**Appendix B. Study 2 Survey Items**

Demographic information:

Q1: What is your gender?  
□ Male □ Female

Q2: What is your leader’s gender?  
□ Male □ Female

Q3: What is your age?  
□ Under 18 □ 18 – 25 □ 26 – 30 □ 31 – 40 □ 41 – 50 □ 51 – 60 □ Above 60

Q3: What is your leader’s age?  
□ Under 18 □ 18 – 25 □ 26 – 30 □ 31 – 40 □ 41 – 50 □ 51 – 60 □ Above 60

Q4: What is your education level?  
□ Junior high or below □ Senior high □ Diploma □ Undergraduate degree □ Postgraduate degree or above

Q5: What is your marital status?  
□ Single □ Married □ Divorced

Q5: Which industry or sector are you in?  
□ Marketing □ Procurement □ Administration □ HR □ Operations □ Self-employed □ Accounting □ Top management □ Lawyer □ Design □ Service provider □ Engineer □ Farming □ Manual labor □ Student □ Housewife □ Unemployed □ Administration □ Education □ Medical □ Science □ Government

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Knowledge-Focused Leadership  To what extent did your supervisor do the following in this past week? | | Never (1)  Seldom (2) Occasionally (3) Often (4)  Always (5) | | | | |
| 1 | My supervisor shared the history of his/her career in order to teach me. | 1 | 2 | 3 | 4 | 5 |
| 2 | My supervisor highlighted the specific ways that would facilitate my future productivity. | 1 | 2 | 3 | 4 | 5 |
| 3 | My supervisor provided me with guidance to help me get a job well done. | 1 | 2 | 3 | 4 | 5 |
| 4 | My supervisor gave me tips on how to boost my future performance. | 1 | 2 | 3 | 4 | 5 |
| 5 | My supervisor guided me to develop value-adding work ideas. | 1 | 2 | 3 | 4 | 5 |
| 6 | My supervisor taught me how to solve work problems. | 1 | 2 | 3 | 4 | 5 |
| 7 | My supervisor encouraged me to consider different ways of doing my job. | 1 | 2 | 3 | 4 | 5 |
| 8 | My supervisor gave me specific tips for future improvement. | 1 | 2 | 3 | 4 | 5 |
| 9 | My supervisor gave me instructions on the task details and steps for me to follow. | 1 | 2 | 3 | 4 | 5 |
| 10 | My supervisor gave me hints on how to finish a complicated task. | 1 | 2 | 3 | 4 | 5 |
| 11 | My supervisor taught me how to finish a task efficiently. | 1 | 2 | 3 | 4 | 5 |
| 12 | My supervisor gave me instructions on how to initiate a new task or project. | 1 | 2 | 3 | 4 | 5 |
| 13 | My supervisor told me about his/her past mistakes in order for me to avoid making the same mistakes. | 1 | 2 | 3 | 4 | 5 |
| 14 | My supervisor told me how he/she did a job and how he/she made it better in order to help me improve. | 1 | 2 | 3 | 4 | 5 |
| 15 | My supervisor gave me tips on how to collaborate with other departments or working teams. | 1 | 2 | 3 | 4 | 5 |
| 16 | My supervisor taught me how to deliver an idea in a report or presentation. | 1 | 2 | 3 | 4 | 5 |
| 17 | My supervisor taught me how to talk to a client properly. | 1 | 2 | 3 | 4 | 5 |
| 18 | My supervisor taught me how to pick up a new skill related to work. | 1 | 2 | 3 | 4 | 5 |
| 19 | My supervisor told me the requirements of a work/task/job and how to achieve them. | 1 | 2 | 3 | 4 | 5 |
| 20 | My supervisor told me his/her own promotion path or career journey to enlighten me. | 1 | 2 | 3 | 4 | 5 |
| 21 | My supervisor gave me feedback on my overall job performance. | 1 | 2 | 3 | 4 | 5 |
| 22 | My supervisor gave me feedback on the technical aspects of the job. | 1 | 2 | 3 | 4 | 5 |
| 23 | My supervisor gave me feedback on my role behaviors. | 1 | 2 | 3 | 4 | 5 |
| 24 | My supervisor gave me feedback on my social behaviors. | 1 | 2 | 3 | 4 | 5 |
| 25 | My supervisor gave me feedback on my submitted tasks/projects. | 1 | 2 | 3 | 4 | 5 |
| 26 | My supervisor gave me feedback in order to enhance my future performance. | 1 | 2 | 3 | 4 | 5 |
| 27 | My supervisor gave me feedback on how to handle a difficult task. | 1 | 2 | 3 | 4 | 5 |
| 28 | My supervisor gave me feedback on how to best communicate with other departments/teams/colleagues. | 1 | 2 | 3 | 4 | 5 |
| 29 | My supervisor gave me feedback when I violated some social taboos or norms. | 1 | 2 | 3 | 4 | 5 |
| 30 | My supervisor gave me feedback on how I performed in general and how to improve specifically. | 1 | 2 | 3 | 4 | 5 |
| 31 | My supervisor gave me feedback on why I was criticized by others and gave me instructions. | 1 | 2 | 3 | 4 | 5 |
| 32 | My supervisor gave me feedback on my presentations and how to improve them. | 1 | 2 | 3 | 4 | 5 |
| 33 | My supervisor gave me feedback on what I have done right and what I have done wrong. | 1 | 2 | 3 | 4 | 5 |
| 34 | My supervisor let me know what to improve and how to improve. | 1 | 2 | 3 | 4 | 5 |
| 35 | My supervisor delivered constructive feedback on my submitted work tasks. | 1 | 2 | 3 | 4 | 5 |
