.
Transactional Lear -Contigent Reward -Lassiez-Faire -Management by E 3.5 -Management by E Transformational -Charisma -Inspiration	xception (passive) xception (active) Leadership	4 2 4 4	absent. Neutral in using coercive power lowards her subordinates. Low emphasis in withrawing herself from her responsibilities. Neutral in managing her subordinates' performences. Neutral in managing her subordinates' performances. Slight emphasis in charismatic. Her subordinates respect her as a leader. Slight high emphasis in inspiring her subordinates.
Transactional Lear -Contigent Reward -Lassiez-Faire -Management by E 3.5 -Management by E Transformational -Charlema	xception (passive) xception (active) Leadership	4 2 4 4 5	absent. Neutral in using coercive power lowards her subordinates. Low emphasis in withrawing herself from her responsibilities. Neutral in managing her subordinates' performances. Slight emphasis in charismatic. Her subordinates respect her as a leader. Slight high emphasis in inspiring her subordinates. Slight high emphasis in intellectual stimulating her subordinates.
Transactional Lear -Contigent Reward -Lassiez-Faire -Management by E 3.5 -Management by E Transformational -Charisma -Inspiration -Intellectual Stimula	xception (passive) xception (active) Leadership	4 2 4 4 5	absent. Neutral in using coercive power lowards her subordinates. Low emphasis in withrawing herself from her responsibilities. Neutral in managing her subordinates' performences. Neutral in managing her subordinates' performances. Slight emphasis in charismatic. Her subordinates respect her as a leader. Slight high emphasis in inspiring her subordinates.
Transactional Lear -Contigent Reward -Lassiez-Faire -Management by E 3.5 -Management by E Transformational -Charisma -Inspiration	xception (passive) xception (active) Leadership	4 2 4 4 5 6	absent. Neutral in using coercive power lowards her subordinates. Low emphasis in withrawing herself from her responsibilities. Neutral in managing her subordinates' performances. Slight emphasis in charismatic. Her subordinates respect her as a leader. Slight high emphasis in inspiring her subordinates. Slight high emphasis in intellectual stimulating her subordinates.
Transactional Lear -Contigent Reward -Lassiez-Faire -Management by E 3.5 -Management by E Transformational -Charisma -Inspiration -Intellectual Stimula 5.5 -Individuitzed Cons	xception (passive) xception (active) Leadership	4 2 4 4 5 6	absent. Neutral in using coercive power lowards her subordinates. Low emphasis in withrawing herself from her responsibilities. Neutral in managing her subordinates' performances. Slight emphasis in charismatic. Her subordinates respect her as a leader. Slight high emphasis in inspiring her subordinates. Slight high emphasis in intellectual stimulating her subordinates.
Transactional Lear -Contigent Reward -Lassiez-Faire -Management by E 3.5 -Management by E Transformational -Charlsma -Inspiration -Intellectual Stimula 5.5 -Individuitzed Cons	exception (passive) exception (active) Leadership ation sideration	4 2 4 4 5 6 5	absent. Neutral in using coercive power lowards her subordinates. Low emphasis in withrawing herself from her responsibilities. Neutral in managing her subordinates' performances. Neutral in managing her subordinates' performances. Slight emphasis in charismatic. Her subordinates respect her as a leader. Slight high emphasis in inspiring her subordinates. Slight high emphasis in intellectual stimulating her subordinates. Slight emphasis to concern and considerate when dealing with her subordinates.
Transactional Lear -Contigent Reward -Lassiez-Faire -Management by E 3.5 -Management by E Transformational -Charlema -Inspiration -intellectual Stimula 5.5 -Individuitzed Conti	exception (passive) exception (active) Leadership ation sideration	4 2 4 4 5 6 5	absent. Neutral in using coercive power towards her subordinates. Low emphasis in withrawing herself from her responsibilities. Neutral in managing her subordinates' performances. Slight emphasis in charismatic. Her subordinates respect her as a leader. Slight high emphasis in inspiring her subordinates. Slight high emphasis in intellectual stimulating her subordinates. Slight emphasis to concern and considerate when dealing with her subordinates. Slight emphasis to concern and considerate when dealing with her subordinates.
Transactional Lea -Contigent Reward -Lassiez-Faire -Management by E 3.5 -Management by E Transformational -Charisma -Inspiration -Intellectual Stimula 5.5 -Individuitzed Cons Visionary Leader -Express the Vision -Live the Vision	xception (passive) xception (active) Leadership sition	4 2 4 4 5 6 6 5	absent. Neutral in using coercive power towards her subordinates. Low emphasis in withrawing herself from her responsibilities. Neutral in managing her subordinates' performances. Neutral in managing her subordinates' performances. Slight emphasis in charismatic. Her subordinates respect her as a leader. Slight high emphasis in inspiring her subordinates. Slight high emphasis in intellectual stimulating her subordinates. Slight emphasis to concern and considerate when dealing with her subordinates. Slight emphasis in expressing the vision.
Transactional Lear -Contigent Reward -Lassiez-Faire -Management by E 3.5 -Management by E Transformational -Charisma -Inspiration -Intellectual Stimula 5.5 -Individuitzed Conti	xception (passive) xception (active) Leadership sition	4 2 4 4 5 6 5	absent. Neutral in using coercive power towards her subordinates. Low emphasis in withrawing herself from her responsibilities. Neutral in managing her subordinates' performances. Slight emphasis in charismatic. Her subordinates respect her as a leader. Slight high emphasis in inspiring her subordinates. Slight high emphasis in intellectual stimulating her subordinates. Slight emphasis to concern and considerate when dealing with her subordinates. Slight emphasis to concern and considerate when dealing with her subordinates.

Criteria/	Subcriteria in question Nonverbal Communication	Score	Reason
(Mean)	Body Language		
	-Body Motions	3	Absent in using any body motions when delivering messages. Therefore, slight absent in conflict. Absent in using facial expressions when
	-Facial Expressions	3	delivering messages. Therefore, slight absent in conflict.
	Paralinguistics		Uses tone differences according to situation.
	-Tone of voice	4	Therefore, conflict is present at the appropriate level. Slightly absent in showing pacing and pitch or
	-Pacing and Pitch	4	raise voice. Therefore, conflict is present at the appropriate level.
В.	Barriers to Cross-Cultural Communication		Use some choices of words and vocabulary.
	-Semantic	3	Conflict is slightly absent.
	-Word Connotations	3	Use some synonyms to differentiate meanings Conflict is slightly absent.
	-Tone Differences	3	Slight absent in use of different tones. Slight absent in perception differences. Therefore conflict is present at the appropriate
	-Perception Differences Semantic Difficulties	4	level.
C.	oemenuc umcunes	ľ.	Did not filter information received. Therefore,
	-Filtering	3	conflict is slighty absent.
	-Defensiveness	4	Defensive when being confronted. Therefore, conflict is happened at the appropriate level.
	-Languages	3	Observed ability in languages. Therefore, sligh absent in conflict.
			Slight absent in exhibiting selective perception
	-Selective Perception (Weltanschauung)	3	when dealing with delity tasks. Therefore, conflict is slight absent.
	-information Overload	3	Slight absent in observing information overloaded. Therefore, conflict is slight absent Using few channels to communicate. Therefore
3.2	-Channels chosen	3	conflict is slight absent.
D.	Structural Sources Of Conflict		
	-Stresaful Leadership Styles	3	Slight absent in showing that the leadership is treat and stress to her. Therefore, conflict is slightly absent. She plays roles diversity, as a trainer as well as
	-Roles Diversity (Specialization)	5	administrator. Hence, conflict is slightluy present. Sometimes shows different goal as compared
	-Member Goal Diversity	4	to the other colleaguses of the branch.
	-Reward Systems Ambiguities	3	Slight absent in commenting reward system ambiguities. Therefore, conflict is slight absent Slight absent in comment of the current department size. Therefore, conflict is slightly
1 1	-Size (Ashby Law of requisite variety)	3	absent.
3.6	Jurisdictional Ambiguities	n/a	
E.	Personal Variables Sources Of Conflict		
			Her individual value system does not differ fro the department values. Threfore, conflict is
	-Differing Individual Value System	3	slightly absent.
	-Personality Types	3	She is more to Type B. Threfore, conflict is slightly absent.
			She is having a balanced work life as she ofte go back to hometown during weekends. Threfore, conflict is happened at the
	-Psycholographics (Life Styles)	4	appropriate level. Her religious beliefs does not clash with the department practises and her daily tasks.
	-Theological Practices	3	Therefore, conflict is slightly absent. She has the physical characteristics required in the job as she is quite tall. Threfore, conflict is
	-Physical Characteristics	3	slightly absent. Slightly shown that he has the mental philosophical characters needed in the
3.5	-Mental Philosophical Characteristics	5	organization.
	Leadership Theories Traits Theories		She is neutral in amibition, and energy.
	-Ambilion and Energy	4	Therefore, conflict is happened at the appropriate level. She is slight high emphasis on honesty and
	-Honesty and Integrity	5	integrity. Therefore, conflict is slightly present.
	-intelligence	4	She is neutral on intelligent, Therefore, conflict is happened at the appropriate level.
	-Desire to Lead	3	She has slight low emphasis on desire to lead Therefore, conflict is slightly absent.
	-Self-Confidence	4	She is neutral in self-confidence. Therefore, conflict is happened at the appropriate level. She has slight high emphasis on job -relevant
	i		knowledge. Therefore, conflict is slightly

- AMILIA	Amen	E SECTION OF BELLEVIA		
		Behavioral Theories Ohio State		1144401
	ļ	-initiating Structure	4	She is neutral in initiating structure. Therefore conflict is happened at the approportate level.
	4.	5 -Consideration Univerlety of Michigan	5	She has slight high emphasis on consderation, Hence, conflict is slightly present.
		-Employee-Orientation	5	She is slight high emphasis on employee- orientation. Hence, conflict is slightly present.
	4.	Production-Orientation	3	She is slight low emphasis on production. Therefore, conflict is slightly absent.
1		Development-Oriented		
		-Generating Experiments	6	She has slight high emphasis on generating experiements. Threfore, conflict is slightly present.
		-Seeking New Ideas	5	She has slight high emphasis on seeking new Ideas. Threfore, conflict is slightly present.
	4.:	-Promoting Change	3	She has slight low emphasis on promoting change. Therefore, conflict is slightly absent.
		Cognitive Resource Theory		
				She has slight low emphasis on communication. Therefore, conflict is slightly
		-Communication	3	absent. She has slight high emphasis on planning.
	1	-Plane	5	Therefore, conflict is slightly present.
	1	-Decisions	4	She is neutral on decision making. Therefore, conflict is happened at the appropriate level.
	}	-Strategies	4	She is neutral on strategies. Therefore, conflict is happened at the appropriate level.
	3.4	-Directive Behavior	3	She has slight low emphasis on directive behavior. Therefore, conflict is slightly absent.
		Situational Landership Theory Readiness of Followers		
		- Ableness - Willingness	5	She is slight able.
		Behavior of Leaders	5	She is slight willing.
		- Clear, specific directions	5	Slight high emphasis on giving clear and specific directions.
		- High Task Orientation	4	Neutral in task-orientation. Slight high emphasis on supporting and
	4.5	- Support & Participation - Let Followers Perform	5 4	participating department activities. Neutral in allowing followers perform.
		Styles		
		-Vision and Articulation	4	Neutral in vision and articulation.
		-Personal Risk	4	Sometimes expose herself to some risk. Slightly low emphasis in sensitivity to
		-Sensitivity to Environment	3	environment. Therefore, conflict is slightly absent.
		-Sensitivity to Followers		Slightly high emphasis in sensitivity to followers.
		• 60 07 07 00000	5	Therefore, conflict is slightly present. Performing normally. Therefore, conflict is
	3.0	-Uncoventional Behavior	2	absent,
		Transactional Leadership		Slightly low emphasis on using of coercive
		-Contigent Reward	3	power towards his subordinates. Therefore, conflict is slightly absent.
		-Lassiez-Faire	2	Low emphasis in withrawing from her responsibilities. Therefore, conflict is absent.
		-Management by Exception (passive)	4	Neutral in managing her subordinates' performances.
	3.3	-Menagement by Exception (active)	4	Neutral in managing her subordinates' performances.
		Transformational Leadership		
		Transformational Canadianip		Her subordinates, respect her as a leader at
		-Charlsma	4	certain extend. Therefore, conflict is happened at the appropriate level.
		-inspiration	4	Neutral in inspiring her subordinates. Neutral in stimulating her subordinates for
		-intellectual Stimulation	4	intellectual development. Slightly high emphasin in showing concern or
	4.3	-Individulized Consideration	5	considerate when dealing with her subordinates.
		Visionary Leadership		Slight low emphasis in expressing her vision.
	ŀ	-Express the Vision	3	Therefore, conflict is slightly absent. Slight low emphasis in living her vision.
		-Live the Vision	3	Therefore, conflict is slightly absent. Slight low emphasis in extending her vision.
	3.0	Extend the Vision	3	Therefore, conflict is slightly absent.

