



Linking Customer Focus and Competitive Advantage: The Mediation of Transformational Leadership

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Purpose: The empirical studies conducted to determine the nature of the relationship between customer focus and competitive advantage have revealed that customer focus fosters competitive advantage; however, none of the studies attempted to include a contingency variable to gain more insight into the nature of this relationship. This study was conducted to investigate this link further by introducing 'transformational leadership' as a contingency variable to fill this gap.

Study design/methodology/approach: The study adopted a quantitative research approach with sample data collected from TAZARA managers. Validity, reliability, and model fit were tested using factor analysis, principal component analysis and regression analysis in Jamovi software. The study included both narrative and theoretical literature reviews.

Findings: The results show that there is a positive and significant relationship between customer focus and competitive advantage and between transformational leadership and competitive advantage. Transformational leadership was found to partially mediate the relationship between customer focus and competitive advantage.

Originality/value: This was the first study to empirically test the mediating effect of transformational leadership on customer focus and competitive advantage. As organisations relentlessly seek to gain and maintain competitive advantage through customer focus, their leaders require a transformational leadership style to ensure success. Replication of this study in other sectors is strongly recommended, with future studies also recommended to include other moderating and/or mediating variables.

Keywords: customer focus, transformational leadership, competitive advantage, mediation

Introduction

The importance of customer satisfaction in the 21st century cannot be overstated. This is because the success of any organisation depends on its customers. Therefore, managers in organisations are striving hard to understand and determine the desires of their customers (Tryson, 2022) to meet the demands and maintain the competitiveness of their organisations in this tense, dynamic, competitive environment. Sharp (1991) asserts that "the future belongs to those who take a long-term view of market conditions by deciding what they want to do and what they are best placed to do, and then stick to their decision by concentrating on achieving excellence in serving their chosen market position" (p.25). Customer focus is critical because it is the lifeblood of an organisation (Tryson, 2022). There was a time when American companies lost their competitive edge over their rivals because they shifted their attention from emphasising customer focus to strategic planning with a preoccupation with product portfolio analysis (Webster, 1988). Today, managers have recognised the importance of customer focus for competitiveness and business expansion.

Purpose of the study

The empirical studies that have investigated the nature of the relationship between customer focus and competitive advantage have shown that customer focus promotes competitive advantage (see Tryson, 2022; Othman et al., 2020; Berhanu, 2019; Al-Qudah, 2012; Al-Otaibi et al., 2015; Asaari et al., 2004), however, none of the studies have attempted to include a

contingency variable to provide more insight into the nature of this relationship. The present study was conducted to further explore this relationship by including 'transformational leadership' as a contingency variable to fill this gap. However, the railway industry, where this study was conducted, has not gotten much attention from researchers (Yangailo et al., 2023; Yangailo & Kaunda, 2021; Yangailo & Mkandawire, 2023; Yangailo, 2022; Yangailo & Qutieshat, 2022; Yangailo & Mpundu, 2023; Yangailo, 2024). For this reason, the study is relevant.

Research Objectives

To address the gap identified in the literature, this study developed the following objectives:

1. To relate customer focus with competitive advantage.
2. To determine if transformational leadership mediates the relationship between customer focus and competitive advantage.

Literature Review

Customer Focus

"Customer focus is about an attitude that goes deep inside a company to what it is, what it does and what it is proud of" (Vandermerwe, 2004, para.2). According to Vandermerwe (2004), customer focus is more than just the process of responding to customer requests, or buying customer relationship management software that tracks what the customer buys or designing a sophisticated new product.

Organisations depend on customers to achieve their goals. For this reason, managers work tirelessly to strengthen their organisations' marketing departments to ensure that their organisations meet their customers' ever-changing needs and desires. Organisations that have constantly invested in training their employees in customer focus have benefited when customer focus becomes an imprint in the organisation's culture, where employees are programmed to be innovative to keep the company indispensable to its customers (Tryson, 2022). It becomes disastrous for an organisation that ignores customer focus based on the evidence from the American firms that lost their competitive edge over their competitors when the focus of attention shifted from customer focus to strategic planning with a preoccupation on product portfolio analysis (Webster, 1988).