| 36 | My supervisor gave me timely feedback on my submitted work tasks. | 1 | 2 | 3 | 4 | 5 |
| 37 | My supervisor let me know the mistakes I have made in my work. | 1 | 2 | 3 | 4 | 5 |
| 38 | My supervisor discussed with me how a task could have been done differently. | 1 | 2 | 3 | 4 | 5 |
| 39 | My supervisor gave me feedback on things I have done well. | 1 | 2 | 3 | 4 | 5 |
| 40 | My supervisor gave me feedback on things I have done poorly. | 1 | 2 | 3 | 4 | 5 |
| 41 | My supervisor gave me assignments that prepared me for higher positions. | 1 | 2 | 3 | 4 | 5 |
| 42 | My supervisor gave me assignments that presented opportunities to learn new skills. | 1 | 2 | 3 | 4 | 5 |
| 43 | My supervisor gave me access to places where I could learn new materials. | 1 | 2 | 3 | 4 | 5 |
| 44 | My supervisor gave me opportunities to participate in internal training. | 1 | 2 | 3 | 4 | 5 |
| 45 | My supervisor gave me opportunities to participate in external training. | 1 | 2 | 3 | 4 | 5 |
| 46 | My supervisor gave me opportunities to connect with other organizations. | 1 | 2 | 3 | 4 | 5 |
| 47 | My supervisor gave me opportunities to try out new roles to learn new things. | 1 | 2 | 3 | 4 | 5 |
| 48 | My supervisor gave me opportunities to participate in new projects. | 1 | 2 | 3 | 4 | 5 |
| 49 | My supervisor gave me opportunities to engage in inter-departmental or inter-group projects. | 1 | 2 | 3 | 4 | 5 |
| 50 | My supervisor gave me opportunities to present in front of higher-level bosses. | 1 | 2 | 3 | 4 | 5 |
| 51 | My supervisor gave me opportunities to participate in inter-departmental or inter-group meetings or activities. | 1 | 2 | 3 | 4 | 5 |
| 52 | My supervisor invited internal/external trainers to teach us. | 1 | 2 | 3 | 4 | 5 |
| 53 | My supervisor purchased courses online/offline to let us join in and learn. | 1 | 2 | 3 | 4 | 5 |
| 54 | My supervisor prepared materials to help me learn. | 1 | 2 | 3 | 4 | 5 |
| 55 | My supervisor looked for learning opportunities on my behalf. | 1 | 2 | 3 | 4 | 5 |
| 56 | My supervisor connected me with learning activities. | 1 | 2 | 3 | 4 | 5 |
| 57 | My supervisor created opportunities for me to acquire new skills. | 1 | 2 | 3 | 4 | 5 |
| 58 | My supervisor nominated me when there were new roles. | 1 | 2 | 3 | 4 | 5 |
| 59 | My supervisor recommended me when learning opportunities arose. | 1 | 2 | 3 | 4 | 5 |
| 60 | My supervisor created chances for me to learn on and off the job. | 1 | 2 | 3 | 4 | 5 |
| 61 | My supervisor proactively showed his/her attitudes and values to us. | 1 | 2 | 3 | 4 | 5 |
| 62 | My supervisor encouraged me to follow his/her lead to internalize the organization’s values. | 1 | 2 | 3 | 4 | 5 |
| 63 | My supervisor demonstrated to me how to behave and what to do as a leader. | 1 | 2 | 3 | 4 | 5 |
| 64 | My supervisor showed me the best way to present to a client. | 1 | 2 | 3 | 4 | 5 |
| 65 | My supervisor set an example of how to be an outstanding performer in completing a task. | 1 | 2 | 3 | 4 | 5 |
| 66 | My supervisor set an example of how to present in front of the bosses. | 1 | 2 | 3 | 4 | 5 |
| 67 | My supervisor set an example of displaying appropriate behaviors in the workplace. | 1 | 2 | 3 | 4 | 5 |
| 68 | My supervisor demonstrated the organization’s values in his/her actions. | 1 | 2 | 3 | 4 | 5 |
| 69 | My supervisor set an example of how to overcome hurdles in the workplace. | 1 | 2 | 3 | 4 | 5 |
| 70 | My supervisor showed me how to collaborate with people from different backgrounds. | 1 | 2 | 3 | 4 | 5 |
| 71 | My supervisor showed me how to communicate with other colleagues or other departments by inviting me to join the talk and observe. | 1 | 2 | 3 | 4 | 5 |
| 72 | My supervisor showed me how to communicate with the bosses or the management team. | 1 | 2 | 3 | 4 | 5 |
| 73 | My supervisor was a perfect example for me to learn. | 1 | 2 | 3 | 4 | 5 |
| 74 | My supervisor’s actions demonstrated to me what a successful professional in this organization was like. | 1 | 2 | 3 | 4 | 5 |
| 75 | My supervisor always endeavored to look like the ideal leader who did well on all fronts. | 1 | 2 | 3 | 4 | 5 |
| 76 | My supervisor ensured that he/she displayed the best behavior in front of me in order for me to learn. | 1 | 2 | 3 | 4 | 5 |
| 77 | Without my supervisor, I do not have an example to look up to in the workplace. | 1 | 2 | 3 | 4 | 5 |
| 78 | My supervisor asked me to learn from him/her when he/she needed to speak or present. | 1 | 2 | 3 | 4 | 5 |
| 79 | My supervisor asked me to learn from the ways he handled a job task. | 1 | 2 | 3 | 4 | 5 |
| 80 | My supervisor told me to learn from how he navigated the workplace. | 1 | 2 | 3 | 4 | 5 |

