

Appendix H: Results of subordinate questionnaires

A - Frequently, If not always, B - Fairly Often, C - Sometimes, D - Once in a while, E - Not at all

| | Senior Executive | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | | | | | | | | |
|----|---|---|---|---|---|---|---|---|---|---|---|---|---|--|--|---|---|
| | Descriptive statements | | | | | | | | | | | | | | | | |
| | Transactional leadership questions - Contingent reward | | | | | | | | | | | | | | | | |
| 7 | Assures me I can get what I personally want in exchange for my efforts. | A | A | C | D | D | C | D | C | A | D | A | A | | | A | A |
| 21 | Talks a lot about special commendations and promotions for good work. | B | C | C | B | C | E | B | C | B | D | A | B | | | B | C |
| 31 | Makes clear what I can expect if my performance meets designated standards. | A | A | C | B | B | D | D | B | B | D | B | A | | | B | A |
| 35 | Makes sure that payoffs for good subordinate performance are made as quickly as possible. | A | A | C | D | C | D | C | B | B | C | A | A | | | C | D |
| 47 | I decide what I want; he/she shows me how to get it. | C | C | C | D | B | D | E | C | B | C | B | B | | | B | A |
| 62 | Tells me what I should do if I want to be rewarded for my efforts. | A | A | B | D | B | D | D | C | B | C | A | A | | | B | A |

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| | Descriptive statements | | | | | | | | | | | | | | | | |
| 64 | Gives me what I want in exchange for showing my support for her/him. | B | D | D | C | C | D | D | B | C | C | A | E | | | B | C |
| | Transactional leadership questions - Management by exception | | | | | | | | | | | | | | | | |
| 13 | I put all my efforts into accomplishing each task as a consequence of his/her leadership. | A | B | B | C | B | C | A | A | A | A | A | A | | | A | A |
| 23 | Makes me concentrate on my self-interest rather than what is good for the company. | D | E | E | C | B | C | E | C | E | E | E | B | | | E | E |
| 25 | Is content to let me continue doing my job in the same way as always. | B | D | D | E | D | C | D | C | B | C | E | B | | | B | A |
| 38 | Is inner-directed. | C | C | B | C | B | C | A | B | C | C | | A | | | C | D |
| 45 | Accepts me for what I am as long as I do my job. | A | A | B | B | B | D | B | B | A | B | A | A | | | B | A |
| 48 | Sets standards for me which can be easily maintained. | B | C | C | B | B | C | E | B | B | B | B | B | | | B | C |
| 53 | Asks no more for me than what is absolutely essential to get the work done. | C | D | C | E | C | C | B | C | B | D | A | B | | | C | E |

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| | Descriptive statements | | | | | | | | | | | | | | | | |
| 56 | Tends to spend his/her time “putting our fires” rather than focusing on long term considerations. | B | B | D | C | C | D | D | D | D | C | D | B | | | B | B |
| 57 | Only tells me what I have to know to do my job. | B | D | C | E | B | C | E | D | C | A | E | E | | | D | E |
| 60 | As long as things are going right he/she does not try to change anything. | B | B | D | E | B | C | E | B | B | C | E | D | | | B | C |
| 63 | I cannot succeed in reaching our goals without him/her. | C | C | B | C | C | D | D | B | C | C | C | C | | | B | B |
| 68 | As long as the old ways work, he/she is satisfied with my performance. | C | C | E | E | E | D | D | C | C | C | E | E | | | C | C |
| 70 | It is all right if I take initiatives but he/she does not encourage me to do so. | B | C | D | C | E | C | E | B | D | B | E | E | | | E | E |
| 71 | There is a close agreement between what I am expected to put into the company effort and what I can get out of it. | A | A | D | C | B | D | D | B | C | C | B | A | | | B | B |

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| | Descriptive statements | | | | | | | | | | | | | | | | |
| | Transformational leadership - Charisma | | | | | | | | | | | | | | | | |
| 1 | Makes me feel good to be around him/her. | A | B | B | B | C | A | A | B | A | B | D | A | | | B | A |
| 2 | Makes me feel and acts like a leader. | B | B | B | C | B | B | A | A | A | C | A | A | | | B | A |
| 4 | Makes me feel ready to sacrifice my own self-interests for the good of the company. | A | C | B | C | D | C | B | B | A | A | A | A | | | B | B |
| 8 | Makes me go beyond my own self interests for the good of the company. | A | B | B | B | D | C | B | A | A | B | A | A | | | B | C |
| 12 | Commands respect from everyone. | B | B | B | B | A | C | A | B | A | B | A | A | | | B | B |
| 16 | Earns my esteem by helping me get what I want. | A | C | C | D | B | D | A | B | B | C | A | A | | | A | A |
| 17 | He/she is a role model for me to follow. | B | C | B | B | B | E | A | B | A | B | A | A | | | B | A |
| 20 | Is a good team player. | B | | C | B | B | B | A | B | A | C | A | B | | | B | A |
| 22 | I am ready to trust his capacity and judgement to overcome any obstacle. | A | B | C | B | B | E | A | B | B | B | A | B | | | B | A |
| 26 | Is an inspiration to me. | A | B | C | B | B | D | A | A | A | B | A | A | | | B | A |
| 27 | Makes me proud to be associated with him/her. | A | B | B | B | A | C | A | A | A | B | A | A | | | B | A |