Competitive Advantage

Competitive advantage is the ability of an organisation to conduct its activities in a way that is different from its competitors (Kotler, 2000). "Competitive advantage allows a firm to consistently perform better than its rivals and generate significant profits from the good share of its market" (Yangailo, 2023). Quality and cost/price are competitive advantages that differentiate a firm from its competitors (Tracey et al., 1999).

Transformational Leadership

Yangailo (2023) defines a transformational leader as an innovative, creative person who inspires people to perform at their best in their organisation. Transformational leaders ensure that their subordinates can realise the value of what they can do. Scholars and theorists believe that the transformational type of leadership is more effective than the pragmatic type of leadership (Korejan & Shahbazi, 2016).

Empirical Review

Customer Focus and Competitive Advantage

Tryson (2022) conducted a study on a railway company in Zambia to investigate how customer focus mediates the relationship between strategic planning and competitive advantage. The results indicated a positive significant relationship between customer focus and competitive advantage and that customer focus partially mediated the relationship between strategic planning and competitive advantage.

In Australia, Asaari et al. (2004) examined the business performance of small and medium enterprises in terms of strategic planning and customer focus. The results indicate that customer focus has a significant impact on firm performance and that customer focus enhances competitiveness.

There is a quiet number of studies that have presented that customer focus has a positive significant impact on competitive advantage (see Othman et al., 2020; Berhanu, 2019; Al-Qudah, 2012; Al-Otaibi et al., 2015). The existence of a positive relationship between customer focus and competitive advantage based on previous studies is undeniable. Therefore, this study adopts the following hypothesis:

Hypothesis 1: Customer focus has a positive, significant impact on competitive advantage.

Customer Focus and Transformational Leadership

A study by Budur and Poturak (2021) examined the impact of transformational leadership on customer satisfaction. The study's results revealed a positive significant relationship between transformational leadership and customer satisfaction.

Chuang et al. (2012) examined how negative affectivity and emotion regulation moderate the relationship between transformational leadership and customer service. The results show that transformational leadership and reinforcement of pleasant emotions are positively related to customer outcomes.

Desa and Kassim (2010) investigated how transformational leadership enhances customer satisfaction in Malaysia. The results show that the transformational leadership style effectively enhances customer satisfaction.

The existence of a positive relationship between transformational leadership and customers based on previous related studies is undeniable, so this study adopts the following hypothesis:

Hypothesis 2: Transformational leadership has a positive, significant relationship with customer focus.

Transformational Leadership and Competitive Advantage

In Zambia, Yangailo (2023) investigated the impact of transformational leadership on competitive advantage through quality outcomes and key innovations. The study shows that transformational leadership, important innovations, and quality results positively impact competitive advantage.

Devie and Hartono (2018) conducted a study on the impact of transformational leadership on the competitiveness of companies in Indonesia. The study shows that transformational leadership has a positive significant impact on competitive advantage.

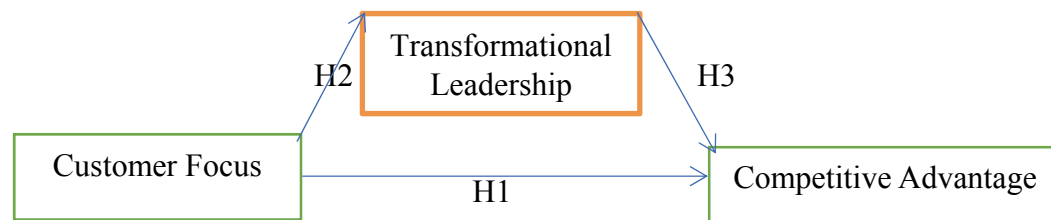
In the United Kingdom, Ekuma (2014) conducted a study on the impact of transformational leadership on competitiveness. The study presents that transformational leadership influences organisational effectiveness and competitiveness.

Based on the results presented in the previous studies, the following hypothesis was adopted:

Hypothesis 3: *Transformational leadership has a positive significant impact on competitive advantage.*

Conceptual Framework

Based on the association between the variables used in this study and the literature review, the following hypothesised model was developed, as shown in Figure 1.



Source: Author (2023)

Fig 1: Hypothesised Model

Research Hypotheses

The hypotheses summarised below are based on the main objective of this study, the insights from the literature review, and the hypothesised model.