**Appendix C. Study 3 Survey Items**

Demographic information:

Q1: What is your gender?  
□ Male □ Female

Q2: What is your leader’s gender?  
□ Male □ Female

Q3: What is your age?  
□ Under 18 □ 18 – 25 □ 26 – 30 □ 31 – 40 □ 41 – 50 □ 51 – 60 □ Above 60

Q3: What is your leader’s age?  
□ Under 18 □ 18 – 25 □ 26 – 30 □ 31 – 40 □ 41 – 50 □ 51 – 60 □ Above 60

Q4: What is your education level?  
□ Junior high or below □ Senior high □ Diploma □ Undergraduate degree □ Postgraduate degree or above

Q5: What is your marital status?  
□ Single □ Married □ Divorced

Q5: Which industry or sector are you in?  
□ Marketing □ Procurement □ Administration □ HR □ Operations □ Self-employed □ Accounting □ Top management □ Lawyer □ Design □ Service provider □ Engineer □ Farming □ Manual labor □ Student □ Housewife □ Unemployed □ Administration □ Education □ Medical □ Science □ Government

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Transformational Leadership  To what extent did your supervisor do the following in this past week? | | Never (1)  Seldom (2) Occasionally (3) Often (4)  Always (5) | | | | |
|  | Idealized influence (attributed) |
| 1 | Talks about their most important values and beliefs. | 1 | 2 | 3 | 4 | 5 |
| 2 | Goes beyond self-interest for the good of the group. | 1 | 2 | 3 | 4 | 5 |
| 3 | Acts in ways that builds my respect. | 1 | 2 | 3 | 4 | 5 |
| 4 | Displays a sense of power and confidence. | 1 | 2 | 3 | 4 | 5 |
|  | Idealized influence (behavior) |  | | | | |
| 5 | Talks about their most important values and beliefs. | 1 | 2 | 3 | 4 | 5 |
| 6 | Specifies the importance of having a strong sense of purpose. | 1 | 2 | 3 | 4 | 5 |
| 7 | Considers the moral and ethical consequences of decisions. | 1 | 2 | 3 | 4 | 5 |
| 8 | Emphasizes the importance of having a collective sense of mission. | 1 | 2 | 3 | 4 | 5 |
| 9 | Talks optimistically about the future. | 1 | 2 | 3 | 4 | 5 |
| 10 | Talks enthusiastically about what needs to be accomplished. | 1 | 2 | 3 | 4 | 5 |
| 11 | Articulates a compelling vision of the future. | 1 | 2 | 3 | 4 | 5 |
| 12 | Expresses confidence that goals will be achieved. | 1 | 2 | 3 | 4 | 5 |
| 13 | Re-examines critical assumptions to question whether they are appropriate. | 1 | 2 | 3 | 4 | 5 |
| 14 | Seeks differing perspectives when solving problems. | 1 | 2 | 3 | 4 | 5 |
| 15 | Gets me to look at problems from many different angles. | 1 | 2 | 3 | 4 | 5 |
| 16 | Suggests new ways of looking at how to complete assignments. | 1 | 2 | 3 | 4 | 5 |
|  | Individualized consideration |  | | | | |
| 17 | Spends time teaching and coaching. | 1 | 2 | 3 | 4 | 5 |
| 18 | Treats me as an individual rather than just as a member of a group. | 1 | 2 | 3 | 4 | 5 |
| 19 | Considers me as having different needs, abilities, and aspirations from others. | 1 | 2 | 3 | 4 | 5 |
| 20 | Helps me to develop my strengths. | 1 | 2 | 3 | 4 | 5 |
| Transactional Leadership  To what extent did your supervisor do the following in this past week? | | Never (1)  Seldom (2) Occasionally (3) Often (4)  Always (5) | | | | |
|  | Contingent reward |
| 21 | Provides me with assistance in exchange for my efforts. | 1 | 2 | 3 | 4 | 5 |
| 22 | Discusses in specific terms who is responsible for achieving performance targets. | 1 | 2 | 3 | 4 | 5 |
| 23 | Makes clear what one can expect to receive when performance goals are achieved. | 1 | 2 | 3 | 4 | 5 |
| 24 | Expresses satisfaction when I meet expectations. | 1 | 2 | 3 | 4 | 5 |
|  | Management-by-exception (active) |  | | | | |
| 25 | Focuses attention on irregularities, mistakes, exceptions, and deviations from standards. | 1 | 2 | 3 | 4 | 5 |
| 26 | Concentrates his/her full attention on dealing with mistakes, complaints, and failures. | 1 | 2 | 3 | 4 | 5 |
| 27 | Keeps track of all mistakes. | 1 | 2 | 3 | 4 | 5 |
| 28 | Directs my attention toward failures to meet standards. | 1 | 2 | 3 | 4 | 5 |
|  | Management-by-exception (passive) |  | | | | |
| 29 | Fails to interfere until problems become serious. | 1 | 2 | 3 | 4 | 5 |
| 30 | Waits for things to go wrong before taking action. | 1 | 2 | 3 | 4 | 5 |
| 31 | Shows that he/she is a firm believer in “If it ain’t broke, don’t fix it.”. | 1 | 2 | 3 | 4 | 5 |
| Servant Leadership  To what extent did your supervisor do the following in this past week? | | Never (1)  Seldom (2) Occasionally (3) Often (4)  Always (5) | | | | |
| 32 | My leader can tell if something work-related is going wrong. | 1 | 2 | 3 | 4 | 5 |
| 33 | My leader makes my career development a priority. | 1 | 2 | 3 | 4 | 5 |
| 34 | I would seek help from my leader if I had a personal problem. | 1 | 2 | 3 | 4 | 5 |
| 35 | My leader emphasizes the importance of giving back to the community. | 1 | 2 | 3 | 4 | 5 |
| 36 | My leader puts my best interests ahead of his/her own. | 1 | 2 | 3 | 4 | 5 |
| 37 | My leader gives me the freedom to handle difficult situations in the way that I feel is best. | 1 | 2 | 3 | 4 | 5 |
| 38 | My leader would NOT compromise ethical principles in order to achieve success. | 1 | 2 | 3 | 4 | 5 |