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| | Descriptive statements | | | | | | | | | | | | | | | | |
| 29 | Has a special gift for seeing what it is that really is important for me for consider. | A | D | B | D | B | E | B | B | B | C | A | B | | | B | A |
| 33 | Is a dominant figure in our company? | A | A | A | B | B | D | A | A | A | C | A | A | | | B | A |
| 36 | Inspires loyalty to him/her. | A | B | B | B | B | C | A | B | B | C | A | A | | | B | A |
| 37 | Increases my optimism for the future. | B | | B | C | B | D | A | B | B | B | A | A | | | B | A |
| 39 | Inspires loyalty to the company. | A | B | B | B | A | D | A | B | B | A | A | A | | | B | B |
| 40 | I have complete faith in him/her. | B | B | B | B | B | C | A | A | A | A | A | A | | | A | A |
| 41 | Excites us with his/her versions of what we may be able to accomplish. | B | C | B | B | B | D | A | B | B | B | A | A | | | B | A |
| 43 | Spends time talking about the purposes of our company. | B | C | B | B | A | D | C | B | A | C | A | A | | | B | A |
| 46 | Is a father figure to me. | D | D | D | E | E | E | E | C | A | C | A | A | | | B | D |
| 49 | Encourages me to express my ideas and opinions. | A | A | A | B | B | C | A | A | B | B | A | A | | | B | A |
| 58 | Gives us a vision of what needs to be done and depends on us to fill in the details. | B | C | B | B | A | B | A | A | B | C | B | D | | | B | A |
| 59 | Encourages understanding of points of view of other employees. | A | C | B | B | C | A | A | B | C | B | A | A | | | B | A |

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| | Descriptive statements | | | | | | | | | | | | | | | | |
| 61 | Gives me a sense of overall purpose. | A | A | B | D | B | D | A | A | B | B | A | A | | | B | A |
| 65 | Has sense of mission which he/she transmits to me. | B | B | B | B | A | C | A | B | A | B | A | A | | | B | A |
| 67 | Makes everyone around him/her enthusiastic about projects. | A | B | B | B | A | C | A | B | B | B | A | A | | | B | A |
| 69 | I model my own behaviour after his/hers. | C | D | C | C | C | E | C | C | B | C | A | A | | | C | B |
| 72 | Without his/her vision of what lies ahead of us, we would find it difficult, if not impossible, to get very far. | C | C | C | C | B | D | D | B | C | D | B | C | | | B | A |
| | Transformational leadership - Individualized consideration | | | | | | | | | | | | | | | | |
| 3 | Is satisfied when I meet the agreed-upon standards for good work. | A | C | B | B | D | B | B | B | B | B | A | A | | | A | A |
| 5 | Makes me feel we can reach our goals without him/her if we have to. | B | X | B | D | D | B | A | B | A | D | A | A | | | B | B |
| 6 | I earn credit with him/her by doing my job well. | A | A | C | C | C | C | C | B | A | B | A | A | | | A | A |
| 9 | Puts suggestions by employees into operation. | B | C | B | C | C | D | B | B | B | A | A | B | | | B | A |

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| | Descriptive statements | | | | | | | | | | | | | | | | |
| 10 | Finds out what I want and tries to help get it. | B | B | B | D | C | D | A | A | B | B | B | B | | | B | A |
| 11 | You can count on him/her to express his/her appreciation when you do a good job. | A | A | A | B | C | C | C | B | A | B | B | A | | | A | A |
| 28 | Lets me know how I am doing. | A | C | | C | A | E | D | B | C | C | C | A | | | C | C |
| 14 | Because of him/her, I am less concerned about my own immediate needs and am concerned about company reaching its objectives. | A | B | B | B | B | D | A | B | A | D | A | A | | | B | B |
| 15 | Gives personal attention to employees who seem neglected. | B | A | A | D | B | D | A | B | B | C | A | B | | | C | C |
| 18 | In my mind, he/she is a symbol of success and accomplishment. | A | A | B | A | B | D | A | A | A | A | A | A | | | B | A |
| 34 | Makes me feel that as long as I do my job satisfactorily I can expect to move ahead. | A | D | B | D | B | D | B | B | A | D | A | A | | | A | A |
| 42 | Treats each subordinate individually. | B | B | A | C | A | E | A | A | B | | A | A | | | B | A |
| 54 | Provides means for me to communicate with others. | C | B | B | C | B | C | A | B | B | A | A | A | | | B | A |

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| | Descriptive statements | | | | | | | | | | | | | | | | |
| 55 | Encourages me to put my free time to good use. | A | A | B | B | E | D | D | B | B | C | B | E | | | D | E |
| 66 | Sees to it that my needs are met. | A | A | D | E | C | C | A | B | B | C | A | A | | | B | B |
| | Transformational leadership - Intellectual stimulation | | | | | | | | | | | | | | | | |
| 19 | Has provided me with new ways of looking at things which used to be a puzzle for me. | B | A | C | C | B | E | A | B | A | A | A | A | | | B | B |
| 24 | Makes me do more than I expected I could do. | A | B | B | E | B | C | A | C | C | B | A | A | | | B | A |
| 30 | His/her ideas have forced me to rethink some of my own ideas which I had never questioned before. | B | B | B | B | C | E | B | B | B | B | B | C | | | B | A |
| 32 | Enables me to think about old problems in new ways. | B | B | B | B | B | E | B | B | A | B | A | A | | | B | A |
| 44 | Arouses my awareness about what is really important. | B | B | B | C | B | C | B | B | A | B | A | A | | | B | A |
| 50 | Motivates me to do more than I originally expected I would do. | A | A | B | C | B | D | A | A | A | B | A | A | | | B | A |
| 51 | Heightens my motivation to succeed. | A | B | B | C | B | C | A | A | B | B | A | A | | | A | A |