	subcriteria in question Nonverbal Communication	Score	Reason
A. (Mean)	Body Language		
	-Body Motions	5	Slightly present in use of body movement when deliver a message or communicating. Therefore, at times, raise slight present of conflict. Slightly present in use of facial expression like
	-Facial Expressions	5	movement of eyes, mouth and shoulders. Therefore, raise slight present of conflict.
1	Paralinguistics		
	-Tone of voice	5	Slightly present in showing tone of voice when communicate with peers and subordinates. Therefore, there is slight present of conflict. Somtimes show pacing and pitch and raise voice. It happened at the appropriate level.
4.75	-Pacing and Pitch	4	Hence, conflict is at neutral.
В.	Barriers to Cross-Cultural Communication		Able to ariculate words cleary. Therefore, slight
	-Semantic	3	absent in conflict.
	-Word Connotations	3	Use good command of languages. Therefore, slight absent in conflict. Speak in different tones according to situations
	-Tone Differences	5	and audiences. As such, slight present of conflict.
		4	Perception differences present at the appropriate level. Conflict is at neutral.
3.8	-Perception Differences	•	appropriate rever. Continue to a tried that
C.	Semantic Difficulties		Observed slight actions in fittering information.
	-Filtering	5	Hence, conflict is slightly present. Observed present of defensiveness when
	-Defensiveness	6	confronted. Hence, conficit is present.
	-Languages	3	Practise good command of languages. Therefore, conflict is slightly absent.
	-Selective Perception (Weltanachauung)	4	Sometimes select and choose information based on her own perceptions. As such, confid is neutral.
	-information Overload	4	Sometimes, she is observed to have information overloaded. Hence, conficit occurs at neutral.
4.3	3 -Channels chosen	4	Use appropriate channel of communications. Therefore, conflict is neutral.
D.	Structural Sources Of Conflict	 	
			Slight present in showing dissatisfaction of outsiders in regards to her position. Therefore
	-Stressful Leadership Styles	5	conflict is slight present.
	-Roles Diversity (Specialization)	5	Slight present in roles diversity. Hence, confik is slight present. Sometimes shows that her goals or objectives
	-Member Goal Diversity	4	does not align with the Head. Hence, conflict neutral.
	-Reward Systeme Ambiguitles	3	Slight absent in expressing disatisfaction on treward system that the department is present practising. Therefore, conflict is slightly absent Slight present in structural sources of conflict reagrds of size. Therefore, conflict is slightly
4.	-Size (Ashby Law of requisite variety) 4 -Jurisdictional Ambiguities	5 n/a	present.
E.	Personal Variables Sources Of Conflict		Her belief sometimes cohesive with the
	-Differing Individual Value System	4	department's practises. Therefore, conflict happen at neutral. More toward the attitudes of a Type A person
	-Personality Types	5	Thoerefore, there is slight present of conflict. Sometimes, she does stay back for work.
	-Psycholographics (Life Styles)	4	Therefore, conflict is happen at neutral. Her religious beliefs does not jeopardize her
	-Theological Practices	3	work. Therefore, conflict is slight absent.
	-Physical Characteristics	3	Her physical character suitable for leader. As such, conflict is slight absent. When she is carrying her task ass leader, he
	.8 -Mental Philosophical Characteristics	4	mind set align with the department.
F.	Leadership Theories Traits Theories		Slight ambitiues and energetic. Therefore, si
	-Ambition and Energy	5	present of conflict. Honesty and integrity. Therefore, causes sik
	-Honesty and Integrity	5	present of conflict. Sometimes able to response relatively fast
	-Intelligence	4	when challenge. As such, conflict is at neutr
	-Desire to Lead	4	Only shown desire to lead at the appropriate situation. As such, conflict is neutral. Sometimes shown self-confidence when
	-Self-Confidence	4	dealing with agents, subordinates and peer Therefore, conflict is neutral. Observed job-relavant knowledge. As such,
1	i.5 √ob-Relevant Knowledge	5	
	<u>Behavioral Theories</u> Ohio State		She does ensure that her subordinates to
	-Initiating Structure	5	perform their jobs. Thereore, there is slight

4.5	-Consideration Univerlety of Michigan	4	Sometimes, she is considerate and empathy. As such, conficit is at neutral.
			In certain situations, she is more on employee-
	-Employee-Orientation	4	orientation. In certain situation, she is more on production-
4.5	-Production-Orientattion	5	orientation.
	Development-Oriented	1	
	-Generating Experiments	3	She does not concern in generating experiments. As such, do not create any scenario that cause implication. Therefore, aligh absent of conflict.
	-Seeking New Ideas	4	When necessary, she show some effort to seel new ideas for betterment of the department. As such, conflict present at neutral. Very seldom promote changes for betterment of the department. Therefore, do not create any
3.3	-Promoting Change	3	difficulties to her subordientes. Conflict is slightly absent.
	Cognitive Resource Theory		Able to communicate with subordinates and
	-Communication	4	peers. However, sometimes do spur some conflict but present at neutral. Do planning for the coordination and
	-Plans	6	arrangement for courses. As such, conflict is present.
	-Decisions	4	Sometimes able to make visible decisions. Therefore, conflict is present at neutral.
	-Strategies	5	Perform some analysis for reporting purposes. Therefore, conflict is slight present.
1	•		In regards to her daily tasks, observed slight
4.8	-Directive Behavior	5	directive behavior when instructing subordinates. Hence, conflict is slightly present
	Situational Leadership Theory Readiness of Followers		Cha la silabi abic
4.5	- Ableness - Willingness	5	She is slight able. Sometimes she is willing.
	Behavior of Leaders	1	Slight high emphasis in giving clear, specific
	- Clear, specific directions - High Task Orientation	5 5	directions. Slight high emphasis in task orientation.
	- Support & Participation	4	Sometimes she is participative and supportive.
4.25	5 - Let Followers Perform	3	Slightly low emphasis in allowing her subordientes to perform as they like.
	Styles Charlematic Leadership		
	-Vision and Articulation	4	Sometimes shows some visions in performing her task.
	-Personal Risk	4	Slight exposure in small risk when dealing with customers.
	-Sensitivity to Environment	4	Sometimes sensitive with the change of environment.
	-Sensitivity to Followers	4	Sometimes care for her subordinates.
3.6	3 -Uncoventional Behavior	2	Low emphasis in unconventional behavior.
	Transactional Leadership		She is neutral in using coercive power towards
	-Contigent Reward	4	her subordinates. Low emphasis in withrawing from her
	-Lassiez-Faire	2	responsibilities. Therefore, conflict is absent. Neutral in managing her subordinates'
	-Management by Exception (passive)	4	performances.
3.8	5 -Management by Exception (active)	4	Neutral in managing her subordinates' performances.
	Transformational Leadership	-	
	-Charisma	4	She is neutral in repards of charlsmatic. Slight low emphasis in inspirating her
	-Inspiration	3	subordinates. Slight low emphasis in stimulating her
	-Intellectual Stimulation	3	subordinates for intellectual development.
3,3	3 -Individuitzed Consideration	3	Slight low emphasis in indvidual consideration toward her subordinates.
	Visionary Leadership		
	-Express the Vision -Live the Vision	3	Slight low emphasis in expressing the vision. Slight low emphasis in fiving the vision,
1			

staff	Criteria/	subcriteria in question	Score	Reason
₹5	A.	Nonverbal Communication	00014	1100001
Ì	(Mean)	Body Language		Slightly absent in use body motions when
		-Body Motions	3	delivered messages. Therefore, slight absent in conflict. Sometimes use facial expression when
		-Facial Expressions	4	deliverying messages. Therefore, conflict is happen at neutral.
		Paralinguistics		Sometimes practises tone differences in
		-Tone of voice	4	different situations. Therefore, conflict happen at neutral. Sometime use pacing and pitch or raise voice.
	3,78	-Pacing and Pitch	4	Hence, conflict is at neutral.
	В.	Barriers to Cross-Cultural Communication		Slightly present in use of some choices of
		-Semantic	5	words and vocabulary. Causes slight present of conflict. Observed in use of some synonyms to differentiate meanings. Therefore, conflict is
		-Word Connotations	5	slightly present. Sometimes speak in different tones according to situations. Hence, conflict is happen at
		-Tone Differences	4	neutral. Sometimes show perception differences.
		-Perception Differences	4	Hence, conficit is happen at neutral.
	C.	Semantic Difficulties	4	Sometimes, he filter information received. Conflict is happen at neutral.
		-Pitering -Defensiveness	5	Defensive when if contronted. Hence, conflict is alightly present.
		materiar and		Able to use good languages but at times, affected by upbrings. Therefore, conficit is
		-Languages -Selective Perception (Weltanschauung)	4	happen at neutral. Sometimes, shown selective perception about the department. Conflict is happen at neutral.
		-Information Overload	4	Sometimes observed in information overloaded and overwheimed when lots of projects on hand. Hence, conflict is happen at neutral. Use appropriate channels to communicate. As
	4.	0 -Channels chosen	3	such, conflict is slightly absent.
	D.	Structural Sources Of Conflict	5	Commented that the department leadership is stressful. Hence, conflict is slightly present.
		-Streesful Leadership Styles -Roles Diversity (Specialization)	5	Practised roles diversity in his tasks. Therefore,
		-Member Goal Diversity	4	Sometimes, his goal is cohesiness with the department's. As such, conflict is neutral.
		-Reward Systems Ambiguities	3	Did not complain on the reward system. Therefore, conflict is slightly absent. Slight absent in comment on the size of the
		-Size (Ashby Law of requisite variety) .0 Jurisdictional Ambiguities	3 n/a	department. Hence, conflict is slightly absent.
	€.	Personal Variables Sources Of Conflict		Sometimes, his own value differfrom the
		-Differing Individual Value System -Personality Types	4 4	department's practises. He is between Type A and Type B. Sometimes, practice a balanced work life activities during weekend and after work.
		-Psycholographics (Life Styles)	4	Therefore, conflicit is present at neutral. Sometimes have religious beliefs but not to very great extend. As such, conflicit happen at
		-Theological Practices	4	appropriate level. Shown slight physical characteristics as a
		-Physical Characteristics	3	trainer. Therefore, connict is singlify account. At times, he exhibit the set of mental philosophical characters needed in the organization. Therefore, conflict happen at
		3.8 -Mental Philosophical Characteristics	4	
	F.	Leadership Theories		Thus
		Traits Theories -Ambition and Energy	(Shown ambitious and energetic to excel. Thus conflict is present. Sometimes, he is honesty and integrity.
		-Honesty and Integrity	'	Therefore, conflict happen at neutral. He is an intellegince staff. Therefore, conflict is
		-intelligence	1	slightly present. Shows slight desire to lead. Therefore, conflict
		-Desire to Lead		slightly present. Shown high self-confidence. As such, conflict
		-Self-Confidence		present. Having job-relavant knowledge. Therefore, conflict is slightly present.
		5.2 Job-Relevant Knowledge		5 conflict is slightly present.
		Behavioral Theories Ohio State		Sometimes, he is more focus of initiating
		-Initiating Structure	l	structure. Hence, conflict is neutral,