| Ethical Leadership  To what extent did your supervisor do the following in this past week? | | Never (1)  Seldom (2) Occasionally (3) Often (4)  Always (5) | | | | |
| 39 | My supervisor conducts his/her personal life in an ethical manner. | 1 | 2 | 3 | 4 | 5 |
| 40 | My supervisor defines success not just by results but also the way that they are obtained. | 1 | 2 | 3 | 4 | 5 |
| 41 | My supervisor listens to what employees have to say. | 1 | 2 | 3 | 4 | 5 |
| 42 | My supervisor disciplines employees who violate ethical standards. | 1 | 2 | 3 | 4 | 5 |
| 43 | My supervisor makes fair and balanced decisions. | 1 | 2 | 3 | 4 | 5 |
| 44 | My supervisor can be trusted. | 1 | 2 | 3 | 4 | 5 |
| 45 | My supervisor discusses business ethics or values with employees. | 1 | 2 | 3 | 4 | 5 |
| 46 | My supervisor sets an example of how to do things the right way in terms of ethics. | 1 | 2 | 3 | 4 | 5 |
| 47 | My supervisor has the best interests of employees in mind. | 1 | 2 | 3 | 4 | 5 |
| 48 | When making decisions, my supervisor asks “what is the right thing to do?”. | 1 | 2 | 3 | 4 | 5 |
| Empowering Leadership  To what extent did your supervisor do the following in this past week? | | Never (1)  Seldom (2) Occasionally (3) Often (4)  Always (5) | | | | |
|  | Independent action |
| 49 | Encourages me to find solutions to my problems without his/her direct input. | 1 | 2 | 3 | 4 | 5 |
| 50 | Urges me to assume responsibilities on my own. | 1 | 2 | 3 | 4 | 5 |
| 51 | Advises me to solve problems when they pop up without always getting a stamp of approval. | 1 | 2 | 3 | 4 | 5 |
| 52 | Encourages me to search for solutions without supervision. | 1 | 2 | 3 | 4 | 5 |
|  | Opportunistic thinking |  | | | | |
| 53 | Urges me to think of problems as opportunities rather than obstacles. | 1 | 2 | 3 | 4 | 5 |
| 54 | Advises me to look for the opportunities in the problems I face. | 1 | 2 | 3 | 4 | 5 |
| 55 | Encourages me to view unsuccessful performance as a chance to learn. | 1 | 2 | 3 | 4 | 5 |
|  | Cooperative action |  | | | | |
| 56 | Urges me to work as a team with the other teachers who work at the school. | 1 | 2 | 3 | 4 | 5 |
| 57 | Encourages me to work together with other teachers who work at the school. | 1 | 2 | 3 | 4 | 5 |
| 58 | Advises me to coordinate my efforts with the other teachers who work at the school. | 1 | 2 | 3 | 4 | 5 |
| Authentic Leadership  To what extent did your supervisor do the following in this past week? | | Never (1)  Seldom (2) Occasionally (3) Often (4)  Always (5) | | | | |
|  | Self-awareness |
| 59 | Seeks feedback to improve interactions with others. | 1 | 2 | 3 | 4 | 5 |
| 60 | Accurately describes how others view his or her capabilities. | 1 | 2 | 3 | 4 | 5 |
|  | Relational transparency |  | | | | |
| 61 | Says exactly what he or she means. | 1 | 2 | 3 | 4 | 5 |
| 62 | Is willing to admit mistakes when they are made. | 1 | 2 | 3 | 4 | 5 |
|  | Internalized moral perspective |  | | | | |
| 63 | Demonstrates beliefs that are consistent with actions. | 1 | 2 | 3 | 4 | 5 |
| 64 | Makes decisions based on his/her core beliefs. | 1 | 2 | 3 | 4 | 5 |
|  | Balanced processing |  | | | | |
| 65 | Solicits views that challenge his or her deeply held positions. | 1 | 2 | 3 | 4 | 5 |
| 66 | Listens carefully to different points of view before coming to conclusions. | 1 | 2 | 3 | 4 | 5 |
| Supervisory Mentoring  To what extent did your supervisor do the following in this past week? | | Never (1)  Seldom (2) Occasionally (3) Often (4)  Always (5) | | | | |
|  | Vocational mentoring |
| 67 | My supervisor takes a personal interest in my career. | 1 | 2 | 3 | 4 | 5 |
| 68 | My supervisor has placed me in important assignments. | 1 | 2 | 3 | 4 | 5 |
| 69 | My supervisor gives me special coaching on the job. | 1 | 2 | 3 | 4 | 5 |
| 70 | My supervisor advises me about promotional opportunities. | 1 | 2 | 3 | 4 | 5 |
| 71 | My supervisor helps me coordinate professional goals. | 1 | 2 | 3 | 4 | 5 |
| 72 | My supervisor has devoted special time and consideration to my career. | 1 | 2 | 3 | 4 | 5 |
|  | Social support mentoring |  | | | | |
| 73 | I share personal problems with my supervisor. | 1 | 2 | 3 | 4 | 5 |
| 74 | I socialize with my supervisor after work. | 1 | 2 | 3 | 4 | 5 |
| 75 | I exchange confidences with my supervisor. | 1 | 2 | 3 | 4 | 5 |
| 76 | I consider my supervisor to be a friend. | 1 | 2 | 3 | 4 | 5 |
| 77 | I often go to lunch with my supervisor. | 1 | 2 | 3 | 4 | 5 |
| Task Performance  To what extent did your do the following in this past week? | | Never (1)  Seldom (2) Occasionally (3) Often (4)  Always (5) | | | | |
| 78 | Adequately complete assigned duties. | 1 | 2 | 3 | 4 | 5 |
| 79 | Fulfils responsibilities specified in job descriptions | 1 | 2 | 3 | 4 | 5 |
| 80 | Performs tasks that are expected of him/her. | 1 | 2 | 3 | 4 | 5 |
| 81 | Meets formal performance requirements of the job. | 1 | 2 | 3 | 4 | 5 |
| 82 | Engages in activities that will directly affect his/her performance evaluation. | 1 | 2 | 3 | 4 | 5 |
| 83 | Neglects aspects of the job he/she is obligated to perform (reverse-coded). | 1 | 2 | 3 | 4 | 5 |
