**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 on people’s perceptions of their work situation and their 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. And if you have any questions, please do not hesitate to contact me/us / name(s)/ affiliation / email-address

Before you begin, some important remarks regarding the use of your data:

**Voluntariness**: Participation in this research is voluntary. You can cancel your consent to participate in this research at any time and without giving reasons, without any problem. Just discontinue your participation. You can also retract your consent to save your data at any point. Just use the comment box to indicate this at the end of the survey.

**Protection of data privacy**: The nature of the data collection in this research does not allow any link to be made between the responses you give and your identity – the data set is anonymous. You have the right to retract your consent to use your data at any time. However, since we only store and process your data anonymously, we cannot retrospectively determine which data set is yours. Accordingly, we want to point out that it is not possible for us to delete your data set at a later point in time.

**Use of your anonymous data**: The results and data from this research will be used in scientific publications. This will be done in anonymous form which means that no data can be linked to a specific person. In the case of publication of this research, the fully anonymous data set will be made available to other researchers in a data repository in the internet (through the Open Science Framework).

By clicking on the "continue" button you confirm that you agree with using your data as described above and that you participate voluntarily.

Thank you!

Continue

Below, we would like you to think about your team and your team leader (i.e. your direct supervisor). Please focus on the same team and the corresponding leader 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

My team leader…

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Disagree completely** |  |  |  |  |  | **Agree completely** |
|  | **1** | **2** | **3** | **4** | **5** | **6** | **7** |
| ... embodies what the team stands for.  |  |  |  |  |  |  |  |
| … is representative of members of the team. |  |  |  |  |  |  |  |
| ... is a model member of the team.  |  |  |  |  |  |  |  |
| ... exemplifies what it means to be a member of the team. |  |  |  |  |  |  |  |
| ... promotes the interests of members of the team. |  |  |  |  |  |  |  |
| ... acts as a champion for the team. |  |  |  |  |  |  |  |
| ... stands up for the team. |  |  |  |  |  |  |  |
| ... has the team’s interests at heart when he or she acts. |  |  |  |  |  |  |  |
| ... makes people feel as if they are part of the same team. |  |  |  |  |  |  |  |
| ... creates a sense of cohesion within the team. |  |  |  |  |  |  |  |
| ... develops an understanding of what it means to be a member of the team.  |  |  |  |  |  |  |  |
| ... shapes members’ perceptions of the team’s values and ideals. |  |  |  |  |  |  |  |
| ... devises activities that bring the team together. |  |  |  |  |  |  |  |
| ... arranges events that help the team function effectively.  |  |  |  |  |  |  |  |
| ... creates structures that are useful for team members. |  |  |  |  |  |  |  |

**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 team leader (i.e. your direct 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 your leader 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** |
| I am always very punctual. |  |  |  |  |  |  |  |
| I always follow rules very thoroughly. |  |  |  |  |  |  |  |
| I happily help orient new colleagues. |  |  |  |  |  |  |  |
| I help colleagues who have heavy workloads. |  |  |  |  |  |  |  |
| I inform my colleagues and leaders early when I’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 am satisfied with the amount of job security I have. |  |  |  |  |  |  |  |
| I am satisfied with the amount of pay and fringe benefits I receive.  |  |  |  |  |  |  |  |
| I am satisfied with the people I talk to and work with on my job. |  |  |  |  |  |  |  |
| I am satisfied with the degree of respect and fair treatment I receive from my leader. |  |  |  |  |  |  |  |

**Identification and trust in the leader**

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.

Please tick as appropriate.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **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** |  |  |  |  |  | **Applies fully** |
|  | **1** | **2** | **3** | **4** | **5** | **6** | **7** |
| I feel quite confident that my leader will always try to treat me fairly. |  |  |  |  |  |  |  |
| My leader would never try to gain an advantage by deceiving workers. |  |  |  |  |  |  |  |
| I have complete faith in the integrity of my leader. |  |  |  |  |  |  |  |
| 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 come up with new ideas to deal with difficult issues? |  |  |  |  |  |  |  |
| ...do you search new working methods/techniques or tools? |  |  |  |  |  |  |  |
| ...do you generate original solutions for problems? |  |  |  |  |  |  |  |
| ...do you mobilize support for innovative ideas? |  |  |  |  |  |  |  |
| ... do you receive approval for innovative ideas? |  |  |  |  |  |  |  |
| ... do you make important organisational members enthusiastic about innovative ideas? |  |  |  |  |  |  |  |
| ... do you transform innovative ideas into useful applications? |  |  |  |  |  |  |  |
| ... do you introduce innovative ideas into the work environment in a systematic way? |  |  |  |  |  |  |  |
| ... do you evaluate the utility of innovative ideas? |  |  |  |  |  |  |  |

**Burnout**

Maslach, C. & Jackson, S. E.(1981). The measurement of experienced burnout. *Journal of Occupational Behaviour,* 2, 99-113

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. |  |  |  |  |  |  |  |

**ILI Scenarios**Source: Rudi & Rolf (building on ideas of Nik)

In the following section, you will be asked to respond to several short work scenarios. Please think about each work scenario from the perspective of your own team and team leader and respond to the questions.