1. Hypothesis 1: Customer focus has a positive, significant impact on competitive advantage.
2. Hypothesis 2: Customer focus has a positive, significant relationship with transformational leadership.
3. Hypothesis 3: Transformational leadership has a positive, significant impact on competitive advantage.
4. Hypothesis 4: Transformational leadership mediates the relationship between customer focus and competitive advantage.

Methodology

This study was conducted in the Tanzania Zambia Railway Authority (TAZARA). TAZARA is owned by two states (Zambia and Tanzania) on a (50/50) basis and has been in operation since its construction in 1975. The questionnaire was distributed to 214 management staff respondents out of a target population of 240. One hundred and sixty-five (165) respondents completed the questionnaire, representing a response rate of 77.10%. The quantitative method was used to analyse the data collected using Jamovi software. In order to collect accurate data from the respondents, only employees with at least three years of working experience in the organisation were asked to complete the questionnaire. The sample size of 165 against the population target of 240 met the minimum threshold Krejcie and Morgan (1970) recommended for conducting scientific research (see Table 1).

Table 1. Determining the Sample Size of a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size.

S is the sample size.

Krejcie and Morgan (1970)

Measures

Five-point Likert scales were adopted and used to measure the constructs, with strongly agree (5) and strongly disagree (1). The measures for customer focus and transformational leadership were adopted from Coşkun (2011), Aquilani et al. (2017), Ang et al. (2000), Prajogo and Sohal (2006), Claver et al. (2003) and Terziovski (2006). For competitive advantage, the measures were taken from the study by Hilmy (2016) and Berhanu (2019).

Data Presentation and Analysis

The analysis was based on the quantitative research approach using Jamovi software. The study results are presented in terms of descriptive statistics, tables, figures, and hypothesis tests.

Response Rate

Two hundred and fourteen (214) questionnaires were distributed to the respondents against the population target of 240 managers. Of the 214 respondents, one hundred and sixty-five (165) completed and submitted the questionnaire, representing a 77.10% response rate.

Demographic Characteristics

The demographic profile of 165 respondents in the study, according to their gender and experience, is presented in Table 2.

Table 2. Demographic Profile

Description	Frequency	Percentage (%)
Gender		
Female	28	17.0
Male	137	83.0
Total	165	100
Experience in Years		
< 10	48	29
10-20	61	37
> 20	56	34
Total	165	100

Of the 165 respondents, 83% were male and 17% were female. Regarding the experience with the company, out of the 165 respondents, 29% had below 10 years of work experience, 37% had 10 to 20 years of work experience, and 34% had over 20 years of work experience with the company.

Descriptive Statistics

Table 3 shows the mean, standard deviation, skewness, and kurtosis for the constructs used in this study.

Table 3. Mean, Standard Deviation, Skewness, & Kurtosis of Constructs (N = 165)

	CA	CF	TL
N	165	165	165
Mean	2.88	3.32	3.05
Standard deviation	0.746	0.721	0.837
Skewness	0.00189	-0.510	0.105
Std. error skewness	0.189	0.189	0.189
Kurtosis	0.0395	0.278	-0.0566
Std. error kurtosis	0.376	0.376	0.376

Source: Jamovi computation

The mean values of the three constructs indicate that the respondents favourably responded. The skewness and kurtosis were in the threshold range of -2 to $+2$, showing no severe deviation from normality for each construct.

Reliability and Validity

Testing Assumptions of Study Variables

The data collected from the study were subjected to validity and reliability tests to ensure that the data collected could be analysed using Factor Analysis. To use principal component analysis, data must fulfil four assumptions to provide valid results (Landau & Everitt, 2003). These assumptions are the linear relationship between the variables, multiple variables evaluated at ordinal or continuous levels, no significant outliers, and sampling adequacy. The sample data collected fulfilled all four assumptions after being checked. To conduct a principal component analysis (PCA), data must have a minimum of 150 cases (Fan et al., 2008). Therefore, the 165 cases satisfied the required minimum data to conduct PCA. A reliability test was conducted to provide reliable measures that determine the good consistency and internal suitability of the measures used. Cronbach alpha for all three constructs' scales was computed by conducting a reliability analysis with the minimum recommended threshold of 0.7 (Hair et al., 2006; Nunnally, 1978).