| 84 | Fails to perform essential duties (reverse-coded). | 1 | 2 | 3 | 4 | 5 |
| OCB  To what extent did your do the following in this past week? | | Never (1)  Seldom (2) Occasionally (3) Often (4)  Always (5) | | | | |
|  | OCBI |
| 85 | Helps others who have been absent. | 1 | 2 | 3 | 4 | 5 |
| 86 | Willingly gives his/her time to help others who have work-related problems. | 1 | 2 | 3 | 4 | 5 |
| 87 | Adjusts his/her work schedule to accommodate other employees' requests for time off. | 1 | 2 | 3 | 4 | 5 |
| 88 | Goes out of the way to make newer employees feel welcome in the work group. | 1 | 2 | 3 | 4 | 5 |
| 89 | Shows genuine concern and courtesy toward coworkers, even under the most trying business or personal situations. | 1 | 2 | 3 | 4 | 5 |
| 90 | Gives up time to help others who have work or nonwork problems. | 1 | 2 | 3 | 4 | 5 |
| 91 | Assists others with their duties. | 1 | 2 | 3 | 4 | 5 |
| 92 | Shares personal property with others to help their work. | 1 | 2 | 3 | 4 | 5 |
|  | OCBO |  | | | | |
| 93 | Attends functions that are not required but that help the organizational image. | 1 | 2 | 3 | 4 | 5 |
| 94 | Keeps up with developments in the organization. | 1 | 2 | 3 | 4 | 5 |
| 95 | Defends the organization when other employees criticize it. | 1 | 2 | 3 | 4 | 5 |
| 96 | Shows pride when representing the organization in public. | 1 | 2 | 3 | 4 | 5 |
| 97 | Offers ideas to improve the functioning of the organization. | 1 | 2 | 3 | 4 | 5 |
| 98 | Expresses loyalty toward the organization. | 1 | 2 | 3 | 4 | 5 |
| 99 | Takes action to protect the organization from potential problems. | 1 | 2 | 3 | 4 | 5 |
| 100 | Demonstrates concern about the image of the organization. | 1 | 2 | 3 | 4 | 5 |
| Workplace Deviance  To what extent did your do the following in this past week? | | Never (1)  Seldom (2) Occasionally (3) Often (4)  Always (5) | | | | |
| 101 | Made fun of my supervisor at work. | 1 | 2 | 3 | 4 | 5 |
| 102 | Played a mean prank on my supervisor. | 1 | 2 | 3 | 4 | 5 |
| 103 | Made an obscene comment or gesture toward my supervisor. | 1 | 2 | 3 | 4 | 5 |
| 104 | Acted rudely toward my supervisor. | 1 | 2 | 3 | 4 | 5 |
| 105 | Gossiped about my supervisor. | 1 | 2 | 3 | 4 | 5 |
| 106 | Made an ethnic, religious, or racial remark against my supervisor. | 1 | 2 | 3 | 4 | 5 |
| 107 | Publicly embarrassed my supervisor. | 1 | 2 | 3 | 4 | 5 |
| 108 | Swore at my supervisor. | 1 | 2 | 3 | 4 | 5 |
| 109 | Refused to talk to my supervisor. | 1 | 2 | 3 | 4 | 5 |
| 110 | Said something hurtful to my supervisor at work. | 1 | 2 | 3 | 4 | 5 |
| Knowledge-Focused Leadership  To what extent did your supervisor do the following in this past week? | | Never (1)  Seldom (2) Occasionally (3) Often (4)  Always (5) | | | | |
|  | Coaching |
| 111 | My supervisor highlighted the specific ways that would facilitate my future productivity. | 1 | 2 | 3 | 4 | 5 |
| 112 | My supervisor gave me tips on how to boost my future performance. | 1 | 2 | 3 | 4 | 5 |
| 113 | My supervisor taught me how to solve work problems. | 1 | 2 | 3 | 4 | 5 |
| 114 | My supervisor gave me specific tips for future improvement. | 1 | 2 | 3 | 4 | 5 |
| 115 | My supervisor gave me hints on how to finish a complicated task. | 1 | 2 | 3 | 4 | 5 |
|  | Feedback giving |  |  |  |  |  |
| 116 | My supervisor gave me feedback on my overall job performance. | 1 | 2 | 3 | 4 | 5 |
| 117 | My supervisor gave me feedback on my submitted tasks/projects. | 1 | 2 | 3 | 4 | 5 |
| 118 | My supervisor gave me feedback on how to handle a difficult task. | 1 | 2 | 3 | 4 | 5 |
| 119 | My supervisor gave me feedback when I violated some social taboos or norms. | 1 | 2 | 3 | 4 | 5 |
| 120 | My supervisor gave me feedback on how I performed in general and how to improve specifically. | 1 | 2 | 3 | 4 | 5 |
|  | Providing learning opportunity |  |  |  |  |  |
| 121 | My supervisor gave me opportunities to participate in internal training. | 1 | 2 | 3 | 4 | 5 |
| 122 | My supervisor gave me opportunities to connect with other organizations. | 1 | 2 | 3 | 4 | 5 |
| 123 | My supervisor gave me opportunities to try out new roles to learn new things. | 1 | 2 | 3 | 4 | 5 |
| 124 | My supervisor gave me opportunities to participate in new projects. | 1 | 2 | 3 | 4 | 5 |
| 125 | My supervisor gave me opportunities to participate in inter-departmental or inter-group meetings or activities. | 1 | 2 | 3 | 4 | 5 |
|  | Proactive example setting |  |  |  |  |  |
| 126 | My supervisor showed me the best way to present to a client. | 1 | 2 | 3 | 4 | 5 |
| 127 | My supervisor set an example of how to be an outstanding performer in completing a task. | 1 | 2 | 3 | 4 | 5 |
| 128 | My supervisor set an example of displaying appropriate behaviors in the workplace. | 1 | 2 | 3 | 4 | 5 |
| 129 | My supervisor demonstrated the organization’s values in his/her actions. | 1 | 2 | 3 | 4 | 5 |
| 230 | My supervisor ensured that he/she displayed the best behavior in front of me in order for me to learn. | 1 | 2 | 3 | 4 | 5 |