*NOTES TO ILI GLOBAL TEAM: When translating the statements in the following ILI Scenarios please make sure to maintain the reference point (i.e. group, outgroup, personal, individuality) as precisely as possible in the wording of the statements. To assist this, the answer category is given at the end of each statement in italicized squared brackets (e.g., "[group]"). This will not be the case in the online participant version.*

***Scenario 1 [Being one of us] – do NOT include this heading in Unipark***

Imagine your team leader would like to increase mobile working practices in the team to give members more flexibility and additional opportunities to work from home to reduce their commuting time.

How likely is it that **your team leader would act as described** in the different statements below? Please provide a rating for all four alternatives.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **completelyunlikely** |  |  |  |  |  | **extremely likely/ certain** |
|  | **1** | **2** | **3** | **4** | **5** | **6** | **7** |
| Work with all team members to develop a new way of working and communicating in the team that supports mobile working and also act as a role model when implementing this new approach. *[group]* |  |  |  |  |  |  |  |
| Recruit a professional mobile working specialist and let the specialist develop a new mobile working environment and communication strategy for the team. *[outgroup]* |  |  |  |  |  |  |  |
| Develop a new mobile working environment and communication strategy for the team by herself or himself because the leader would see this as her/his responsibility as the leader of the team. *[personal]* |  |  |  |  |  |  |  |
| Ask each team member individually to come up with ideas about how to adapt their own working environment and communication to support new mobile working practices. *[individuality]* |  |  |  |  |  |  |  |

***Scenario 2 [Doing it for us]***

Imagine your company is in serious trouble due to intense competition and that your team needs to cut costs and become more productive.

How likely is it that **your team leader would act as described** in the different statements below? Please provide a rating for all four alternatives.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **completelyunlikely** |  |  |  |  |  | **extremely likely/ certain** |
|  | **1** | **2** | **3** | **4** | **5** | **6** | **7** |
| Ask each team member individually to come up with her/his own ideas about what she/he could do to cut costs and get each member to deal with this issue as she/he sees fit. *[individuality]* |  |  |  |  |  |  |  |
| Bring the entire team together for a strategy afternoon to discuss common strategies to deal with the new situation and then meet with senior management to defend the team’s budget and staff. *[group]*  |  |  |  |  |  |  |  |
| Ask Human Resources (HR) personnel to identify team members who are least productive and ask those HR personnel to use this information as the basis for a cost-reduction plan for the team. *[outgroup]*  |  |  |  |  |  |  |  |
| Dismiss the people in the team who might become a threat to the leader's leadership in this difficult situation. *[personal]* |  |  |  |  |  |  |  |

***Scenario 3 [Crafting a sense of us]***

Imagine that company has undergone a small restructuring. As a result, your team needs to integrate several new team members.

How likely is it that **your team leader would act as described** in the different statements below? Please provide a rating for all four alternatives.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **completelyunlikely** |  |  |  |  |  | **extremely likely/ certain** |
|  | **1** | **2** | **3** | **4** | **5** | **6** | **7** |
| Develop a new vision for the new team by herself/himself, and then communicate this to all team members in an open team meeting. *[personal]* |  |  |  |  |  |  |  |
| Arrange a day-long meeting with the whole team that gives old and new team members an opportunity to express their views about the change and develop a shared understanding of the new team. *[group]* |  |  |  |  |  |  |  |
| Invite a member of the HR department to run a teambuilding session with the team to integrate the new team members. *[outgroup]* |  |  |  |  |  |  |  |
| Speak with old and new team members individually to get an idea what each team member would need to adapt to the new situation and use these discussions to develop plans for changing the work of each individual team member. *[individuality]* |  |  |  |  |  |  |  |

***Scenario 4 [Making us matter]***

Imagine that social responsibility (e.g., to reduce waste or act ethically) has recently become an important issue in your company. To promote social responsibility in your team, your company has given your team leader some extra money to spend and your team leader now has to decide which projects to fund.

How likely is it that **your team leader would act as described** in the different statements below? Please provide a rating for all four alternatives.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **completelyunlikely** |  |  |  |  |  | **extremely likely/ certain** |
|  | **1** | **2** | **3** | **4** | **5** | **6** | **7** |
| Authorize the HR department to select projects that were popular in other departments and then assign people to implement these projects *[outgroup]* |  |  |  |  |  |  |  |
| Find out which socially responsible practices your team as a whole would like to promote and then work collectively to implement those practices with help from relevant external groups (e.g., charities). *[group]*  |  |  |  |  |  |  |  |
| Hire some social entrepreneurs who your team leader knows personally to deliver a seminar on social responsibility in your department. *[personal]*  |  |  |  |  |  |  |  |
| Ask the people in your department individually what they would like to do and then let each person devise and implement her/his own response to the social responsibility agenda. *[individuality]*  |  |  |  |  |  |  |  |

**Status differences**Source: Rolf

In many teams, particularly in larger ones, some people have a somewhat higher standing than others (e.g., team members with longer tenure, or more experience or expertise). This higher status may mean that they are more influential in team decision making or they enjoy certain privileges (e.g., a larger office).