Results of Reliability and Validity Tests

The factorability of the 21 items in the measurement instrument was evaluated. It was then observed that all 21 items correlated at least point three (0.3) with one other item showing a reasonable factorability. The Kaiser Meyer Olkin (KMO) measure of sampling adequacy was 0.893 above the value of 0.6. The variance proportion in variables underlying factors might cause is shown by the KMO measure of sampling adequacy. Bartlett's test of sphericity was statistically significant ($\chi^2(210) = 1256, p < .001$). Based on the above findings, the PCA was deemed suitable for the 21 items, as shown in Table 4.

Table 4. Kaiser-Meyer-Olkin and Bartlett’s Test result

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.893
Bartlett's Test of Sphericity	Approx. Chi-Square	1256
	Degrees of freedom	210
	Significance	.000

Source: Jamovi computation

The analysis shows that the instrument’s Cronbach’s alpha was way above the required minimum threshold of 0.7 (Nunnally, 1978; Hair et al., 2006). The instrument’s alpha coefficient ranged from .774 to .840. The alpha coefficient for the transformational leadership scales was .822, the alpha coefficient for the customer focus scales was .840, and the alpha coefficient for the competitive advantage scales was .774. The Cronbach alpha coefficients for all three constructs met the acceptable minimum threshold of 0.7, as shown in Table 5.

Table 5. Cronbach Alpha Test Results

Items	Cronbach’s Alpha	McDonald’s Mega	Number of Items	Comment
Overall	.902	.903	21	Accepted
Transformational Leadership	.822	.827	6	Accepted
Customer Focus	.840	.846	10	Accepted
Competitive Advantage	.774	.775	5	Accepted

Source: Jamovi computation

Linearity

The association between the independent variables and the dependent variable is linear. This assumption was verified by the computation of Spearman and Pearson correlation coefficients, as presented in Table 6.

Table 6. Construct Correlation Matrix

		CA	CF	TL
CA	Pearson's r	—		
	Spearman's rho	—		
	N	—		
CF	Pearson's r	0.502 ***	—	
	Spearman's rho	0.445 ***	—	
	N	165	—	
TL	Pearson's r	0.482 ***	0.650 ***	—
	Spearman's rho	0.383 ***	0.610 ***	—
	N	165	165	—

Note. * p < .05, ** p < .01, *** p < .001

Table 6. Construct Correlation Matrix

	CA	CF	TL
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CF=Customer Focus
 CA=Competitive Advantage
 TL= Transformational Leadership

Source: Jamovi computation

The results show significant positive correlations among customer focus, transformational leadership, and competitive advantage. Customer focus and competitive advantage indicate a positive significant correlation coefficient of .502. Customer focus and transformational leadership present a significant positive correlation coefficient of .650. Transformational leadership and competitive advantage show a positive significant correlation of .482. The correlations show no collinearity problems because all of them were below the cut of 0.85. The multicollinearity problem does not occur (Hair et al., 2010).

Model Fit

The regression model was tested separately before estimating the proposed model.

Overall Regression Model Testing

Regression model significance was tested with the following hypothesis.

$$H_0 : \beta_1 = \beta_2 = \dots = \beta_i = 0$$

Ha: At least one regression coefficient is $\neq 0$

The regression analysis that was conducted presented the existence of a robust, significant association between the constructs. The first model in Table 7, which shows the impact of customer focus on competitive advantage, shows a good fit and significant R(0.502), R²(0.252) and F-Value of 55. The model suggested that customer focus elaborates on 25% of the variation in competitive advantage. The second model that presented the impact of transformational leadership on competitive advantage indicated a good fit and a significant value of R (0.482), R²(0.233) and a significant F-value of 49.4. The model suggested that transformational leadership elaborate 23% of the variation in competitive advantage. The last model showing the relationship between transformational leadership and customer focus indicated a reasonably good fit value of R(0.650), R²(0.422) and a significant F-value of 119. The model suggested that transformational leadership explains 46% of the variation in customer focus.