**Appendix D. Study 4 Survey Items**

**Entry Survey (Week 1)**

Demographic information:

Q1: What is your gender?  
□ Male □ Female

Q2: What is your leader’s gender?  
□ Male □ Female

Q3: What is your education level?  
□ Junior high or below □ Senior high □ Diploma □ Undergraduate degree □ Postgraduate degree or above

Q4: Which industry or sector are you in?  
□ Consumer goods □ Government □ Engineering □ Internet □ Education □ Manufacture □ Accounting □ Finance □ Legal □ Fashion

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Knowledge-Focused Leadership  To what extent did your supervisor do the following in this past week? | | Never (1)  Seldom (2) Occasionally (3) Often (4)  Always (5) | | | | |
|  | Coaching |
| 1 | My supervisor highlighted the specific ways that would facilitate my future productivity. | 1 | 2 | 3 | 4 | 5 |
| 2 | My supervisor gave me tips on how to boost my future performance. | 1 | 2 | 3 | 4 | 5 |
| 3 | My supervisor taught me how to solve work problems. | 1 | 2 | 3 | 4 | 5 |
| 4 | My supervisor gave me specific tips for future improvement. | 1 | 2 | 3 | 4 | 5 |
| 5 | My supervisor gave me hints on how to finish a complicated task. | 1 | 2 | 3 | 4 | 5 |
|  | Feedback giving |  | | | | |
| 6 | My supervisor gave me feedback on my overall job performance. | 1 | 2 | 3 | 4 | 5 |
| 7 | My supervisor gave me feedback on my submitted tasks/projects. | 1 | 2 | 3 | 4 | 5 |
| 8 | My supervisor gave me feedback on how to handle a difficult task. | 1 | 2 | 3 | 4 | 5 |
| 9 | My supervisor gave me feedback when I violated some social taboos or norms. | 1 | 2 | 3 | 4 | 5 |
| 10 | My supervisor gave me feedback on how I performed in general and how to improve specifically. | 1 | 2 | 3 | 4 | 5 |
|  | Providing learning opportunity |  | | | | |
| 11 | My supervisor gave me opportunities to participate in internal training. | 1 | 2 | 3 | 4 | 5 |
| 12 | My supervisor gave me opportunities to connect with other organizations. | 1 | 2 | 3 | 4 | 5 |
| 13 | My supervisor gave me opportunities to try out new roles to learn new things. | 1 | 2 | 3 | 4 | 5 |
| 14 | My supervisor gave me opportunities to participate in new projects. | 1 | 2 | 3 | 4 | 5 |
| 15 | My supervisor gave me opportunities to participate in inter-departmental or inter-group meetings or activities. | 1 | 2 | 3 | 4 | 5 |
|  | Proactive example setting |  | | | | |
| 16 | My supervisor showed me the best way to present to a client. | 1 | 2 | 3 | 4 | 5 |
| 17 | My supervisor set an example of how to be an outstanding performer in completing a task. | 1 | 2 | 3 | 4 | 5 |
| 18 | My supervisor set an example of displaying appropriate behaviors in the workplace. | 1 | 2 | 3 | 4 | 5 |
| 19 | My supervisor demonstrated the organization’s values in his/her actions. | 1 | 2 | 3 | 4 | 5 |
| 20 | My supervisor ensured that he/she displayed the best behavior in front of me in order for me to learn. | 1 | 2 | 3 | 4 | 5 |
| Mastery Goal Orientation  To what extent do you agree with the following statements:  I feel most successful in my job when… | | Strongly disagree (1)  Disagree (2) Neutral (3)  Agree (4)  Strongly agree (5) | | | | |
| 21 | I improve on particular aspects. | 1 | 2 | 3 | 4 | 5 |
| 22 | I feel I am improving. | 1 | 2 | 3 | 4 | 5 |
| 23 | I acquire new knowledge or master a new skill which was difficult for me in the past. | 1 | 2 | 3 | 4 | 5 |
| 24 | I learn something that motivates me to continue. | 1 | 2 | 3 | 4 | 5 |
| 25 | I acquire new knowledge or learn a new skill by trying hard. | 1 | 2 | 3 | 4 | 5 |
| 26 | I get the maximum out of myself. | 1 | 2 | 3 | 4 | 5 |
| 27 | I learn something new that is fun to do. | 1 | 2 | 3 | 4 | 5 |
| 28 | I learn something that makes me want to practice more. | 1 | 2 | 3 | 4 | 5 |
| Performance Goal Orientation  To what extent do you agree with the following statements:  I feel most successful in my job when… | | Strongly disagree (1)  Disagree (2) Neutral (3)  Agree (4)  Strongly agree (5) | | | | |
| 29 | I am the best. | 1 | 2 | 3 | 4 | 5 |
| 30 | others cannot do as well as me. | 1 | 2 | 3 | 4 | 5 |
| 31 | I perform better than my colleagues. | 1 | 2 | 3 | 4 | 5 |
| 32 | I can clearly demonstrate that I am the best-qualified person. | 1 | 2 | 3 | 4 | 5 |
| 33 | others mess up and I do not. | 1 | 2 | 3 | 4 | 5 |
| 34 | I accomplish something where others failed. | 1 | 2 | 3 | 4 | 5 |
| 35 | I am the only one who knows about particular things or who has a particular skill. | 1 | 2 | 3 | 4 | 5 |
| 36 | I am clearly the most productive employee. | 1 | 2 | 3 | 4 | 5 |
| LMX  To what extent do you agree with the following statements? | | Strongly disagree (1)  Disagree (2) Neutral (3)  Agree (4)  Strongly agree (5) | | | | |
| 37 | I know how satisfied my leader is with what I do. | 1 | 2 | 3 | 4 | 5 |