Staff	Criteria	subcriteria in question	Score	Reason
<u> </u>	Oncome	and the state of t		Observed some consideration when dealing
	3.5	-Consideration University of Michigan	3	with his subordinates. Therefore, conflict is slight absent.
	e e	-Employee-Orientation	4	Sometimes more to employee-orientation. Therefore, conflict is at neutral.
	4.5	-Production-Orientation	5	Observed slight focus on production, Therefore, conflict is slightly present.
		Development-Oriented		Observed slight present in generating
		-Generating Experiments	5	experiments. Threfore, conflict is slightly present.
		-Seeking New Ideas	5	Observed slight present in seeking new ideas. Threfore, conflict is slightly present. Sometimes, promoting changes for betterment
	4.7	-Promoting Change	4	of the department. Therefore, conflict is at neutral.
		Cognitive Resource Theory		Able to communicate unit House conflict is
		-Communication	4	Able to communicate well. Hence, conflict is neutral. Observed some efforts in planning. Therefore,
		-Ptans	5	conflict is slight present. Able to make visible decisions. Hence, conflict is
		-Decisions	5	slight present.
		-Strategies	5	Observed some effort in conducting any analysis and strategise for betterment of the department. Therefore, conflict is slight present. Slight present in directive behavior when instructing subordinates. Thus, conflict is slightly
	4.8	-Directive Behavior	5	present.
		Situational Leadership Theory Readiness of Followers - Ableness	5	Shown slightly able.
	4.5	- Willingness Behavior of Leaders	4	Capable.
		- Clear, specific directions	4	Sometimes, emphasis on clear, specific directions. Therefore, conflict is at neutral. Slight low emphasis in high task orientation. As
		- High Task Orientation	3	such, conficit is slightly absent. Sometimes, emphasis on supportivenss and
		- Support & Participation	4	participativeness. Sometimes, allow followers to perform. Hence,
	3.75	- Let Followers Perform	4	conflict is at neutral.
		Styles Charismetic Leedership		Shown ellaht high emohasis on vision tool
		-Vision and Articulation	5	Shown slight high emphasis on vision and articulation. Hence, conflict is slightly present. Sometimes, exposing himself to risk. As such,
		-Personal Risk	4	conflict is at neutral. Sometimes, he is sensitive to environment, As
		-Sensitivity to Environment	4	such, conflict is at neutral. Sometimes, he is sensitive to followers. As
		-Sensitivity to Followers	4	such, conflict is at neutral. Slightly absent in unconventional behavior, #8
	4.0	-Uncoventional Behavior	3	performing normally.
		Transactional Leadership		Slight high emphasis on coercive power when
		-Contigent Reward	5	dealing with subordinates. Therefore, conflict is slight present.
		-Lassiez-Faire	4	Sometimes, withrawing from his responsibilities Sometimes, foucs on management by
		-Management by Exception (passive)	4	exception (passive). Sometimes, foucs on management by
	4.25	-Management by Exception (active)	4	exception (active).
		Transformational Leadership		High emphasis on charismatic. Therefore,
	1	-Charisma	6	conflict is present. Slight high emphasis on inspiritaion. Therefore,
		-inspiration	5	conflict is slight present. Sometimes, stimulate his subordinates for
		-Intellectual Stimulation	4	Intellectual development. Sometimes, practice individualized
	4.8	-Individulized Consideration	4	consideration.
		Visionary Leadership -Express the Vision	5	Slight high emphasis in expressing his vision.
	5.0	-Live the Vision -Extend the Vision	5	Slight high emphasis in living his vision. Slight high emphasis in extending his vision.
			I	

Crite	ria/ s	subcriteria in question Ionverbal Communication	acore	Resson
		Sody Language		Sometimes use body motion to deliver
a				message. Therefore, conflict pranet at
	-	Body Motions	4	appropriate level.
				Slightly present in use of facial expression like movement of eyes, mouth and shoulders.
		Facial Expressions	5	Therefore, raise slight present of conflict.
		5 Michael Valor President		
	F	Paralinguistics		Sometimes practises tone differences in
				different situations. Therefore, conflict happen
	ŀ	Tone of voice	4	at neutral.
1				Somtimes show pacing and pitch and raise voice. It happened at the appropriate level.
4	.25	Pacing and Pitch	4	Hence, conflict is at neutral.
8.	1	Barriers to Cross-Gultural Communication		Sometimes, able to ariculate words cleary.
	1			Therefore, conflict is present at the appropriate
	-	Semantic	4	level Sometimes.use word connotations
	į,	•		appropriately. Therefore, conflict is present at
	ı,	-Word Connotations	4	the appropriate level
1				Speak in different tones according to situations
		Town Differences	- 6	and audiences. As such, slight present of conflict.
	[-Tone Differences		Sometimes show perception differences.
	4.3	-Perception Differences	4	Hence, conficit is happen at neutral.
	_	Comments Chillian III and the comments of the		
C.		Semantic Difficulties		Observed slight actions in filtering information.
	J,	-Filtering	5	Hence, conflict is slightly present.
1			5	Defensive when if contronted. Hence, conflict is slightly present.
	1	-Defensiveness	0	outlein's browning
I				Sometimes shown ability in good command of
	- 1	-Languages	4	languages. Hence, conflict is happen at neutral Sometimes choose and select information
				received on based past experiences. Hence,
		-Selective Perception (Weltznechauung)	4	conficit is happen at neutral.
	1			Sometimes show that information is overloaded and overwhelmed to her.
	ı	-Information Overload	4	Slight absent in using a fot of channels for
	ļ			communications. Hence, conficit is happen at
	4.3	-Channels chosen	4	neutral.
D.		Structural Sources Of Conflict		
0.		Outdown Sources of Commercial	}	Commented that the department leadership is
		-Stressful Leadership Styles	4.5	stressful. Hence, conflict is slightly present. Practised roles diversity in her tasks. Therefore
1		-Roles Diversity (Specialization)	5	conflict is slightly present.
-	- 1	- 1000 Divisity (openimentally	-	Sometimes, her goal is cohesiness with the
- 1	- 1	-Member Goal Diversity	4	department's. As such, conflict is neutral. Expressed some comments on the reward
- 1		-Reward Systems Ambiguities	5	system. Therefore, conflict is slightly present.
		-Manaid Systems Williamon	_	Sometimes express comments on the large
			1.	volume of task due to size. As such, conflict is neutral.
	4.4	-Size (Ashby Law of requisite variety) -Jurisdictional Ambiguities	r/a	neural.
	7.0	-Ogradicaciasi Arrionguinos		
E.		Personal Variables Sources Of Conflict		Her belief sometimes cohesive with the
				department's practises. Therefore, conflict
		-Differing Individual Value System	4	happen at neutral.
		-Personality Types	4	She is between Type A and Type B. Sometimes, practice a balanced work life
				activities during weekend and after work.
		-Psycholographics (Life Styles)	4	Therefore, conficit is present at neutral.
1				Her religious beliefs does not jeopardize her
		-Theological Practices	3	work. Therefore, conflict is slight absent. Slight absent in having the phayical character
1			1	as a leader as she is slightly short. Therefore,
		-Physical Characteristics	2	conflict is absent.
1		1		Observed slight present of the mind set required in the organization.n Therefore, conf
		-Mental Philosophical Characteristics	3	is slightly absent.
- 1	3.3		1	
_	3.3	l	+	
F.	3.3	Leadership Theories		
F.	3.3	Leadership Theories Traits Theories		She is neutral in smibition and energy.
F.	3.3	Traits Theories		Therefore, conflict is happened at the
F.	3.3		4	Therefore, conflict is happened at the appropriate level.
F.	3.3	Traits Theories	4 3	Therefore, conflict is happened at the appropriate level. Shows honesty and integrity. Therefore, conf is slightly absent.
F.	3.3	Traits Theories -Ambition and Energy -Honesty and Integrity	3	Therefore, conflict is happened at the appropriate level. Shows honesty and integrity. Therefore, confis slightly absent. Sometimes able to response relatively fast
F.	3.3	Traits Theories -Ambition and Energy		Therefore, conflict is happened at the appropriate level. Showe honesty and integrity. Therefore, confis slightly absent. Sometimes able to response relatively fast when challenge. As such, conflict is at neutral
F.	3.3	Traits Theories -Ambition and Energy -Honesty and Integrity	3	Therefore, conflict is happened at the appropriate level. Showe honesty and integrity. Therefore, conf is slightly absent. Sometimes able to response relatively fast when challenge. As such, conflict is at neutra She has high emphasis in desire to lead. Hence, conflict is present.
F.	3.3	Traits Theories -Ambition and Energy -Honesty and Integrity -Intelligence -Desire to Lead	3 4 6	Therefore, conflict is happened at the appropriate level. Showe honesty and integrity. Therefore, confise slightly absent. Sometimes able to response relatively fast when challenge. As such, conflict is at neutral She has high emphasis in desire to lead. Hence, conflict is present. Shown high self-conflidence. As such, conflict.
F.	3.3	Traits Theories -Ambition and Energy -Honesty and Integrity -Intelligence	3 4	Therefore, conflict is happened at the appropriate level. Shows honesty and integrity. Therefore, confis slightly absent. Sometimes able to response relatively fast when challenge. As such, conflict is at neutral She has high emphasis in desire to lead. Hence, conflict is present. Shown high self-confidence. As such, conflict present.
F.		Traits Theories -Ambition and Energy -Honesty and Integrity -Intelligence -Desire to Lead -Self-Confidence	3 4 6	Therefore, conflict is happened at the appropriate level. Showe honesty and integrity. Therefore, confise slightly absent. Sometimes able to response relatively fast when challenge. As such, conflict is at neutral She has high emphasis in desire to lead. Hence, conflict is present. Shown high self-conflidence. As such, conflict.
F.		Traits Theories -Ambition and Energy -Honesty and Integrity -Intelligence -Desire to Lead	3 4 6	Therefore, conflict is happened at the appropriate level. Shows honesty and integrity. Therefore, conflict slightly absent. Sometimes able to response relatively fast when challenge. As such, conflict is at neutral She has high emphasis in desire to lead. Hence, conflict is present. Shown high self-confidence. As such, conflict present. Having job-relavant knowledge. Therefore,