Table 7. Regression Model Fit Measure Summary

Model		R	R ²	Adjusted R ²	Overall Model Test	
					F	P
1	CF predicting CA	0.502	0.252	0.248	55.0	< .001
2	TL predicting CA	0.482	0.233	0.228	49.4	< .001
3	TL predicting CF	0.650	0.422	0.419	119	< .001
CA = Competitive Advantage						
CF=Customer Focus						
TL= Transformational Leadership						

Source: Jamovi computation

Hypothesis Testing

This study undertook four hypotheses concerning a direct relationship and an indirect effect. Tables 8 and 9 present the results of the tested hypotheses:

Table 8. Model Path and Mediation Estimates

Mediation Estimates

Effect	Estimate	SE	Z	p
Indirect	0.181	0.0602	3.01	0.003
Direct	0.338	0.0890	3.80	< .001
Total	0.520	0.0696	7.46	< .001

Path Estimates

			Estimate	SE	Z	p
CF	→	TL	0.754	0.0687	10.98	< .001
TL	→	CA	0.240	0.0767	3.14	0.002
CF	→	CA	0.338	0.0890	3.80	< .001

CF=Customer Focus

CA-Competitive Advantage

TL= Transformational Leadership

Source: Jamovi computation

Table 9. Summary of Hypothesis

No	Hypothesis	Results
1.	Hypothesis 1: Customer focus has a positive, significant impact on competitive advantage.	Supported
2.	Hypothesis 2: Customer focus has a positive, significant relationship with transformational leadership.	Supported
3.	Hypothesis 3: Transformational leadership has a positive, significant impact on competitive advantage.	Supported
4.	Hypothesis 4: Transformational leadership mediates the relationship between customer focus and competitive advantage.	Supported

Source: Author (2023)

Model path coefficients and their significance results are shown in Table 8. All four relationships hypothesised in the study are supported.

Hypothesis 1, which is on the impact of customer focus on competitive advantage, indicates that it is statistically significant ($\gamma = 0.520$, $p < 0.001$); thus, H1 is supported. When the mediation of transformational leadership takes place, the relationship (direct effect) remains statistically significant at ($\gamma = 0.338$, $p < .001$). This implies that transformational leadership partially mediates the relationship between customer focus and competitive advantage. Thus, Hypothesis 4 is supported.

Customer focus has a positive significant relationship with transformational leadership ($\gamma = 0.754, p < .001$). Therefore, H2 is supported. Transformational leadership positively impacts competitive advantage ($\gamma = 0.240, p < .05$). Hence, H3 is supported.

The Analysis of the mediating effect

The indirect impact of customer focus on competitive advantage through transformational leadership shows a positive statistically significant ($p < 0.05, \gamma = 0.181$; ratio effect = 0.348). This indicates a partial mediation effect of transformational leadership. Thus, hypothesis 4 is supported.

Discussion

The results supported the theoretical model of the links between customer focus, transformational leadership, and competitive advantage.

The result of this study shows that most TAZARA management is male. The results also show that most management employees have 10 to 20 years of work experience, followed by employees with more than 20 years of work experience. This indicates that TAZARA's management has an experienced workforce.

The study's first objective was to determine whether customer focus has a significant positive impact on competitive advantage. This study confirms and also supports the previous studies that showed that customer focus has a positive significant impact on competitive advantage (see Tryson, 2022; Othman et al., 2020; Berhanu, 2019; Al-Qudah, 2012; Al-Otaibi et al., 2015; Asaari et al., 2004).

The study's results have also presented that customer focus has a positive significant relationship with transformational leadership. This is consistent with previous studies that have presented that customer focus has a positive significant relationship with competitive advantage (see Budur & Poturak, 2021; Chuang et al., 2012; Desa & Kassim, 2010; Gichovi, 2019; Mulyaningih et al., 2021; Kiiyo, 2019).

The study's findings also revealed that transformational leadership has a positive significant effect on competitive advantage. This is consistent with previous studies that have presented similar results (see Yangailo, 2023; Devie & Hartono, 2018; Ekuma, 2014).

This study's second and final objective was to determine whether transformational leadership has a mediating effect on the relationship between customer focus and competitive advantage. The results showed that transformational leadership partially mediates the relationship between customer focus and competitive advantage. This is the first study to empirically test the mediating effect of transformational leadership on the relationship between customer focus and competitive advantage. Further research is needed to verify these findings.