| 38 | My leader understands my job problems and needs. | 1 | 2 | 3 | 4 | 5 |
| 39 | My leader recognizes my potential. | 1 | 2 | 3 | 4 | 5 |
| 40 | My leader would use his or her power to help me solve problems in my work. | 1 | 2 | 3 | 4 | 5 |
| 41 | My leader would bail me out at his or her expense. | 1 | 2 | 3 | 4 | 5 |
| 42 | I have enough confidence in my leader that I would define and justify his or her decision if he or she were not present to do so. | 1 | 2 | 3 | 4 | 5 |
| 43 | My working relationship with my leader is effective. | 1 | 2 | 3 | 4 | 5 |

**Weekly Survey (Week 2 to Week 9)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Job Knowledge (Supervisor-Rated) | | Not at all knowledgeable (1)  Not knowledgeable (2)  Neutral (3) Knowledgeable (4)  Very knowledgeable (5) | | | | |
| 1 | This week, how do you evaluate this subordinate’s knowledge about his/her job? | 1 | 2 | 3 | 4 | 5 |
|  |  | Novice (1)  Picking up (2)  Intermediate (3)  Skillful (4)  Expert (5) | | | | |
| 2 | This week, how would you rate this subordinate’s level of expertise in his/her job tasks? | 1 | 2 | 3 | 4 | 5 |
| Contextual Knowledge (Supervisor-Rated) | | Not at all knowledgeable (1)  Not knowledgeable (2)  Neutral (3) Knowledgeable (4)  Very knowledgeable (5) | | | | |
|  | Strategy knowledge | 1 | 2 | 3 | 4 | 5 |
| 3 | This week, how would you evaluate this subordinate’s understanding of the organization’s strategy, goals, and objectives? | 1 | 2 | 3 | 4 | 5 |
|  |  | Novice (1)  Picking up (2)  Intermediate (3)  Skillful (4)  Expert (5) | | | | |
| 4 | This week, how would you rate this subordinate’s level of expertise in his/her understanding of the organization’s strategy, goals, and objectives? | 1 | 2 | 3 | 4 | 5 |
|  | Relational knowledge | Not at all knowledgeable (1)  Not knowledgeable (2)  Neutral (3) Knowledgeable (4)  Very knowledgeable (5) | | | | |
| 5 | This week, how would you evaluate this subordinate’s understanding of interpersonal relationships, key stakeholders, and daily routine and communication in the workplace? | 1 | 2 | 3 | 4 | 5 |
|  |  | Novice (1)  Picking up (2)  Intermediate (3)  Skillful (4)  Expert (5) | | | | |
| 6 | This week, how would you rate this subordinate’s level of expertise in his/her understanding of interpersonal relationships, key stakeholders, and daily routine and communication in the workplace? | 1 | 2 | 3 | 4 | 5 |
|  |  | Not at all knowledgeable (1)  Not knowledgeable (2)  Neutral (3) Knowledgeable (4)  Very knowledgeable (5) | | | | |
| 7 | This week, how would you evaluate this subordinate’s understanding of the implicit and explicit social norms, social taboos, and expected behaviors of the organization? | 1 | 2 | 3 | 4 | 5 |
|  |  | Novice (1)  Picking up (2)  Intermediate (3)  Skillful (4)  Expert (5) | | | | |
| 8 | This week, how would you rate this subordinate’s level of expertise in understanding the implicit and explicit social norms, social taboos, and expected behaviors of the organization? | 1 | 2 | 3 | 4 | 5 |
| Voice (Subordinate-Rated)  To what extent do you agree with the following descriptions of what you did in this past week? | | Strongly disagree (1)  Disagree (2) Neutral (3)  Agree (4)  Strongly agree (5) | | | | |
|  | Promotive voice |  | | | | |
| 9 | This week, this subordinate proactively developed and made suggestions for issues that influenced the organization. | 1 | 2 | 3 | 4 | 5 |
| 10 | This week, this subordinate proactively suggested new projects which were beneficial to the organization. | 1 | 2 | 3 | 4 | 5 |
| 11 | This week, this subordinate raised suggestions to improve the work procedures. | 1 | 2 | 3 | 4 | 5 |
| 12 | This week, this subordinate proactively voiced out constructive suggestions that helped the organization reach its goals. | 1 | 2 | 3 | 4 | 5 |
| 13 | This week, this subordinate made constructive suggestions to improve the organization’s operation. | 1 | 2 | 3 | 4 | 5 |
|  | Prohibitive voice |  | | | | |
| 14 | This week, this subordinate advised other colleagues against undesirable behaviors that would hamper job performance. | 1 | 2 | 3 | 4 | 5 |
| 15 | This week, this subordinate spoke up honestly with problems that might cause serious loss to the organization, even when dissenting opinions existed. | 1 | 2 | 3 | 4 | 5 |
| 16 | This week, this subordinate dared to voice out opinions on things that might affect efficiency in the organization, even if that would embarrass others. | 1 | 2 | 3 | 4 | 5 |
| 17 | This week, this subordinate dared to point out problems when they appeared in the organization, even if that would hamper relationships with other colleagues. | 1 | 2 | 3 | 4 | 5 |
| 18 | This week, this subordinate proactively reported coordination problems in the workplace to the management. | 1 | 2 | 3 | 4 | 5 |