Qia#	Cultoda	suboritoria in quantion	BCOC*	Reason
Staff	Criteria	subcriteria in question	acore	She does ensure that her subordinates to
	l			perform their jobs. Thereore, there is slight
		-Initiating Structure	5	present of conflict.
				Observed some consideration when dealing with her subordinates. Therefore, conflict is
	40	-Consideration	3	slight absent.
	7.0	University of Michigan		Gright moderns
				She is slight low emphasis on employees.
		-Employee-Orientation	3	Therefore, conflict is slightly absent.
				Observed slight focus on production, Therefore,
	4.0	-Production-Orientaltion	5	conflict is slightly present.
		Development-Oriented		Observed slight present in generating
				experiments. Threfore, conflict is slightly
		-Generating Experiments	5	present.
		-Seeking New Ideas	6	Observed slight present in seeking new ideas. Therefore, conflict is slightly present.
	8.0	-Promoting Change		Slight emphasis in promoting change. Therefore, conflict is slightly present.
		2 2 2 22	-	
		Cognitive Resource Theory		Slight emphasis in communication. Therefore,
è	1	-Communication	5	conflict is slightly present. Sometimes emphasis on planing, Hence,
		-Ptens	4	conflict is present at appropriate level.
	*	-Decisions	4	Sometimes able to make visible decisions. Therefore, conflict is present at neutral.
]	She is neutral on strategies. Therefore, conflict
	ı	-Strategies	4	is happened at the appropriate level.
	:	150		Slight present in directive behavior when
	4.4	-Directive Behavior	5	Instructing subordinates. Thus, conflict is slightly present.
		Standard Landards Thomas		
		Situational Leadership Theory Readiness of Followers		
		- Abieness	4	Sometimes able.
	3.5	- Willingness	3	Slightly unwilling.
		Behavior of Leaders		
	1	* "	121	Sometimes, emphasis on clear, specific
		-Clear, Specific Direction	4	directions. Therefore, conflict is at neutral. Neutral in task-orientation.
		-High Task Orientation	1	Sometimes, emphasis on supportivense and
		-Support & Participation	4	participativeness.
				Slightly low emphasis in allowing her
	3.76	-Let Followers Perform	3	subordiantes to perform as they like.
		Styles	1	
	l	Charismetic Leadership		
		\ //	6	Shown slight high emphasis on vision and articulation. Hence, conflict is slightly present.
		-Vision and Articulation	"	arricolation. Herice, committee sugarity present.
				Slight absent in exposing herself to
	ł	1947 - 64		unconventional risk when dealing with
		-Personal Risk	3	customers. Therefore, conflict is slightly absent.
		-Sensitivity to Environment	4	Sometimes, he is sensitive to followers. As such, conflict is at neutral.
		-Sensitivity to Followers	3	Shown slight absent in cares for her peers and colleagues.
		CONTRACTOR OF SEC. 15. SCHOOLS AND CONTRACTOR OF SE	1	Slightly absent in unconventional behavior, as
	3.6	-Uncoventional Behavior	3	performing normality.
		Transactional Leadership		Climbi bish sanah sila su sasari sa sasari sa
	1		1	Slight high emphasis on coercive power when dealing with subordinates. Therefore, conflict is
		-Contigent Reward	5	slight present.
		-Lassiez-Faire	4	Sometimes, withrawing from her responsibilities.
		-Management by Exception (passive)		Sometimes, foucs on management by exception (passive).
			1	Sometimes, fouce on management by
	4.25	-Management by Exception (active)		exception (active).
		Transformational Leadership		Slight emphasis in charismetic. Hence, conflict
		-Charisma	5	is slightly present. Slight low emphasis in inspirating her
		-inspiration	3	subordinates.
		Intellectual Stimulation	3	Slight low emphasis in stimulating her subordinates for intellectual development.
	3.5	-individuitzed Consideration	3	Slight low emphasis in indvidual consideration toward her subordinates.
			<u> </u>	
	1	Visionary Leadership -Express the Vision	4	Neutral in expressing the vision.
	ľ.	-Live the Vision	4	Neutral in living the vision.
	4		4	Neutral in extending the vision.
			1	

.

.

Criteria A.	subcriteria in question Nonverbal Communication	Score	Reason
^	Body Language		
			Slightly absent in use body motions when
i.			delivered messages. Therefore, slight absent in
	-Body Motions	3	conflict. Absent in using facial expressions when
			delivering messages. Therefore, slight absent
l	-Facial Expressions	3	in conflict.
l	acas cap acas a		
	Paralinguistics		
1			Sometimes practises tone differences in different situations. Therefore, conflict happen
		4	at neutral.
	-Tone of voice	•	Somtimes show pacing and pitch and raise
			voice. It happened at the appropriate level.
3.6	-Pacing and Pitch	4	Hence, conflict is at neutral.
8.	Barriers to Cross-Cultural Communication		Able to ariculate words cleary. Therefore, slight
		3	absent in conflict.
į.	-Semantic	"	Use good command of languages. Therefore,
	-Word Connetations	3	slight absent in conflict.
			Sometimes speak in different tones according
1	The MANAGE		to situations.Hence, conflict is happen at
	-Tone Differences	4	neutral. Slichtly absent in perception differences.
	1	3	Therefore, conflict is slightly absent.
3.	-Perception Differences	,	Therefore, commerce organity account
C.	Sementic Difficulties	 	
١٠.	Contained announced		Did not filter information received. Therefore,
	-Filtering	3	conflict is slighty absent.
1			Defensive when being confronted. Therefore,
1	-Defensiveness	4	conflict is happened at the appropriate level. Practise good command of languages.
1	· · · · · · · · · · · · · · · · · · ·	3	Therefore, conflict is slightly absent.
	-Languages	"	Slight absent in exhibiting selective perception
			when dealing with daily tasks. Therefore,
1	-Selective Perception (Weltanschauung)	3	conflict is slight absent.
		1 .	Sometimes show that information is overloaded and overwhelmed to her.
1	-Information Overload	4	Use appropriate channels to communicate. As
	3 -Channels chosen	3	such, conflict is slightly absent.
٠,	3 -Cital Illete Citocoli		
D.	Structural Sources Of Conflict		
1	Consider at their and	1	a
			Sometimes, the leadership practiced in the department appear to be stressful to her.
	Circust I codembin Ships	4	Threfore, conflict is present at appropriate leve
	-Stressful Leadership Styles	1	Sometimes show roles diversity. Conflict is
i i	-Roles Diversity (Specialization)	4	present at appropriate level.
1	Troise Birding (Specialist	1	
1	a was a second	1 -	Slight absent in her goals off from department's goal. Therefore, conflict is slightly absent.
	-Member Goal Diversity	3	Did not complain on the reward system.
1	-Reward Systems Ambiguities	3	Therefore, conflict is slightly absent.
	-Managed Systems with Street		Slight absent in comment on the size of the
1	-Size (Ashby Law of requisite variety)	3	department. Hence, conflict is slightly absent.
3	4 Jurisdictional Ambiguities	n/a	
	010	_	
E.	Personal Variables Sources Of Conflict	1	Slight absent in showing that the leadership is
			treat and stress to her. Therefore, conflict is
j.	-Differing individual Value System	3	slightly absent.
	-Dillotting marviages value appears		She is more to Type B. Threfore, conflict is
	-Personality Types	3	slightly absent.
	` "	-	Observed having a work life balanced. Therefore, conflict is slightly absent.
1	-Psycholographics (Life Styles)	3	Her religious beliefs does not jeopardize her
1	-Theological Practices	3	work. Therefore, conflict is slight absent.
	- I I BOTO GICAL FIACACOGO		Shown slight physical characteristics as a
1	-Physical Characteristics	3	trainer. Therefore, conflict is slightly absent.
1		1	Observed slight present of the mind set required in the organization.n Therefore, conf
	A Marial Chilleganhical Chemologists	3	is slightly absent.
	-Mental Philosophical Characteristics	١	
F.	Leadership Theories		
١.,	Traits Theories		
1			Slight low emphasis in ambition and energy.
	-Ambition and Energy	3	Threfore, conflict is slight absent. Honesty and integrity. Therefore, causes slig
	Lieuneh, and letendhy	5	present of conflict.
1	-Honesty and Integrity	1 1	Slight low emphasis in intelligence. Threfore,
	-Intelligence	3	conflict is slight absent.
1			Only shown desire to lead at the appropriate
1	-Desire to Lead	4	situation. As such, conficit is neutral. Sometimes shown self-confidence when
			dealing with agents, subordinates and peers
1		4	
	-Self-Confidence	*	Having job-relavant knowledge. Therefore,
	3.9 -Job-Relevant Knowledge	4.8	
	AND		
1	Behavioral Theories		
	Ohio State	l	Compliance shall a many facus of initiating
			Sometimes, she is more focus of initiating structure. Hence, conflict is neutral.
38	A CONTRACTOR OF THE CONTRACTOR		
	-initiating Structure	4	Audetale. Herice, commercia ricana.

2

4.0 -Consideration	metimes, she is more focus of consideration. nce, conflict is neutral. metimes more to employee-orientation. perfore, conflict is at neutral. metimes on focus of production-orientation. de does not concern in generating periments. As such, do not create any start cause implication. Therefore, slight
-Employee-Orientation 4 The 4.0 -Production-Orientation 4 Son Development-Oriented She experiments 3 abs	erefore, conflict is at neutral. metimes on focus of production-orientation. e does not concern in generating periments. As such, do not create any
Development-Oriented She exp	e does not concern in generating periments. As such, do not create any
She experiments -Generaling Experiments 3 abs	periments. As such, do not create any
-Generating Experiments 3 abs	nado that cause implication. Therefore slight
	sent of conflict. oht absent in showing effort to seek new
the	as. ry seldom promote changes for betterment of I department. Therefore, do not create any iculties to her subordiantes. Conflict is
	htty absent.
	e has slight low emphasis on mmunication. Therefore, conflict is slightly
-Communication 3 abs	sent. metimes emphasis on planing. Hence,
-Plans 4 con	nflict is present at appropriate level. metimes able to make visible decisions.
-Decisions 4 The	erefore, conflict is present at neutral. le is neutral on strategies. Therefore, conflict
-Strategies 4 is h	happened at the appropriate level. te is neutral on directive behaviour.
3.5 -Directive Behavior 4 app	erefore, conflict is happened at the propriate level.
Situational Leadership Theory Readiness of Followers - Ableness 3 Slig	ghtly unable.
3.5 - Willingness 4 Nei	autral in willingness.
1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	ometimes, emphasis on clear, specific
-High Task Orientation 5 Sile	ections. Therefore, conflict is at neutral. ight high emphasis in task orientation.
-Support & Participation 5 par	ight high emphasis on supporting and intripating department activities.
So	ometimes, allow followers to perform. Hence, inflict is at neutral.
Styles Charismatic Leadership	
() So	ometimes shows some visions in performing ar task.
un	ight absent in exposing herself to nonventional risk when dealing with ustomers. Therefors, conflict is slightly absent.
SI	light absent in showing sensitivity with the
	nange of environment.
Ab	ometimes care for her peers and colleagues. i beent in unconventional behavior, as erforming normally. Conflict is absent.
-Contigent Reward 3 is At	lightly low emphasis on using of coercive ower towards subordinates. Therefore, conflict slightly absent. bsent in withrawing from her responsibilities
-Lassiez-Faire 2 tai	then carrying her daily tasks. Responsible for isks that assigned to her. foderate in managing or cooperating with her
-Management by Exception (passive) 4 pe	eers and colleagues subordinates' erformances. foderate in managing or cooperating with her eers and colleagues subordinates'
	erformances.
Transformational Leadership -Charisma 4 Si	the is neutral in regards of charismatic.
-inspiration 3 su	ilight low emphasis in inspirating her ubordinates.
-intellectual Stimulation 3 cc	ilight absent in stimulating her peers and olleagues for intellectual development.
	Sometimes show concern and considerate her seers and colleagues.
Visionary Leadership -Express the Vision 3 Si	Slight low emphasis in expressing the vision.
-Live the Vision 3 S	Slight low emphasis in living the vision.
3 -Extend the Vision 3 S	Blight low emphasis in extending the vision.