Customer focus is fundamental to any business as it helps to understand and meet customer needs, improve customer satisfaction, and build long-term relationships. A customer-centric approach enables organisations to adapt their products or services based on customer feedback and market demands, ultimately increasing their competitive advantage. Competitive advantage enables companies to outperform their competitors and achieve superior market performance. Companies with a strong customer focus are often better positioned to sustain competitive advantage because they can effectively tailor their offerings to meet customer preferences. Finally, transformational leadership, characterised by inspiring and motivating employees to achieve their full potential, can mediate this relationship. Leaders with transformational qualities can foster a customer-centric culture within the organisation. By encouraging innovation, empowering employees, and promoting a customer-centric mindset,

transformational leaders can enhance a company's ability to deliver exceptional customer value, thereby contributing to its competitive advantage.

Theoretical Managerial Implications

The empirical findings of this research provide some critical, valuable insights for the decision-makers and practising managers. The partial mediation effect of transformational leadership on the relationship between customer focus and competitive advantage implies the need for organisations to invest in training and learning transformational leadership style. This would increase and sustain customer satisfaction, which would then enhance the competitiveness of the organisations.

Conclusion

This study is the first to empirically examine the relationship between customer focus, transformational leadership, and competitive advantage. The study shows that transformational leadership partially mediates the relationship between customer focus and competitive advantage. This research provides empirical evidence on the relationship between customer focus and competitive advantage and contributes to a good understanding of the relationship.

The study has provided evidence that a transformational leadership style is critical in enhancing and sustaining customer satisfaction to promote organisational competitiveness. As organisations relentlessly try to maintain and gain competitiveness through customer focus, their leaders need a transformational leadership style to succeed in this dynamic competitive environment.

Future Research and Limitation

The study was conducted in one organisation, which limits the generalisability of the findings to other sectors. Replication of this study in other sectors is strongly recommended. Future studies should also consider the inclusion of other moderating and/or mediating variables. On the other hand, experiments need to be conducted to see how effective this correlation of variables is in a natural, real-time environment.

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Appendices

Principal Component Analysis

Component Loadings

	Component			Uniqueness
	1	2	3	
CF1	0.637			0.477
CF2	0.704			0.433
CF3	0.432			0.737
CF4	0.670			0.504
CF5	0.489	0.367		0.624
CF6	0.690	0.308		0.414
CF7	0.564			0.630
CF8	0.629			0.531
CF9	0.453			0.704
CF10	0.582			0.553
TR1		0.706		0.478
TR2	0.343	0.703		0.385
TR3		0.690		0.433
TR4		0.522	0.332	0.536
TR5		0.671	0.336	0.387
TR6		0.611	0.300	0.498
CA1	0.345		0.607	0.502
CA2			0.681	0.453
CA3			0.737	0.414
CA4			0.652	0.554
CA5			0.692	0.497

Note. 'varimax' rotation was used

Assumption Checks

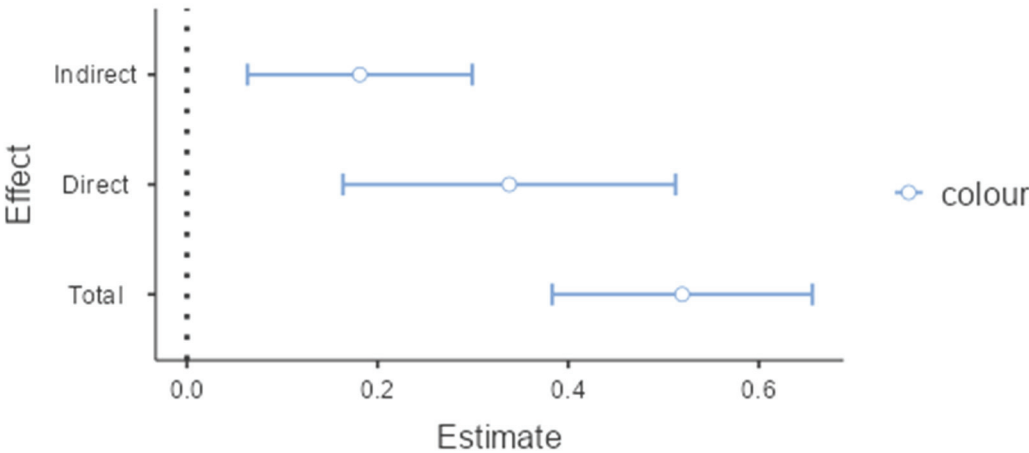
Bartlett's Test of Sphericity

χ^2	df	p
1256	210	< .001

KMO Measure of Sampling Adequacy

MSA	
Overall	0.893
CF1	0.875
CF2	0.893
CF3	0.811
CF4	0.911
CF5	0.896
CF6	0.914
CF7	0.881
CF8	0.901
CF9	0.912
CF10	0.934
TR1	0.830
TR2	0.891
TR3	0.908
TR4	0.914
TR5	0.924
TR6	0.894
CA1	0.897
CA2	0.883
CA3	0.890
CA4	0.845
CA5	0.870