**Appendix E. Study 5 Survey Items**

Demographic information:

Q1: What is your gender?  
□ Male □ Female

Q2: What is your age?  
□ Under 18 □ 18 – 25 □ 26 – 30 □ 31 – 40 □ 41 – 50 □ 51 – 60 □ Above 60

Q3: What is your education level?  
□ Junior high or below □ Senior high □ Diploma □ Undergraduate degree □ Postgraduate degree or above

Q4: What is your work tenure?

□ Less than 1 □ 1 – 3 □ 3 – 5 □ 5 – 10 □ More than 10

Q5: What is your leader’s gender?  
□ Male □ Female

Q6: What is your leader’s age?  
□ Under 18 □ 18 – 25 □ 26 – 30 □ 31 – 40 □ 41 – 50 □ 51 – 60 □ Above 60

Q7: What is your leader’s work tenure?

□ Less than 1 □ 1 – 3 □ 3 – 5 □ 5 – 10 □ More than 10

Q8: Which industry or sector are you in?  
□ Marketing □ Procurement □ Administration □ HR □ Operations □ Self-employed □ Accounting □ Top management □ Lawyer □ Design □ Service provider □ Engineer □ Farming □ Manual labor □ Education □ Medical □ Science □ Sales □ Finance □ Government

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Knowledge-Focused Leadership  To what extent did your supervisor do the following in this past week? | | Never (1)  Seldom (2) Occasionally (3) Often (4)  Always (5) | | | | | | | | | | | | | | |
|  | Coaching |
| 1 | My supervisor highlighted the specific ways that would facilitate my future productivity. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 2 | My supervisor gave me tips on how to boost my future performance. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 3 | My supervisor taught me how to solve work problems. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 4 | My supervisor gave me specific tips for future improvement. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 5 | My supervisor gave me hints on how to finish a complicated task. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
|  | Feedback giving |  | | | | | | | | | | | | | | |
| 6 | My supervisor gave me feedback on my overall job performance. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 7 | My supervisor gave me feedback on my submitted tasks/projects. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 8 | My supervisor gave me feedback on how to handle a difficult task. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 9 | My supervisor gave me feedback when I violated some social taboos or norms. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 10 | My supervisor gave me feedback on how I performed in general and how to improve specifically. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
|  | Providing learning opportunity |  | | | | | | | | | | | | | | |
| 11 | My supervisor gave me opportunities to participate in internal training. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 12 | My supervisor gave me opportunities to connect with other organizations. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 13 | My supervisor gave me opportunities to try out new roles to learn new things. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 14 | My supervisor gave me opportunities to participate in new projects. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 15 | My supervisor gave me opportunities to participate in inter-departmental or inter-group meetings or activities. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
|  | Proactive example setting |  | | | | | | | | | | | | | | |
| 16 | My supervisor showed me the best way to present to a client. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 17 | My supervisor set an example of how to be an outstanding performer in completing a task. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 18 | My supervisor set an example of displaying appropriate behaviors in the workplace. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 19 | My supervisor demonstrated the organization’s values in his/her actions. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 20 | My supervisor ensured that he/she displayed the best behavior in front of me in order for me to learn. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| Personal Control  To what extent do you agree with the following descriptions? | | Strongly disagree (1)  Disagree (2) Neutral (3)  Agree (4)  Strongly agree (5) | | | | | | | | | | | | | | |
| 21 | In my organization, I can express my true feelings regarding my job. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 22 | In my organization, I can freely express my thoughts. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 23 | In my organization, expressing true feelings is welcomed. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 24 | Nobody in my organization will pick on me even if I have different opinions. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 25 | I’m not at all worried that expressing true thoughts in my workplace would do harm to myself. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| Generalized Self-Efficacy  To what extent do you agree with the following descriptions? | | Strongly disagree (1)  Disagree (2) Neutral (3)  Agree (4)  Strongly agree (5) | | | | | | | | | | | | | | |
| 26 | I can always manage to solve difficult problems if I try hard enough. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 27 | If someone opposes me, I can find the means and ways to get what I want. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 28 | It is easy for me to stick to my aims and accomplish my goals. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 29 | I am confident that I could deal efficiently with unexpected events. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 30 | Thanks to my resourcefulness, I know how to handle unforeseen situations. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 31 | I can solve most problems if I invest the necessary effort. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 32 | I can remain calm when facing difficulties because I can rely on my coping abilities. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 33 | When I am confronted with a problem, I can usually find several solutions. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 34 | If I am in trouble, I can usually think of a solution. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 35 | I can usually handle whatever comes my way. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| Attention Check | | Strongly disagree (1)  Disagree (2) Neutral (3)  Agree (4)  Strongly agree (5) | | | | | | | | | | | | | | |
| 36 | Please select “strongly agree” | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| Voice Self-Efficacy  To what extent do you agree with the following descriptions? | | Strongly disagree (1)  Disagree (2) Neutral (3)  Agree (4)  Strongly agree (5) | | | | | | | | | | | | | | |
| 37 | I am confident about my ability to speak up with constructive suggestions in the organization. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 38 | I feel that I am good at voicing constructive suggestions to my colleagues in the organization. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 39 | I feel that I am qualified to make useful suggestions at work. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 40 | I feel self-assured about my capabilities to voice my opinion about work activities in the organization. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 41 | I feel that I have enough skills and experience to voice my opinion in the organization. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| Job Satisfaction  To what extent do you agree with the following descriptions? | | Not at all satisfied (1)  Not satisfied (2) Neutral (3)  Satisfied (4)  Very satisfied (5) | | | | | | | | | | | | | | |
| 42 | How satisfied have you felt with your job recently? | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 43 | In general, how satisfied are you with your current employment? | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 44 | All things considered, how satisfied or dissatisfied are with your job? | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| Marker variable | | Less than once a month (1)  Once a month (2)  Twice a month (3)  Once a week (4)  Twice a week (5)  More than 3 times a week (6) | | | | | | | | | | | | | | |
| 45 | How often do you do sports? | 1 | | 2 | | | 3 | | | 4 | | | 5 | | | 6 | |
| Attention Check | | (1)  (2)  (3)  (4)  (5) | | | | | | | | | | | | | | |
| 46 | Please select “1” | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| Organizational Commitment  To what extent do you agree with the following descriptions? | | Strongly disagree (1)  Disagree (2) Neutral (3)  Agree (4)  Strongly agree (5) | | | | | | | | | | | | | | |
| 47 | I am quite proud to be able to tell people who it is I work for. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 48 | I sometimes feel like leaving this employment for good. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 49 | I'm not willing to put myself out just to help the organization. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 50 | Even if the firm were not doing too well financially, I would be reluctant to change to another employer. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 51 | I feel myself to be part of the organization. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 52 | In my work I like to feel I am making some effort, not just for myself but for the organization as well. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 53 | The offer of a bit more money with another employer would not seriously make me think of changing my job. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 54 | I would not recommend a close friend to join our staff. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 55 | To know that my own work had made a contribution to the good of the organization would please me. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| Marker variable | | Less than once a year (1)  Once a year (2)  Twice a year (3)  Once a quarter (4)  Once a month (5)  More than twice a month (6) | | | | | | | | | | | | | | |
| 56 | How often do you travel? | 1 | 2 | | | 3 | | | 4 | | | 5 | | | 6 | |
| Organizational Identification  To what extent do you agree with the following descriptions? | | Strongly disagree (1)  Disagree (2) Neutral (3)  Agree (4)  Strongly agree (5) | | | | | | | | | | | | | | |
| 57 | When someone criticizes this organization, it feels like a personal insult. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 58 | I am very interested in what others think about my organization. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 59 | When I talk about this organization, I usually say ‘we’ rather than ‘they’. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 60 | This organization’s successes are my successes. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 61 | When someone praises this organization, it feels like a personal compliment. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 62 | If a story in the media criticized the organization, I would feel embarrassed. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| Perceived Organizational Support  To what extent do you agree with the following descriptions? | | Strongly disagree (1)  Disagree (2) Neutral (3)  Agree (4)  Strongly agree (5) | | | | | | | | | | | | | | |
| 63 | The organization values my contribution to its well-being. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 64 | The organization strongly considers my goals and values. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 65 | The organization really cares about my well-being. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 66 | The organization is willing to help me when I need a special favor. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 67 | The organization shows very little concern for me. (R) | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 68 | The organization takes pride in my accomplishments at work. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| Verification Variable  Please type in your gender in Chinese. | | | | | | | | | | | | | | | | |
| 69 |  | | | | | | | | | | | | | | | |
| Psychological Safety  To what extent do you agree with the following descriptions? | | Strongly disagree (1)  Disagree (2) Neutral (3)  Agree (4)  Strongly agree (5) | | | | | | | | | | | | | | |
| 70 | If you make a mistake on this team, it is often held against you. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 71 | Members of this team are able to bring up problems and tough issues. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 72 | People on this team sometimes reject others for being different. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 73 | It is safe to take a risk on this team. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 74 | It is difficult o ask other members of this team for help. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 75 | No one on this team would deliberately act in a way that undermines my efforts. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| 76 | Working with members of this team, my unique skills and talents are valued and utilized. | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | |
| Marker variable | | Less than 35 (1)  35-37 (2)  38-40 (3)  41-43 (4)  44-45 (5)  More than 45 (6) | | | | | | | | | | | | | | |
| 77 | What is your shoe size? | 1 | 2 | | | 3 | | | 4 | | | 5 | | | 6 | |
| Social Desirability Scale  Do you agree or disagree with the following descriptions? | | Agree (1)  Disagree (2) | | | | | | | | | | | | | | |
| 78 | I like to gossip at times. | 1 | | | | | | | 2 | | | | | | | |
| 79 | There have been occasions when I took advantage of someone. | 1 | | | | | | | 2 | | | | | | | |
| 80 | I’m always willing to admit it when I make a mistake. | 1 | | | | | | | 2 | | | | | | | |
| 81 | I always try to practice what I preach. | 1 | | | | | | | 2 | | | | | | | |
| 82 | I sometimes try to get even rather than forgive and forget. | 1 | | | | | | | 2 | | | | | | | |
| 83 | At times I have really insisted on having things my own way. | 1 | | | | | | | 2 | | | | | | | |
| 84 | There have been occasions when I felt like smashing things. | 1 | | | | | | | 2 | | | | | | | |
| 85 | I never resent being asked to return a favor. | 1 | | | | | | | 2 | | | | | | | |
| 86 | I have never been irked when people expressed ideas very different from my own. | 1 | | | | | | | 2 | | | | | | | |
| 87 | I have never deliberately said something that hurt someone’s feelings. | 1 | | | | | | | 2 | | | | | | | |