H		teria/	Subcriteria in question	Score	Reason
	۸.		Nonverbal Communication Body Language		
			-Body Motions	4	Sometimes uses body movement when delive a message or communicating. Sometimes use facial expression when
			-Facial Expressions	4	deliverying messages. Therefore, conflict is happen at neutral.
			Paralinguistics		Slightly absent in showing tone of voice when
	s		-Tone of voice	3	communicate with peers and subordinates. Therefore, conflict is slightly absent. Slightly absent in high pacing and pitch.
		3,5	-Pacing and Pitch	3	Therefore, conflict is slightly absent.
	В.		Barriers to Cross-Cultural Communication		Sometimes, able to articulate words cleary. Therefore, conflict is present at the appropriate
			-Semantic	1	level Sometimes,use word connotations appropriately. Therefore, conflict is present at
			-Word Connotations	1	the appropriate level. Sometimes speak in different tones according to situations. Hence, conflict is happen at
			-Tone Offerences	4	neutral. Did not observe any perception differences. A such, conflict happened at the appropriate
		4.0	-Perception Differences	4	level.
	C.		Semantic Difficulties		In certain occasion, he will filter the information
			-Fittering	4	appropriate level. Defensive when being confronted. Therefore,
			-Defensiveness	4	conflict is happened at the appropriate level. Sometimes shown ability in good command of
			-Languages	4	languages. Hence, conficit le happen at neutr Sometimes, shown selective perception about
			-Selective Perception (Weitanschauung)	4	the department. Conflict is happen at neutral. Did not observe information is overloaded to
		3.0	-Information Overload -Channels chosen	3	him. Therefore, conflict is slightly absent. Use appropriate channel of communications. Therefore, conflict is neutral.
	<u>_</u>			<u> </u>	
	D.		Structural Sources Of Conflict -Stressful Leadership Styles		Occasionally, commented that the department leadership is stressful. Hence, conflict is neutral.
			-Roles Diversity (Specialization)	6	Practised roles diversity in his tasks. Therefore conflict is slightly present.
			-Member Goal Diversity	4	Sometimes, his goel is cohesiness with the department's. As such, conflict is neutral.
			-Reward Systems Ambiguities	3	Did not complein on the reward system. Therefore, conflict is slightly absent. Slight absent in comment on the size of the
		3.8	-Size (Ashby Law of requisite variety) -Jurisdictional Ambiguities	3 n/s	department. Hence, conflict is slightly absent.
	E.		Personal Variables Sources Of Conflict	1	Slight absent in showing that the leadership is
			-Differing Individual Value System	3	treat and strees to her. Therefore, conflict is slightly absent. He is more to Type 8. Threfore, conflict is
			-Personality Types	3	slightly absent. Sometimes, practice a balanced work life activities during weekend and after work.
			-Psycholographics (Life Styles)	1	Therefore, conficit is present at neutral. His religious beliefs does not jeopardize his
			-Theological Practices	3	work. Therefore, conflict is slight absent. Shown slight physical characteristics as a
			-Physical Characteristics	3	trainer. Therefore, conflict is slightly absent. Slightly shows that he has the mental philosophical characters needed in the
	F.	3.5	-Mental Philosophical Characteristics	5	organization.
			Traits Theories		He is ambitious and energetic. Conflict is
			-Ambition and Energy -Honesty and integrity	4	happened at the appropriate level. Honest and integrate. Slight high emphasis on intelligence. Therefore
			-intelligence	6	conflict is slightly present. Sometimes, shown desire to lead. Hence,
			-Desire to Lead	5	conflict is present at neutral. Slight high emphasis on self-confidence. Therefore, conflict is slightly present.
		4.7	Job-Relevant Knowledge	8	High emphasis in job-relavant knowledge. Therefore, conflict is present.
			Behavioral Theories		
			-initiating Structure	4	Sometimes,he is more focus of initiating structure. Hence, conflict is neutral.
			,		I am the second second and the second

aff Criteria	subcriteria in question	Score	Reason
4.0	-Consideration University of Michigan	4	Sometimes,he is more focus of consideration. Hence, conflict is neutral.
	-Employee-Orientation	4	Sometimes more to employee-orientation. Therefore, conflict is at neutral.
4.0	-Production-Orientattion	4	Sometimes on focus of production-orientation.
	Development-Oriented -Generating Experiments	5	Observed slight present in generating experiments. Threfore, conflict is slightly present.
	-Seeking New Ideas	5	Observed slight present in seeking new ideas. Threfore, conflict is slightly present.
4.7	-Promoting Change	4	Sometimes, emphasis on promotion of changes.
	Cognitive Resource Theory		Able to communicate with subordinates and
	-Communication	4	peers. However, sometimes do spur some conflict but present at neutral. Sometimes emphasis on planing. Hence,
	-Ptans	4	conflict is present at appropriate level. Sometimes able to make visible decisions.
	-Decisions	4	Therefore, conflict is present at neutral. Observed some effort in conducting any
	-Strategies	5	analysis and strategise for betterment of the department. Therefore, conflict is slight present.
4.2	-Directive Behavior	4	He is neutral on directive behaviour. Therefore, conflict is happened at the appropriate level.
		5 5	Slighty able. Slighty willing.
	Behavior of Leaders -Clear, Specific Direction -High Task Orientation	1	Sometimes, emphasis on clear, specific directions. Therefore, conflict is at neutral. Neutral in task-orientation. Slight high emphasis on supporting and
	-Support & Participation	5	participating department activities. Sometimes, allow followers to perform. Hence,
4.25	-Let Followers Perform	1	conflict is at neutral.
	Styles Charlematic Leadership		
	-Vision and Articulation	6	Shown slight high emphasis on vision and articulation. Hence, conflict is slightly present. Sometimes, exposing himself to risk. As such,
	-Personal Risk	4	conflict is at neutral. Sometimes, he is sensitive to followers. As such, conflict is at neutral.
	-Sensitivity to Environment -Sensitivity to Followers	1	Sometimes care for his peers and colleagues. Slightly absent in unconventional behavior, as
	-Uncoventional Behavior	3	performing normally.
	Transactional Leadership		He is neutral in using coercive power towards
	-Contigent Reward -Lasslez-Faire	3	her subordinates. Slight absent in withraw from his responsibilities.
	-Management by Exception (passive)	4	Moderate in managing his subordinate's performances.
3.7	-Management by Exception (active)	4	Slight present in managing his subordinate's performances actively.
	Transformational Leadership -Charisma	4	Neutral in charisma.
	-Inspiration	4	Neutral in inspiration. Slight high emphasis in stimulating his
4.2	-intellectual Stimulation 5 -individuitzed Consideration	5 4	subordinate for Intellectual development. Neutral in individuilized consideration
	Visionary Leadership -Express the Vision -Live the Vision	4 4	Neutral in expressing the vision. Neutral in living the vision. Neutral in extending the vision.
['	4 -Extend the Vision]	LEADER IN SECURITION IN THE PROPERTY.

f	Cr A	iteria.	/ subcriteria in question Nonverbal Communication	Score	Reason
	~		Body Language		
- 1			, and		Slightly absent in use body motions when
			-Body Motions	3	delivered messages. Therefore, slight absent in conflict.
			(Sometimes use facial expression when deliverying messages. Therefore, conflict is
1			-Facial Expressions	4	happen at neutral.
			Paralinguistics		
					Slightly absent in showing tone of voice when
Ì			-Tone of voice	3	communicate with peers and subordinates. Therefore, conflict is slightly absent.
					Slightly absent in high pacing and pitch.
		3.25	-Pacing and Pitch	3	Therefore, conflict is slightly absent.
	8.		Barriers to Cross-Cultural Communication		Able to ariculate words cleary. Therefore, slight
			-Semantic	3	absent in conflict.
			-Word Connotations	3	Use good command of languages. Therefore, slight absent in conflict.
i					Sometimes speak in different tones according
			-Tone Differences	4	to situations.Hence, conflict is happen at neutral.
					Did not observe any perception differences. As
- 1		3.5	-Perception Differences	4	such, conflict happened at the appropriate level.
	C.		Sementic Difficulties		
ļ	-				Did not filter information received. Therefore,
			-Filtering	3	conflict is slighty absent. Defensive when being confronted. Therefore,
			-Defensiveness	4	conflict is happened at the appropriate level.
					Sometimes shown ability in good command of
			-Languages	4	languages. Hence, conflict is happen at neutral Sometimes, shown selective perception about
			-Selective Perception (Weltanschauung)	4	the department. Conflict is happen at neutral.
			-Information Overload	4	Sometimes show that information is overloaded and overwhelmed to him.
			-Channels chosen		Use appropriate channel of communications.
		3.0	-Charineis chosen	4	Therefore, conflict is neutral.
- 1	D.		Structural Sources Of Conflict		Commented that the department leadership is
-			-Stressful Leadership Styles	6	stressful. Hence, conflict is slightly present.
-1			-Roles Diversity (Specialization)	5	Practised roles diversity in his tasks. Therefore, conflict is slightly present.
-			1 2 40 V		Sometimes, his goal is cohesiness with the
			-Member Goal Diversity	4	department's. As such, conflict is neutral. Did not complain on the reward system.
1			-Reward Systems Ambiguities	3	Therefore, conflict is slightly absent. Sometimes express comments on the large
١					volume of task due to size. As such, conflict is,
		4.2	-Size (Ashby Law of requisite variety) -Jurisdictional Ambiguities	n/a	neutral.
1	E.		Personal Variables Sources Of Conflict		
	Ε,		Personal Variables Sources Of Conflict		Slight absent in showing that the leadership is
			-Differing Individual Value System	3	treat and stress to her. Therefore, conflict is slightly absent.
					He is more to Type B. Threfore, conflict is
			-Personality Types	3	slightly absent. Sometimes, practice a balanced work life
			-Psycholographics (Life Styles)	4	activities during weekend and after work. Therefore, conficit is present at neutral.
1					His religious beliefs does not jeopardize his
1			-Theological Practices	3	work. Therefore, conflict is slight absent. Shown slight physical characteristics as a
			-Physical Characteristics	3	trainer. Therefore, conflict is slightly absent. At times, he exhibit the set of mental
-				1	philosophical characters needed in the
1		3.3	-Mental Philosophical Characteristics	4	organization. Therefore, conficit happen at neutral.
Ì	_	-,-			
1	F,		Leadership Theories Traits Theories		
			-Ambition and Energy	6	Slight ambitiues and energetic. Therefore, sligt present of conflict.
			-Honesty and Integrity	4	Honest and integrate.
1			-intelligence	4	Sometimes able to response relatively fast when challenge. As such, conflict is at neutral.
-					Sometimes, shown desire to lead. Hence,
			-Desire to Lead	4	conflict is presnet at neutral. Slight high emphasis on self-confidence.
		A	-Self-Confidence	5	Therefore, conflict is slightly present. He has some job-relevant knowledge.
İ		4.3	Job-Relevant Knowledge	4	Therefore, conflict is present at neutral.
1			Behavioral Theories	ĺ	
1			Ohio State		
1			-Initiating Structure	3	Slightly absent in taking steps to ensure that he perform his job.
		2 #	-		Sometimes,he is more focus of consideration.
			-Consideration Univerlisty of Michigan	4	Hence, conflict is neutral.
•			. a)		

Staff	Criteria/	subcriteria in question	Score	Reason
		-Employee-Orientation	4	Sometimes more to employee-orientation. Therefore, conflict is at neutral.
	3.5	-Production-Orientattion	3	He is slight low emphasis on production. Therefore, conflict is slightly absent.
		Development-Oriented	-	and the second s
		-Generating Experiments	4	Neutral in generating experiments,
		-Seeking New Ideas	5	Observed slight present in seeking new ideas. Threfore, conflict is slightly present.
	4.7	-Promoting Change	5	Slight emphasis in promoting change. Therefore, conflict is slightly present.
		Cognitive Resource Theory		
		•		Able to communicate with subordinates and peers. However, sometimes do sour some
		-Communication	4	conflict but present at neutral.
		-Plans	5	Observed some efforts in planning. Therefore, conflict is slight present.
		-Decisions	4	Sometimes able to make visible decisions. Therefore, conflict is present at neutral.
				Observed some effort in conducting any
		-Strategies	5	analysis and strategise for betterment of the department. Therefore, conflict is slight present.
				He is neutral on directive behaviour. Therefore,
	4.4	-Directive Behavior	4	conflict is happened at the appropriate level.
		Situational Leadership Theory Readiness of Followers		
- 1		- Ableness	4	Neutral in ableness.
	4	- Willingness	4	Neutral in willingness.
		Behavior of Leaders		Sometimes, emphasis on clear, specific
		-Clear, Specific Direction	4	directions. Therefore, conflict is at neutral.
		-High Task Orientation	5	Slight high emphasis in task orientation. Slight high emphasis on supporting and
		-Support & Participation	5	participating department activities. Sometimes, allow followers to perform. Hence,
	4.5	-Lat Followers Perform	4	conflict is at neutral.
		Styles Charismatic Leadership		
		-Vision and Articulation	5	Shown slight high emphasis on vision and articulation. Hence, conflict is slightly present.
		-AMACAL BILD AN ACCIDENCE	•	Slight absent in exposing herself to
		Research Biels	3	unconventional risk when dealing with
		-Personal Risk	***	customers. Therefore, conflict is slightly absent Sometimes, he is sensitive to followers. As
		-Sensitivity to Environment -Sensitivity to Followers	4	such, conflict is at neutral. Sometimes care for his peers and colleagues.
	3.6	-Uncoventional Behavior	2	Absent in unconventional behavior, as performing normally. Conflict is absent.
		Transactional Leadership	 	
				Slightly low emphasis on using of coercive power towards subordinates. Therefore, conflict
		-Contigent Reward	3	is slightly absent. Slight absent in withraw from his
		-Lassiez-Faire	3	responsibilities. Moderate in managing or cooperating with his
		-Management by Exception (passive)	4	peers and colleagues subordinates' performances.
	1 0	-management by exception (passive)		Moderate in managing or cooperating with his peers and colleagues subordinates'
	3.5	-Management by Exception (active)	4	performances.
İ		Transformational Leadership -Charlsma	4	He is neutral in regards of charismatic.
			3	Slight low emphasis in inspirating her subordinates.
	1	-inspiration	'	Slight absent in stimulating her peers and
		1		
		-Intellectual Stimulation	3	colleagues for intellectual development. Slight low emphasis in indvidual consideration
	3.25	-Intellectual Stimulation -Individuilized Consideration	3	
	3.25	-individuilized Consideration Visionary Leadership	3	Slight low emphasis in indvidual consideration toward her subordinates.
		-Individuilized Consideration		Slight low emphasis in indvidual consideration