**Considering your team, do you feel that there are such differences?**

Please tick as appropriate.

O no, everyone has the same status

O there are some minor differences which, however, do not play a role for our daily routines

O yes, there are some differences

O yes, there is a clear hierarchy with some at the lowest and some at the highest end of the continuum

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Please tick as appropriate. | **…lower than average** |  |  | **right in the middle** |  |  | **higher than average** |
|  | **1** | **2** | **3** | **4** | **5** | **6** | **7** |
| Considering your own standing in the team, are you…. |  |  |  |  |  |  |  |

To what extend do you agree on the following statements…

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Please tick as appropriate. | **Disagree completely** |  |  |  |  |  | **Agree completely** |
|  | **1** | **2** | **3** | **4** | **5** | **6** | **7** |
| In our team, everyone can become a member of high standing by gaining expertise and working hard. |  |  |  |  |  |  |  |
| In our team, status differentials are legitimate and based on each member’s expertise or contribution. |  |  |  |  |  |  |  |
| The differentials in status that exist in our team are stable and not subject to change. |  |  |  |  |  |  |  |

**Elaboration of task-relevant information**Kearney, E., & Gebert, D. (2009). Managing diversity and enhancing team outcomes: the promise of transformational leadership. *Journal of Applied Psychology*, *94*(1), 77-89.

The exchange and elaboration of task-relevant information is highly relevant to many tasks performed in work teams. Please evaluate your team with respect to exchange and elaboration of task-relevant information.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Disagree completely** |  |  |  |  |  | **Agree completely** |
| The members of my team… | **1** | **2** | **3** | **4** | **5** | **6** | **7** |
| … complement each other by openly sharing their knowledge. |  |  |  |  |  |  |  |
| … carefully consider all perspectives in an effort to generate optimal solutions. |  |  |  |  |  |  |  |
| … carefully consider the unique information provided by each individual team member. |  |  |  |  |  |  |  |
| …. generate ideas and solutions that are much better than those we could develop as individuals. |  |  |  |  |  |  |  |

**Political leadership and civic citizenship behavior**Rolf et al.

Finally, we would like you to think of your country’s highest political leader (e.g., the President/Prime minister) and answer a few statements about him or her and your own behavior

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Disagree completely** |  |  |  |  |  | **Agree completely** |
|  | **1** | **2** | **3** | **4** | **5** | **6** | **7** |
| My country’s leader is a model member of our country. |  |  |  |  |  |  |  |
| My country’s leader acts as a champion for our country. |  |  |  |  |  |  |  |
| My country’s leader creates a sense of cohesion within our country. |  |  |  |  |  |  |  |
| My country’s leader creates structures that are useful for our country. |  |  |  |  |  |  |  |
| I help out other people who live in my country. |  |  |  |  |  |  |  |
| I assist other people in my country when they are in difficulty. |  |  |  |  |  |  |  |
| I try to support other people in my country who need help or feel isolated. |  |  |  |  |  |  |  |
| I take action to protect my country from potential problems. |  |  |  |  |  |  |  |
| I embrace my country's values and culture. |  |  |  |  |  |  |  |
| I participate in cultural traditions of my country. |  |  |  |  |  |  |  |
| I trust other people in my country. |  |  |  |  |  |  |  |

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 other

Which is your leader's gender?

female male other

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

If there were national elections next week, how likely is it that you would vote for the current political leader (or his/her party, in case of non-personal elections)?

Very likely 0 0 0 0 0 0 0 very unlikely

How would you evaluate your typical personal attitudes in political debates?

Very conservative/ 0 0 0 0 0 0 0 very liberal/

Right Left

**Due to the Corona pandemic the working conditions changed for many people on short notice. Your answers to these final questions help us to account for this.**

How are you currently collaborating with your leader?

I continue to collaborate with my leader as before at my usual place of work.

At present, I work from home.

At present, I cannot fulfil my regular work anymore.

How often **per week** are you currently using the following means and ways of communication when collaborating with your leader?

[*Scale format after each item: never, once a week, several times a week, once a day, several times a day*]

Personal conversation (face-to-face)

Videoconference (e.g., via Skype)

Personal telephone call

Conference (telephone) call

Instant messaging like e.g. chats

Voice messages (e.g., mailboxes, WhatsApp voice messages)

Social networks (like e.g. Yammer, intranet), wiki, online platforms, blogs

Letters, fax, printed documents, handwritten notes

At present, what percentage of the total communication you have with your leader is face-to-face?

SCROLL BAR, Scale 0% to 100%

What are the three most important consequences of the Coronavirus pandemic for your work?

THREE BOXES FOR OPEN ANSWERS

**Thank you very much for your participation!**