General instructions

Dear participant,

thank you for your support and willingness to complete this survey.

As part of an international collaboration the department of social psychology at Goethe University Frankfurt (Germany) together with academic colleagues in many other countries is carrying out a study regarding questions about your work situation and your leader.

All questions should be answered spontaneously and intuitively. Please be honest – it's all about your own experiences. There are no right or wrong answers.

The survey will be anonymous. Your answers will not allow any conclusions about your identity.

If you do not feel comfortable with anything we ask, you may cancel your participation and stop the survey at any time.

Thank you!

Below, we would like you to think about your team and your team leader. Please focus on the same team and the corresponding supervisor throughout the survey.

Identity Leadership Inventory

Steffens, N. K., Haslam, S. A., Reicher, S. D., Platow, M. J., Fransen, K. Yang, J., Ryan, M. K., Jetten, J., Peters & K. Boen, F.(2014). Leadership as social identity management: Introducing the Identity Leadership Inventory (ILI) to assess and validate a four dimensional model. *The Leadership Quarterly*, 25, 1001-1024

	Not at all						Completely
	1	2	3	4	5	6	7
This direct supervisor embodies what the team stands for.							
This direct supervisor is representative of members of the team.							
This direct supervisor is a model member of the team.							
This direct supervisor exemplifies what it means to be a member of the team.							
This direct supervisor promotes the interests of members of the team.							
This direct supervisor acts as a champion for the team.							
This direct supervisor stands up for the							
When this direct supervisor acts, he or she has the team's interests at heart.							
This direct supervisor makes people feel as if they are part of the same group.							
This direct supervisor creates a sense of cohesion within the team.							
This direct supervisor develops an understanding of what it means to be a member of the team.							
This direct supervisor shapes members' perceptions of the team's values and ideals.							
This direct supervisor devises activities that bring the team together.							
This direct supervisor arranges events that help the team function effectively.							
This direct supervisor creates structures that are useful for team members.							

Transformational Leadership and Authentic Leadership

Carless, S. A., Wearing, A. J. & Mann, L. (2000). A short measure of Transformational Leadership. *Journal of Business and Psychology*, 14(3), 389-405

Holstad, T. Rigotti, T., & Otto, K. (2013). Prozedurale Fairness als Mediator zwischen transformationaler Führung und psychischer Beanspruchung am Arbeitsplatz: Eine Mehrebenenstudie. *Zeitschrift für Arbeits- und Organisationspsychologie*, 57, 163-176.

Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure. *Journal of Management*, 34(1), 89-126

My immediate supervisor...

iviy immediate supervisor							
	small						To a very large extent
	1	2	3	4	5	6	7
communicates a clear and positive vision of the future.							
treats staff as individuals, supports and encourages their development.							
gives encouragement and recognition to staff.							
fosters trust, involvement and co- operation among team members.							
encourages thinking about problems in new ways and questions assumptions.							
is clear about his/her values and practices what he/she preaches.		_					
instills pride and respect in others and inspires me by being highly competent.							
seeks feedback to improve interactions with others.							
accurately describes how others view his or her capabilities.							
says exactly what he or she means.							
is willing to admit mistakes when they are made.							
demonstrates beliefs that are consistent with actions.							
makes decisions based on his/her core beliefs.							
solicits views that challenge his or her deeply held positions.							
listens carefully to different points of							

Leader-member-exchange (LMX)

Graen, G.B. & Uhl-Bien, M. (1995). Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *Leadership Quarterly*, 6, 219–247 Schyns, B. (2002). Überprüfung einer deutsprachigen Skala zum Leader-Member-Exchange-Ansatz. *Zeitschrift für Differentielle und Diagnostische Psychologie*, 23, 235-245

The following section is about your evaluation of the **interaction between you and your immediate supervisor**. Please tick as appropriate.

	1	2	3	4	5	6	7
Do you know where you stand with your leader; do you usually know how satisfied your leader is with what you do?	□ Rarely						□ Very often
How well does your leader understand your job problems and needs?	□ Not a bit						□ A great deal
How well does your leader recognize your potential?	□ Not at all						□ Fully
What are the chances that your leader would use his/her power to help you solve problems in your work?	□ None						□ Very high
What are the chances that he/she would "bail you out," at his/her expense?	□ None						□ Very high
I have enough confidence in my leader that I would defend and justify his/her decision if he/she were not present to do so?	☐ Strongly disagree						□ Strongly agree
How would you characterize your working relationship with your leader?	□ Very in- effective						□ Very effective

OCB

Van Dick, R., Grojean, M.W., Christ, O., & Wieseke, J. (2006). Identity and the extra-mile:Relationships between organizational identification and organizational citizenship behaviour. *British Journal of Management*, 17, 283-301

Please assess **yourself** regarding your work in the following section. Please check, where appropriate in your opinion.

	Disagree completely						Agree completely
	1	2	3	4	5	6	7
l am always very punctual.							
l always follow rules very thoroughly.							
I gladly help orient new colleagues.							

I help colleagues who have heavy workloads.				
l inform my colleagues and supervisors early when l'm unable to come to work.				

Work satisfaction

Van Dick, R., Schnitger, C., Schwartzmann-Buchelt, C. & Wagner, U. (2001). Der Job Diagnostic Survey im Bildungsbereich: Eine Überprüfung der Gültigkeit des Job Characteristics Model bei Lehrerinnen und Lehrern, Hochschulangehörigen und Erzieherinnen mit berufsspezifischen Weiterentwicklungen des JDS. [The job diagnostic survey for educational sector occupations] *Zeitschrift für Arbeits- und Organisationspsychologie*, 45(2), 74-92.

The following section is about **your satisfaction with your current work**. Please tick as appropriate.