~	a/ subcriteria in question	Score	Reason
	Nonverbal Communication Body Language		
	-Body Mollons	3	Slightly absent in use body motions when delivered messages. Therefore, slight absent conflict. Sometimes use facial expression when
	-Facial Expressions	4	deliverying messages. Therefore, conflict is happen at neutral.
	Paralinguistics	1	Slightly absent in showing tone of voice when
	-Tone of voice	3	communicate with peers and subordinates. Slightly absent in high pacing and pitch.
	5 -Pacing and Pitch	3	Therefore, conflict is slightly absent.
8.	Barriers to Cross-Cultural Communication		Able to ariculate words cleary. Therefore, sligi
	-Semantic	3	absent in conflict. Use good command of languages. Therefore,
	-Word Connotations	3	slight absent in conflict. Sometimes speak in different tones according
	-Tone Differences	4	to situations.Hence, conflict is happen at neutral. Observed slight present of perception
3.0	8 -Perception Differences	5	differences. Therefore, conflict is slightly present.
C.	Semantic Difficulties		
	-Filtering	5	Observed slight actions in filtering information Hence, conflict is slightly present.
	-Defensiveness	5	Defensive when if contronted. Hence, conflict slightly present.
	-Languages	4	Sometimes shown ability in good commend of languages. Hence, conficit is happen at neutro Shown slight perception ovedifferences. Hence
	-Selective Perception (Weltanschauung)	5	conflict is slightly present. Sometimes show that information is overloade
	-Information Overload	4	and overwhelmed to him.
4.2	-Channels chosen	2	Using wide channels to communicate. Hence, conficit is absent.
D.	Structural Sources Of Conflict		
	-Stressful Leadership Styles	4	Commented that the department leadership is stressful. Hence, conflict is slightly present.
	-Roles Diversity (Specialization)		Practised roles diversity in his tasks. Therefore conflict is slightly present.
	-Member Goal Diversity		Observed slight present of conformity of goal with the department goal. Therefore, conflict is slightly present.
	-Reward Systems Ambiguities	3	Seldom complain on the reward system. Therefore, conflict is slightly absent.
4.0	-Size (Ashby Law of requisite variety) Jurisdictional Ambiguities		Slight absent in comment on the size of the department. Hence, conflict is slightly absent.
E.	Personal Variables Sources Of Conflict		Slight absent in showing that the leadership is
	-Differing Individual Value System	3	treat and stress to her. Therefore, conflict is slightly absent.
			She has both of the Type A and Type
	-Personality Types		personalities. Sometimes, practice a balanced work life
	-Personality Types -Psycholographics (Life Styles)	4	Sometimes, practice a balanced work life activities during weekend and after work. Therefore, conficit is present at neutral.
	, , ,	4	Sometimes, practice a balanced work life activities during weekend and after work. Therafore, conflict is present at neutral. Her religious beliefs does not jeopandize her work. Therafore, conflict is slight absent.
	-Psycholographics (Life Styles)	4 3 5	Sometimes, practice a balanced work life activities during weekend and after work. Therefore, conflict is present at neutral. Their project beliefs does not jeopardize her work. Therefore, conflict is slight absent. Shown slight absent of the physical characteristics as a trainer. Therefore, conflict slightly present. At times, she exhibit the set of mental
	-Psycholographics (Life Styles) -Theological Practices -Physical Characteristics -Mental Philosophical Characteristics	4 3 5	Sometimes, practice a balanced work life activities during weekend and after work. Therefore, conflict is present at neutral. Her religious beliefs does not jeopsrdize her work. Therefore, conflict is slight absent. Shown slight absent of the physical characteristics as a trainer. Therefore, conflict slightly present.
3.8 F.	-Psycholographics (Life Styles) -Theological Practices -Physical Characteristics -Mental Philosophical Characteristics Leadership Theories	4 3 5	Sometimes, practice a balanced work life activities during weekend and after work. Therefore, conflict is present at neutral. Her religious beliefs does not jeopardize her work. Therefore, conflict is slight absent. Shown slight absent of the physical characteristics as a trainer. Therefore, conflict slightly present. At times, she exhibit the set of mental philosophical characters needed in the organization. Therefore, conflict happen at
	-Psycholographics (Life Styles) -Theological Practices -Physical Characteristics -Mental Philosophical Characteristics	4 3 5 4	Sometimes, practice a balanced work life activities during weekend and after work. Therefore, conflict is present at neutral. Her religious beliefs does not jeopsrdize her work. Therefore, conflict is slight absent. Shown slight absent of the physical characteristics as a trainer. Therefore, conflict slightly present. At times, she exhibit the set of mental philosophical characters needed in the organization. Therefore, conflict happen at neutral. Sometimes, she is not very ambitious even
	-Psycholographics (Life Styles) -Theological Practices -Physical Characteristics -Mental Philosophical Characteristics Leadership Theories	4 3 5	Sometimes, practice a balanced work life activities during weekend and after work. Therefore, conflict is present at neutral. Her religious beliefs does not jeopardize her work. Therefore, conflict is slight absent. Shown slight absent of the physical characteristics as a trainer. Therefore, conflict slightly present. At times, she exhibit the set of mental philosophical characters needed in the organization. Therefore, conflict happen at neutral.
	-Psycholographics (Life Styles) -Theological Practices -Physical Characteristics -Mental Philosophical Characteristics Leadership Theories Traits Theories	4 4 4	Sometimes, practice a balanced work life activities during weekend and after work. Therefore, conflict is present at neutral. Her religious beliefs does not jeopardize her work. Therefore, conflict is slight absent. Shown slight absent of the physical characteristics as a trainer. Therefore, conflict elightly present. At times, she exhibit the set of mental philosophical characters needed in the organization. Therefore, conflict happen at neutral. Sometimes, she is not very ambitious even though she is a senior trainer. Conflict is nappened at the appropriate level.
	-Psycholographics (Life Styles) -Theological Practices -Physical Characteristics -Mental Philosophical Characteristics Leadership Theories Traits Theories -Ambition and Energy	4 4 4 5	Sometimes, practice a balanced work life activities during weekend and after work. Therefore, conflict is present at neutral. Her religious beliefs does not jeopardize her work. Therefore, conflict is slight absent. Shown slight absent of the physical characteristics as a trainer. Therefore, conflict slightly present. At times, she exhibit the set of mental philosophical characters needed in the organization. Therefore, conflict happen at neutral. Sometimes, she is not very ambitious even though she is a senior trainer. Conflict is happened at the appropriate level. Honest and integrate. Slight high emphasis on intelligence. Therefore conflict is slightly present.
	-Paycholographics (Life Styles) -Theological Practices -Physical Characteristics -Mental Philosophical Characteristics Leadership Theories Traits Theories -Ambition and Energy -Honesty and Integrity	4 4 4 5 6 5	Sometimes, practice a balanced work life activities during weekend and after work. Therefore, conflict is present at neutral. Her religious beliefs does not jeopardize her work. Therefore, conflict is slight absent. Shown slight absent of the physical characteristics as a trainer. Therefore, conflict slightly present. At times, she exhibit the set of mental philosophical characters needed in the organization. Therefore, conflict happen at neutral. Sometimes, she is not very ambitious even though she is a senior trainer. Conflict is happened at the appropriate level. Honest and integrats. Slight high emphasis on intelligence. Therefore.

4.8 -Job-Relevant Knowledge	5.5	Slight high emphasis in job-relavant knowledge Therefore, conflict is present.
Behavioral Theories		
Ohio State		She does ensure that her subordinates to
		perform their jobs. Thereore, there is slight
-initiating Structure	5	present of conflict.
4.5 -Consideration	4	Sometimes, she is more focus of consideration Hence, conflict is neutral.
Univeristy of Michigan		Sha is elight low amphasis on amployage
-Employee-Orientation	3	She is slight low emphasis on employees. Therefore, conflict is slightly absent.
4.0 -Production-Orientattion	5	Observed slight focus on production, Therefore conflict is slightly present.
1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	"	, , , , , , , , , , , , , , , , , , ,
Development-Oriented		Observed slight present in generating
		experiments. Threfore, conflict is slightly
-Generating Experiments	5	present. Observed slight present in seeking new ideas.
-Seeking New Ideas	5	Threfore, conflict is slightly present.
F.O. Character Character	5	Slight emphasis in promoting change. Therefore, conflict is slightly present.
5.0 -Promoting Change	*	Inererore, connict is slightly present.
Cognitive Resource Theory		Able to communicate with subordinates and
G		peers. However, sometimes do spur some
-Communication	4	conflict but present at neutral. Observed some efforts in planning. Therefore
-Ptans	5	conflict is slight present.
		Observed some effort in conducting any
-Decisions	5	analysis and strategise for betterment of the department. Therefore, conflict is slight presen
-Couloid to		
		Observed some effort in conducting any analysis and strategise for betterment of the
-Strategies	5	department. Therefore, conflict is slight presen
-		Slight present in directive behavior when instructing subordinates. Thus, conflict is slight
4.9 -Directive Behavior	5.5	present.
Situational Leadership Theory	1	
Readiness of Followers		Curatura sala
- Ableness	3	Slightly able.
3 - Willingness Behavior of Leaders	3	Slightly willing.
		Sometimes, emphasis on clear, specific
-Clear, Specific Direction -High Task Orientation	5	directions. Therefore, conflict is at neutral. Slight high emphasis in task orientation.
ton Calculation to Article on Artificial States on Calculation	1 180	Sometimes, emphasis on supportivense and
-Support & Participation	4	participativeness. Slightly low emphasis in allowing her
4 -Let Followers Perform	3	subordiantes to perform as they like.
Styles	+	
Charismatic Leadership		Sometimes shows some visions in performing
-Vision and Articulation	4	her teak.
-Personal Risk	5	Shown slight emphasis in dealing small risk.
-Sensitivity to Environment	4	Sometimes, she is sensitive to followers. As such, conflict is at neutral.
-Sensitivity to Followers	4	Sometimes care for her peers and colleagues
- Seriality to Followers		Slightly absent in unconventional behavior, as
4 -Uncoventional Behavior	3	performing normality.
Transactional Leadership	1	Oneth black and the
		Slight high emphasis on coercive power when dealing with subordinates. Therefore, conflict is
-Contigent Reward	5	slight present.
-Lassiez-Faire	3	Slight absent in withraw from her responsibilities.
, 	-	Moderate in managing or cooperating with he
-Management by Exception (passive)	4	peers and colleagues subordinates' performances.
		Moderate in managing or cooperating with her
4 -Management by Exception (active)	4	performances.
Transformational Leadership		
		Slight emphasis in charismatic. Her
-Charlsma	5	subordinates respect her as a leader. Slight high emphasis on inspirtation. Therefore
-inspiration	5	conflict is slight present.
-Intellectual Stimulation	4	Neutral in intellectual stimultaion.
4.3 -Individuilzed Consideration	3	Slight low emphasis in indvidual consideration toward her subordinates.
Visionary Leadership		+
-Express the Vision	5	Slight emphasis in expressing the vision.
-Live the Vision 4.7 -Extend the Vision	5 4	Slight emphasis in living the vision. Neutral in extending the vision.