Estimate Plot



Plot

CA

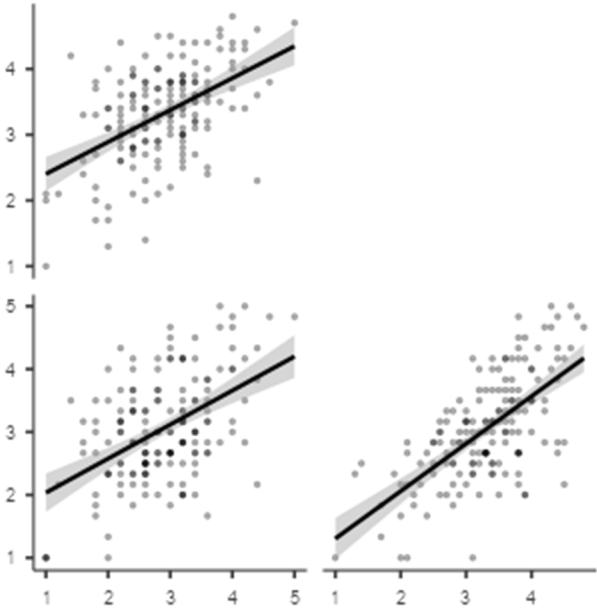
CF

TL

CA

CF

TL

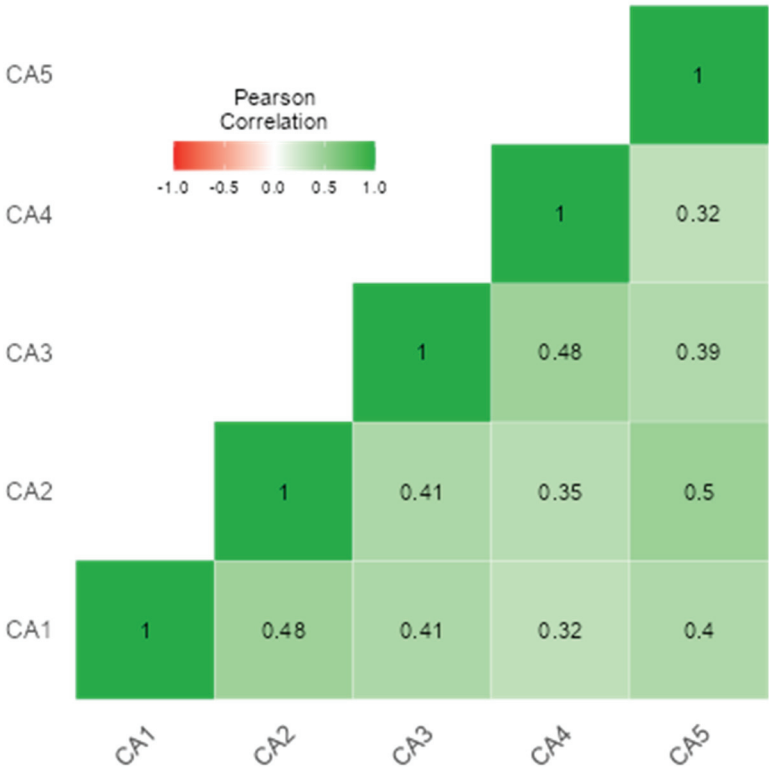


Reliability Analysis

Scale Reliability Statistics

	Mean	SD	Cronbach's α	McDonald's ω
scale	2.88	0.746	0.774	0.775

Correlation Heatmap



Reliability Analysis

Scale Reliability Statistics

	Mean	SD	Cronbach's α	McDonald's ω
scale	3.05	0.837	0.822	0.827

Correlation Heatmap



Reliability Analysis

Scale Reliability Statistics

	Mean	SD	Cronbach's α	McDonald's ω
scale	3.32	0.721	0.840	0.846

Correlation Heatmap