	Does not apply						Applies fully
	1	2	3	4	5	6	7
Generally speaking, I am very satisfied with this job.							
I am generally satisfied with the kind of work I do in this job.							
I frequently think of quitting this job.							
I am satisfied with the amount of job security I have.							
I am satisfied with how secure things look for me in the future in this organization.							
I am satisfied with the amount of pay and fringe benefits I receive.							
I am satisfied with the degree to which I am fairly paid for what I contribute to this organization.							
I am satisfied with the people I talk to and work with on my job.							
I am satisfied with the chance to help other people while at work.							
I am satisfied with the degree of respect and fair treatment I receive from my supervisor.							
I am satisfied with the amount of support and guidance I receive from my supervisor.							

Identification and trust in the supervisor

Van Dick, R., Grojean, M.W., Christ, O., & Wieseke, J. (2006). Identity and the extra-mile: Relationships between organizational identification and organizational citizenship behaviour. *British Journal of Management*, 17, 283-301 Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *Leadership Quarterly*, 1(2), 107-142.

their effects on followers' tr	,		,	,			
Quarterly, 1(2), 107-142.	rust iii loudoi,	Janisiaonori,	and or	gariizatioriai	onizonomp	benaviors.	Leadership
Quarterry, 1(2), 107-142.							
5							
Please tick as appropria	ite.						
		. >					>

	Disagree completely						Agree completely
	1	2	3	4	5	6	7
I identify with my organization.							
I identify with my leader.							
I identify with my team.							
I consider myself as part of my team.							
I am pleased to work in this team.							
I feel strong ties with my team colleagues.							
	Does not apply	2	3	4	5	6	Applies fully
I feel quite confident that my leader will always try to treat me fairly.							
My supervisor would never try to gain an advantage by deceiving workers.							
I have complete faith in the integrity of my supervisor.							
I feel a strong loyalty to my leader.							
I would support my leader in almost any emergency.							
I have a divided sense of loyalty towards my leader.							

Innovative work behaviour

Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behaviour. *Journal of Occupational and Organizational Psychology*, 73(3), 287–302.

Please indicate to which degree you show the following behavior at work. How often...

	Never						Always
	1	2	3	4	5	6	7
do you create new ideas for difficult issues?							
do you search new working methods/techniques or instruments?							
do you generate original solutions for problems?							
do you mobilize support for innovative ideas?							
do you acquire approval for innovative ideas?							
do you make important organisational members enthusiastic for innovaitve ideas?							
do you transform innovative ideas into useful applications?							
do you introduce innovative ideas into the work envoironment in a systematic way?							
do you evaluate the utility for innovative ideas?							

Burnout
Maslach, C. & Jackson, S. E.(1981). The measurement of experienced burnout. *Journal of Occupational*

In the following section, please assess if and how your work affects you. Please indicate the degree the following statements apply to you.

	Never	A few times a year	Monthly	A few times a month	Every week	A few times a week	Every day
	1	2	3	4	5	6	7
I feel emotionally drained from my work.							
I feel used up at the end of the work day.							
I feel fatigued when I get up in the morning and have to face another day on the job							
I feel burned out from my work.							
I feel frustrated by my job.							
I feel I'm working too hard on my job.							
I feel like I'm at the end of my rope.							
Working with people all day is really a strain for me							
Working with people directly puts too much stress on me.							

Individualism and collectivism

...differ in their way of thinking.

...differ in their knowledge and skills.

Gelfland, M. J., Bhawuk, D. P. S., Nishii, L. H. & Bechtold, D. J. (2004). Individualism and Collectivism. In R. J. House, P. J. Hanges, M. Javidian, P. W. Dorfman & V. Gupta(Hrsg.) *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks: Sage Publications, Inc.

The following section is about your society, i.e. the manners and standards in your country. Please tick accordingly.

Please tick according	gly.								
In this society, leaders Strongly agree		loyalty eve	en if indivi Neither nor dis	agree	ıls suffer.				rongly agree
1	2	3 □	4		5 □		6 □	7	
In this society, being ac Strongly agree		er membe	rs of a gr Neither nor dis	agree	ery import	tant.			rongly agree
1 □	2 □	3 □	4 □		5 □		6 □	7 □	
In this society:									
group cohesior valued more th individualism			up cohes dualism a value	are equal	ly			individual alued more group col	e than
1 □	2 □	3 □	4 □		5 □		6 □	7 □	
The economic system individual interests	in this society is d	esigned to	maximiz	e:					ective erests
1	2 □	3 □	4 □		5 □		6 □	7 □	
G. S. Van der Vegt & O. Journal of Management; S. J. Shin, TY. Kim, JY. A cross-level interaction.	Janssen(2003). Join 29, 729–751 ′. Lee & L. Bian (20′	12). Cognitiv	∕e team di	versity and					
Now, please evaluate	e your team. Tic	k as appro	opriate.						
The members of my	team								
		To a very small extent						To a very large extent	
		1	2	3	4	5	6	7	

differ in how they view the world.				
differ in their believes about what is right or wrong.				

How many members are in your team?
Which industry do you work in?
How many employees do work for the company (approx.)?
Do you hold a leadership position? (team responsibility for at least 3 coworkers) □ yes
☐ If yes: For how many employees do you hold direct leadership responsibility?
□ no How old are you?
☐ 18-25 ☐ 25-35 ☐ 35-45 ☐ 45-55 ☐ older than 55
Which is your gender?
□ female □ male
Which is your direct supervisor's gender?
□ female □ male
Which kind of employment do you have? Full time Part time Mini-job Other
How many years of work experience do you have?
□ less than 1 year □ 1-3 years □ 4-10 years □ 10-20 years □ more than 20 years
How many years have you been working at you current company?
□ less than 1 year □ 1-3 years □ 4-6 years □ 7-10 years □ more than 10 years