A.	a/ subcriteria in question Nonverbal Communication	Score	Reason
<u> </u>	Body Language		
	-Body Motions	3	Slightly absent in use body motions when delivered messages. Therefore, slight absent conflict.
	-Facial Expressions		Sometimes use racial expression when deliverying messages. Therefore, conflict is
	Paralinguistics	4	happen at neutral.
	_		Slightly absent in showing tone of voice wher communicate with peers and subordinates.
3.2	-Tone of voice 5 -Pacing and Pitch	3	Therefore, conflict is slightly absent. Slightly absent in high pacing and pitch. Therefore, conflict is slightly absent.
В.	Barriers to Cross-Cultural Communication		
В.			Able to ariculate words cleary. Therefore, slig
	-Semantic	3	absent in conflict. Use good command of languages, Therefore
İ	-Word Connotations -Tone Differences	3 3	slight absent in conflict. Slight absent in use of different tones.
			Did not observe any perception differences, such, conflict happened at the appropriate
3,3	-Perception Differences	4	level.
C.	Semantic Difficulties		Observed slight actions in filtering information
	-Filtering	5	Hence, conflict is slightly present.
	-Defensiveness	5	Defensive when if contranted. Hence, conflict slightly present.
			Sometimes shown ability in good command
	-Languages	4	languages. Hence, conficit is happen at neutr Sometimes, shown selective perception abou
	-Selective Perception (Weltanschauung)	4	the department. Conflict is happen at neutral. Slightly present in showing information overloaded. Therefore, conflict is slightly
	-Information Overload	5	present. Use appropriate channels to communicate, A
4.3	-Channels chosen	3	such, conflict is slightly absent.
D.	Structural Sources Of Conflict		
	-Stressful Leadership Styles		Commented that the department leadership is stressful. Hence, conflict is slightly present.
	-Roles Diversity (Specialization)		Practised roles diversity in his tasks. Therefor conflict is slightly present.
	-Member Goal Diversity		Sometimes, his goal is cohesiness with the department's. As such, conflict is neutral.
	-Reward Systems Ambiguities		Seldom complain on the reward system. Therefore, conflict is slightly absent.
	-Size (Ashby Law of requisite variety)		Slight absent in comment on the size of the department. Hence, conflict is slightly absent.
4.0	-Jurisdictional Ambiguities	n/a	- operation in the look of the singliful about it.
E.	Personal Variables Sources Of Conflict		Slight absent in showing that the leadership is
	-Differing Individual Value System	3	treat and stress to her. Therefore, conflict is slightly absent.
	-Personality Types	3 1	He is more to Type B. Threfore, conflict is slightly absent.
	-Psycholographics (Life Styles)	3	Observed having a work life balanced. Therefore, conflict is slightly absent.
	-Theological Practices	3 \	His religious beliefs does not jeopardize his work. Therefore, conflict is slight absent.
	-Physical Characteristics	3 t	Shown slight physical characteristics as a rainer. Therefore, conflict is slightly absent.
2.0	Montal Shileseat 1 2	ľ	Observed slight present of the mind set required in the organization.n Therefore, confi
	-Mental Philosophical Characteristics	3	s slightly absent.
	Leadership Theories Traits Theories		
	-Ambition and Energy	5 p	Slight ambitiuos and energetic. Therefore, slig present of conflict.
	-Honesty and Integrity	į.	fonesty and integrity. Therefore, causes slightersent of conflict.
	-intelligence	S	Slight high emphasis on intelligence. Therefore conflict is slightly present.
	-Desire to Lead	5 s	shows slight desire to lead. Therefore, conflict lightly present.
	-Self-Confidence	5 T	Slight high emphasis on self-confidence. Therefore, conflict is slightly present.
		s	Slight high emphasis in job-relavant knowledge
	-Job-Relevant Knowledge	5.5 T	herefore, conflict is present.
5.1	-Job-Relevant Knowledge <u>Behavioral Theories</u> Ohio State	5.5 T	herefore, conflict is present.
5.1	Behavioral Theories Ohio State	5.5	He ensure that his subordinates to perform the
5.1	Behavioral Theories Ohlo State -Initiating Structure	5.5	He ensure that his subordinates to perform th obs. Thereore, there is slight present of confli Sometimes,he is more focus of consideration.
5.1	Behavioral Theories Ohio State	5.5 T	He ensure that his subordinates to perform th obs. Thereore, there is slight present of confli Sometimes, he is more focus of consideration. Hence, conflict is neutral.
5.1 4.5	Behavioral Theories Ohio State -Initiating Structure -Consideration	5.5	He ensure that his subordinates to perform thoobs. Thereore, there is slight present of conflictions of consideration. Hence, conflict is neutral. Sometimes more to employee-orientation. Therefore, conflict is at neutral.
5.1 4.5	Behavioral Theories Ohio State -initiating Structure -Consideration Univerlisty of Michigan	5.5	He ensure that his subordinates to perform the obs. Thereore, there is slight present of conflict Sometimes, he is more focus of consideration. Hence, conflict is neutral.

Staff	Criteria	subcriteria in question	Score	Reason
				Observed slight present in generating
	1	-Generating Experiments	5	experiments. Threfore, conflict is slightly present.
		-Generating Experiments	Ü	Observed slight present in seeking new ideas.
	Ì	-Seeking New Ideas	5	Threfore, conflict is slightly present.
	5.0	-Promoting Change	5	Slight emphasis in promoting change. Therefore, conflict is slightly present.
		Cognitive Resource Theory		
		and the state of		Slight emphasis in communication. Therefore,
1	1	-Communication	5	conflict is slightly present. Observed some efforts in planning. Therefore,
	}	-Plans	5	conflict is slight present.
		-Decisions	6	Observed some effort in conducting any analysis and strategise for betterment of the department. Therefore, conflict is slight present.
		-Strategies	5	Observed some effort in conducting any analysis and strategise for betterment of the department. Therefore, conflict is slight present. Slight present in directive behavior when instructing subordinates. Thus, conflict is slightly
1	5.0	-Directive Behavior	5	present.
		Situational Leadership Theory Readiness of Followers - Ableness	4	Neutral in ableness.
	4.5	- Willingness	5	Slightly willing.
		Behavior of Leaders		Clicks blob amphosis on string story and
1		-Clear, Specific Direction	5	Slight high emphasis on giving clear and specific directions.
	1	-High Task Orientation	5	Slight high emphasis in task orientation.
		-Support & Participation	4	Sometimes, emphasis on supportivenss and participativeness.
	4.25	-Let Followers Perform	3	Slightly low emphasis in allowing her subordiantes to perform as they like.
1		23.1 3.13.13.13 1 3.12.11.1		Particular and Partic
	1	Styles		
		Charismatic Leadership		Sometimes shows some visions in performing
		-Vision and Articulation	4	her task. Sometimes, exposing himself to risk. As such,
		-Personal Risk	4	conflict is at neutral. Sometimes, he is sensitive to followers. As
		-Sensitivity to Environment	4	such, conflict is at neutral. Shown slight absent in cares for hispeers and
		-Sensitivity to Followers	3	colleagues.
	3.4	-Uncoventional Behavior	2	Absent in unconventional behavior, as performing normally. Conflict is absent.
		Transactional Leadership		
		-Contigent Reward	5	Slight high emphasis on coercive power when dealing with subordinates. Therefore, conflict is slight present.
				Slight absent in withraw from her
		-Lassiez-Faire	3	responsibilities. Moderate in managing or cooperating with her peers and colleagues subordinates'
		-Management by Exception (passive)	4	performances. Moderate in managing or cooperating with her
	4	-Management by Exception (active)	4	peers and colleagues subordinates' performances.
		Transformational Leadership		
		-Charlsma	_	Slight emphasis in charismatic. Her
		-Ciranoffia	5	subordinates respect her as a leader. Slight high emphasis on inspirtaion. Therefore,
1		-Inspiration	5	conflict is slight present.
		-Intellectual Stimulation	4	Neutral in intellectual stimultation.
	4.5	-Individulized Consideration	4	Neutral in individulized consideration
		Visionary Leadership		
		-Express the Vision	5	Slight emphasis in expressing the vision.
	5.0	-Live the Vision -Extend the Vision	5 5	Slight emphasis in living the vision. Slight emphasis in extending the vision.
	3.0	- Extend till Vidion	J	Singlif Simplicate in exteriolity the vision.

		/ subcriteria in question	Score	Reason
ľ	A.	Nonverbal Communication Body Language	•	
		-Body Motions	3	Slightly absent in use body motions when delivered messages. Therefore, slight absent in conflict.
		-Facial Expressions	3	Absent in using facial expressions when delivering messages. Therefore, slight absent in conflict.
		Paralinguistics		Absent in use of tone of voice when
		-Tone of voice	2	communicate with peers and subordinates. Therefore, conflict is absent. Absent in showing pacing and pitch. Therefore,
		-Pacing and Pitch	2	conflict is absent.
ľ	В.	Barriers to Cross-Cultural Communication		Able to ariculate words cleary. Therefore, slight
		-Semantic -Word Connotations	3	absent in conflict. Use good command of languages. Therefore, slight absent in conflict.
		-Tone Differences	2	Absent in speaking different tones. Therefore, conflict is absent.
	2.75	-Perception Differences	3	Slightly absent in perception differences. Therefore, conflict is slightly absent.
Ļ		6		
ľ	3.	Semantic Difficulties -Filtering	3	Did not filter information received. Therefore, conflict is slighty absent. Absent in defensiveness. Therefore, conflict is
		-Defensiveness	2.5	absent. Practise good command of languages.
		-Languages	3	Therefore, conflict is slightly absent. Slight absent in exhibiting selective perception when dealing with daily tasks. Therefore,
Ì		-Selective Perception (Weltanschauung)	3	conflict is slight absent. Sometimes show that information is overloaded
	4 0400	-Information Overload	3	and overwhelmed to her. Use appropriate channels to communicate. As
	3.0833	-Channels chosen	3	such, conflict is slightly absent.
C),	Structural Sources Of Conflict		Sometimes, comment that the department
		-Stressful Leadership Styles	4	leadership is stressful. Hence, conflict is present at neutral. Slight absent in roles diversity. Hence, conflict
l		-Roles Diversity (Specialization)	3	is slightly absent Show that her goals aligns well with the
		-Member Goal Diversity	3	department. Therefore, conflict is slightly ansent. Slight absent in expressing her comments on the reward system. Therefore, conflict is slightly
		-Reward Systems Ambiguities	3	absent. Slight absent in comment on the size of the
	_	-Size (Ashby Law of requisite variety) -Jurisdictional Ambiguities	3 n/a	department. Hence, conflict is slightly absent.
E	i.	Personal Variables Sources Of Conflict		Slight absent in showing that the leadership is a
		-Differing Individual Value System	3	Signification and stress to her. Therefore, conflict is slightly absent. She is more to Type B. Threfore, conflict is
		-Personality Types	3	slightly absent. Observed having a work life balanced.
		-Psycholographics (Life Styles)	3	Therefore, conflict is slightly absent.
		-Theological Practices	3	Her religious beliefs does not jeopardize her work. Therefore, conflict is slight absent. Observed slight present in the phayical character as a cierk. Hence, conflict is slightly
1		-Physical Characteristics	3	absent. Observed slight present in the mind set required in the organization. Therefore, conflict
		-Mental Philosophical Characteristics	3	is slightly absent.
	3		1	
 	3	Leadership Theories Situational Leadership Theory Readiness of Followers		
F		Situational Leadership Theory	5	Slightly able. Slightly willing.

	subcriteria in question Nonverbal Communication	Score	Reason
	Body Language		
	-Body Motions	3	Slightly absent in use body motions when delivered messages. Therefore, slight absent in conflict. Absent in using facial expressions when
	-Facial Expressions	3	delivering messages. Therefore, slight absent In conflict.
	Paralinguistics		Slightly absent in showing tone of voice when
	-Tone of voice	3	communicate with peers and subordinates. Therefore, conflict is slightly absent.
3	-Pacing and Pitch	3	Slightly absent in high pacing and pitch. Therefore, conflict is slightly absent.
3.	Barriers to Cross-Cultural Communication		
	-Semantic	4	Observed that at certain situtation able to articulate word clearly and uses appropriate vocabulary. Hence, conflict is present at nuetral. Observed that at certain situtation practiced
	-Word Connotations	4	word connotattions. Hence, conflict is present nuetral.
	-Yone Differences	3	Slight absent in use of different tones. Slightly absent in perception differences.
3.5	-Perception Differences	3	Therefore, conflict is slightly absent.
C.	Semantic Difficulties		Did not filter information received. Therefore,
	-Filtering	3	conflict is slighty absent. Show slight absnet in defensiveness. Hence,
	-Defensiveness	3.5	conflict is slightly absent.
	-Languages	4	Sometimes shown ability in good command of languages. Hence, conflict is happen at neutral Slight absent in exhibiting selective perception when dealing with daily tasks. Therefore,
	-Selective Perception (Weltanschauung)	3	conflict is slight absent. Sometimes show that information is overloade
270	-Information Overload	4	and overwhelmed to her. Use appropriate channels to communicate. As
	-Channels chosen	3.5	such, conflict is slightly absent.
D.	Structural Sources Of Conflict		Sometimes, comment that the department
	-Stressful Leadership Styles	4	leadership is stressful. Hence, conflict is present at neutral. Sometimes practised roles diversity in his tast
	-Roles Diversity (Specialization)	4	Therefore, conflict is present at neutral. Show that her goals aligns well with the
	-Member Goal Diversity	3	department. Therefore, conflict is slightly ansent. Slight absent in expressing her comments on
	-Reward Systems Ambiguities	3	absent. Slight absent in comment on the size of the
3.4	-Reward Systems Ambiguities -Size (Ashby Law of requisite variety) -Jurisdictional Ambiguities	3 3 n/a	
3.4 E.	-Size (Ashby Law of requisite variety)	3	absent. Slight absent in comment on the size of the department. Hence, conflict is slightly absent. Slight absent in showing that the leadership is
	-Size (Ashby Law of requisite variety) -Jurisdictional Ambiguities	3 n/a 3	absent. Slight absent in comment on the size of the department. Hence, conflict is slightly absent. Slight absent in showing that the leadership is treat and stress to her. Therefore, conflict is slightly absent. She is more to Type B. Threfore, conflict is
	-Size (Ashby Law of requisite variety) -Jurisdictional Ambiguities Personal Variables Sources Of Conflict -Differing Individual Value System -Personality Types	3 n/a 3 3	absent. Slight absent in comment on the size of the department. Hence, conflict is slightly absent. Slight absent in showing that the leadership is treat and stress to her. Therefore, conflict is slightly absent. She is more to Type B. Threfore, conflict is slightly absent. Observed having a work life balanced.
	-Size (Ashby Law of requisite variety) -Jurisdictional Ambiguities Personal Variables Sources Of Conflict -Differing Individual Value System -Personality Types -Psycholographics (Life Styles)	3 n/a 3 3	absent. Slight absent in comment on the size of the department. Hence, conflict is slightly absent. Slight absent in showing that the leadership is treat and stress to her. Therefore, conflict is slightly absent. She is more to Type B. Threfore, conflict is slightly absent. Observed having a work life balanced. Therefore, conflict is slightly absent. Her religious beliefs does not jeopardize her
	-Size (Ashby Law of requisite variety) -Jurisdictional Ambiguities Personal Variables Sources Of Conflict -Differing Individual Value System -Personality Types	3 n/a 3 3	absent. Slight absent in comment on the size of the department. Hence, conflict is slightly absent. Slight absent in showing that the leadership is treat and stress to her. Therefore, conflict is slightly absent. She is more to Type B. Threfore, conflict is slightly absent. Observed having a work life balanced. Therefore, conflict is slightly absent. Her religious beliefs does not jeopardize her work. Therefore, conflict is slight absent. Observed slight present in the phayical
	-Size (Ashby Law of requisite variety) -Jurisdictional Ambiguities Personal Variables Sources Of Conflict -Differing Individual Value System -Personality Types -Psycholographics (Life Styles)	3 n/a 3 3	absent. Silght absent in comment on the size of the department. Hence, conflict is slightly absent. Silght absent in showing that the leadership is treat and stress to her. Therefore, conflict is slightly absent. She is more to Type B. Threfore, conflict is slightly absent. Observed having a work life balanced. Therefore, conflict is slightly absent. Her religious beliefs does not jeopardize her work. Therefore, conflict is slight absent. Observed slight present in the phayical character as a clerk at certain situation. Hence conflict is neutral. Observed slight present in the mind set
E.	-Size (Ashby Law of requisite variety) -Jurisdictional Ambiguities Personal Variables Sources Of Conflict -Differing individual Value System -Personality Types -Psycholographics (Life Styles) -Theological Practices	3 n/a 3 3 3	absent. Silght absent in comment on the size of the department. Hence, conflict is slightly absent. Silght absent in showing that the leadership is treat and stress to her. Therefore, conflict is slightly absent. She is more to Type B. Threfore, conflict is slightly absent. Observed having a work life balanced. Therefore, conflict is slightly absent. Her religious beliefs does not jeopardize her work. Therefore, conflict is slight absent. Observed slight present in the phayical character as a clerk at certain situation. Hence conflict is neutral. Observed slight present in the mind set
E.	-Size (Ashby Law of requisite variety) -Jurisdictional Ambiguities Personal Variables Sources Of Conflict -Differing Individual Value System -Personality Types -Psycholographics (Life Styles) -Theological Practices -Physical Characteristics -Mental Philosophical Characteristics Leadership Theories Situational Leadership Theory	3 n/a 3 3 4	absent. Silght absent in comment on the size of the department. Hence, conflict is slightly absent. Silght absent in showing that the leadership is treat and stress to her. Therefore, conflict is slightly absent. She is more to Type B. Threfore, conflict is slightly absent. Observed having a work life balanced. Therefore, conflict is slightly absent. Her religious beliefs does not jeopardize her work. Therefore, conflict is slightly absent. Observed slight present in the phayical character as a clerk at certain situation. Henc conflict is neutral. Observed slight present in the mind set required in the organization. Therefore, conflict
E. 3.1667	-Size (Ashby Law of requisite variety) -Jurisdictional Ambiguities Personal Variables Sources Of Conflict -Differing Individual Value System -Personality Types -Psycholographics (Life Styles) -Theological Practices -Physical Characteristics -Mental Philosophical Characteristics Leadership Theories	3 n/a 3 3 4	absent. Silght absent in comment on the size of the department. Hence, conflict is slightly absent. Silght absent in showing that the leadership is treat and stress to her. Therefore, conflict is slightly absent. She is more to Type B. Threfore, conflict is slightly absent. Observed having a work life balanced. Therefore, conflict is slightly absent. Her religious beliefs does not jeopardize her work. Therefore, conflict is slightly absent. Observed slight present in the phayical character as a clerk at certain situation. Henc conflict is neutral. Observed slight present in the mind set required in the organization. Therefore, conflict

Staff	Criteria	/ subcriteria in question	Score	Reason
R 14	A.	Nonverbal Communication	1	
1		Body Language		
	1			Slightly absent in use body motions when delivered messages. Therefore, slight absent in
1		-Body Motions	3	conflict.
				Absent in using facial expressions when
1	1	Facial Francisco		delivering messages. Therefore, slight absent
l .	ŀ	-Facial Expressions	3	in conflict.
1		Parailnguistics	ł	
				Absent in use of tone of voice when
	ľ	T (6.10)	١ ـ	communicate with peers and subordinates.
		-Tone of voice	2	Therefore, conflict is absent. Absent in showing pacing and pitch. Therefore,
	2.5	-Pacing and Pitch	2	conflict is absent.
	В.	Barriers to Cross-Cultural Communication		Able to adolest and also The Control of the Control
		-Semantic	3	Able to ariculate words cleary. Therefore, slight absent in conflict.
		301741130	"	Use good command of languages. Therefore,
		-Word Connotations	3	slight absent in conflict.
		-Tone Differences	2	Absent in speaking different tones. Therefore, conflict is absent.
		- Tone Dillarations		Slightly absent in perception differences.
	2.75	-Perception Differences	3	Therefore, conflict is slightly absent.
	C.	Semantic Differentian		
	٥.	Semantic Difficulties		Did not filter information received. Therefore,
	l	-Filtering	3	conflict is slighty absent.
	1	entral and the second		Show slight absnet in defensiveness. Hence,
		-Defensiveness	3	conflict is slightly absent.
	l	-Languages	3	Practise good command of languages. Therefore, conflict is slightly absent.
	1			Slight absent in exhibiting selective perception
		Calculus Bassardas Ottobassas	_	when dealing with daily tasks. Therefore,
		-Selective Perception (Weltanschauung)	3	conflict is slight absent. Sometimes show that information is overloaded
		-Information Overload	4	and overwhelmed to her.
. 0			_	Use appropriate channels to communicate. As
	3,100/	-Channels chosen	3	such, conflict is slightly absent.
	D.	Structural Sources Of Conflict		
				Sometimes, comment that the department
		-Stressful Leadership Styles		leadership is stressful. Hence, conflict is present at neutral.
ļ		Charles and Charles		Slight absent in roles diversity. Hence, conflict
		-Roles Diversity (Specialization)	3	is slightly absent
<u> </u>				Show that her goals aligns well with the department. Therefore, conflict is slightly
	ŀ	-Member Goal Diversity		ansent.
		•		Slight absent in expressing her comments on
	1	Powerd Systems Ambiguittes		the reward system. Therefore, conflict is slightly
	1	-Reward Systems Ambiguities		absent. Slight absent in comment on the size of the
		-Size (Ashby Law of requisite variety)		department. Hence, conflict is slightly absent.
	3.2	-Jurisdictional Ambiguities	n/a	VC2 - AMA
	E	Personal Variables Sources Of Conflict		
				Slight absent in showing that the leadership is a
	l	Differing ladisidual Value States		treat and stress to her. Therefore, conflict is
	1	-Differing Individual Value System		slightly absent. She is more to Type B. Threfore, conflict is
	1	-Personality Types	3	slightly absent.
		Destruction (1% Destruction)		Observed having a work life balanced.
	1	-Psycholographics (Life Styles)		Therefore, conflict is slightly absent. Her religious beliefs does not leopardize her
l		-Theological Practices		work. Therefore, conflict is slight absent.
l				Observed slight present in the phsylcal
	İ	-Physical Characteristics		character as a clerk. Hence, conflict is slightly absent.
		, nyster Characteristics		Observed slight present in the mind set
				required in the organization. Therefore, conflict
	3	-Mental Philosophical Characteristics	3	is slightly absent.
1	F.	Leadership Theories		
1	[Situational Leadership Theory		
1	l	Readiness of Followers		
	١.	-Ableness -Willingness	5	Slightly able. Slightly willing.
	L_°	g.1000		Sugarity mining.
•				