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LEDELSESADFÆRD OG PERFORMANCE

LEADERSHIP AND PERFORMANCE

[Employee Post-Treatment Survey, SHORT]

Welcome to the questionnaire!

In the questionnaire you will be asked a series of questions regarding your leader's leadership style. With your leader we mean [closest leader].

If you are in doubt about your reply, please reply as well as you can rather than skip the question

To get the best screen picture please maximize this window. When you have filled out the answers on one page you can move on to the next page by pressing the button 'Næste' (next) in the bottom of the page. Your answers will be saved as you progress through the questionnaire. If you are interrupted, or if any problems occur, you can always log on and proceed from where you ended.

You can continuously see how far you progress through the survey, but please be aware that you are not exposed to the full survey, so you will see some large skips in the counter. Furthermore, the last questions are factual and therefore quicker to answer.

When you have finished the questionnaire you can print out your reply

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The questions in the following pages are about your leader's leadership style. With your leader we mean: [closest leader]

The purpose of these questions is to get an overall picture of how your leader exerts his leadership, so even though you may find the statements very general, please reply as well as you can.

[Transformational leadership]

The next questions are about your leader's focus on clarifying the unit's goals and future for the employees. By vision we mean a concrete description of the shared goals for all employees in the unit. Some leaders prioritize to use visions, whereas others prioritize other tasks higher. We are interested in hearing to which degree your leader does the former.

My leader...

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
1.	Concretizes a clear vision for the [ORGANIZATION TYPES] future	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
2.	Communicates a vision of the [ORGANIZATION TYPES] future	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
3.	Has a clear sense of where he/she believes our [ORGANIZATION TYPE] should be in 5 years	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
4.	Makes a continuous effort to generate enthusiasm for the [ORGANIZATION TYPES] vision	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
5.	Seeks to make employees accept common goals for the [ORGANIZATION TYPE]	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
6.	Strives to get the [ORGANIZATION TYPE] to work together	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
	in the direction of the vision					
7.	Strives to clarify for the employees how they can contribute to achieve the [ORGANIZATION TYPES] goals	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

[Transactional leadership – contingent non-pecuniary]

The next questions are about your leader's focus on the use of recognition.

My leader...

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
8.	Gives individual employees positive feedback when they perform well	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
9.	Actively shows his/her appreciation of employees who do their jobs better than expected	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
10.	Generally does not acknowledge individual employees even though they perform as required	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
11.	Personally compliments employees when they do outstanding work	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

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[Transactional leadership – contingent pecuniary rewards]

The next questions are about your leader's focus on the use of rewards.

With rewards we mean for example wage bonuses, education, fringe benefits, and promotions. Later you will be asked about how your leader uses different types of rewards.

My leader...

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
12.	Rewards the employees' performance, when they live up to the leader's requirements	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
13.	Rewards the employees dependent on how well they perform their jobs	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
14.	Points out what employees will receive if they do what is required	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
15.	Lets employees' effort determine received rewards	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

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[Transactional leadership – Contingent sanctions]

The next questions are about your leader's use of consequences for individual employees if they do not live up to expectations and agreements. With consequences we mean for example informal and formal reprimands and dismissals. Later you will be asked about how your leader uses different types of consequences.

My leader...

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
16. Gives negative consequences to the employees if they perform worse than their colleagues	(1) ❏	(2) ❏	(3) ❏	(4) ❏	(5) ❏
17. Makes sure that it has consequences for the employees, if they do not consistently perform as required	(1) ❏	(2) ❏	(3) ❏	(4) ❏	(5) ❏
18. Takes steps to deal with poor performers who do not improve	(1) ❏	(2) ❏	(3) ❏	(4) ❏	(5) ❏
19. Gives negative consequences to his/her employees if they do not perform as the leader requires	(1) ❏	(2) ❏	(3) ❏	(4) ❏	(5) ❏

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[Contingent tools to reward employees' good results]

Please declare to which degree your leader uses the following tools to reward the employees' good results and following up on bad results. I.e. we ask you to declare whether your leader uses these tools _contingent_ on performance and behavior.

		Not at all	To lesser extent	To some extent	To a high extent	To a very high extent
20.	General wage supplements	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
21.	One-time bonuses	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
22.	Promotions	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
23.	Courses and education	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
24.	Degree of self-determination	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
25.	Assignment of attractive work tasks	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
26.	Fringes (e.g. work phone, tablet, newspapers)	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
27.	Informal reprimands	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
28.	Formal reprimands	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
29.	Dismissal	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

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[Perceived organizational changes]

The following questions are on whether your leader have changed behavior in past year.

My leader ...

		Much more than previous years	A little more	No notable change	A little less	Much less than previous years
30.	Gives concrete praise in relation to employee effort	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
31.	Gives concrete praise in relation to employee results	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
32.	Gives pecuniary rewards to employees who make a great effort	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
33.	Gives pecuniary rewards to employees who deliver certain results	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
34.	Gives negative consequences for employees whose effort is not satisfactory	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
35.	Communicates the [organization type's] direction to the employees"	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
36.	Works towards a common understanding of [the organization type's] contribution	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
37.	Sustains focus on [the organization's] direction	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

[Multiple leaders]

38. Have you completed a survey like this one for your current leader?
(1) ❑ Yes
(2) ❑ No

[Public service motivation – Self-sacrifice]

The next questions are about your motivation. Please do not consider what could be interpreted as politically correct answers and try answer as honestly as possible.

Please declare how much you agree/disagree with the following statements.

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
39.	Making a difference in society means more to me than personal achievements	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
40.	I feel people should give more back to society than they get from it	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
41.	I am willing to risk personal loss to help society	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
42.	I am prepared to make sacrifices for the good of society	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
43.	I believe in putting duty before self	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
44.	I am not afraid to go to bat for the rights of others even if it means I will be ridiculed	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

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[Public service motivation – Compassion]

Please declare how much you agree/disagree with the following statements.

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
45.	It is difficult for me to contain my feelings when I see people in distress	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
46.	For me, considering the welfare of others is one of the most important values	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
47.	I get very upset when I see other people being treated unfairly	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
48.	I feel sympathetic to the plight of the underprivileged	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
49.	I am often reminded by daily events about how dependent we are on one another	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

[Public service motivation – Attraction to public policy]

Please declare how much you agree/disagree with the following statements.

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
50.	I generally associate politics with something positive	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
51.	The give and take of public policy making doesn't appeal to me	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
52.	I do not care much for politicians	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

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[Public service motivation – Commitment to the public interest]

Please declare how much you agree/disagree with the following statements.

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
53.	It is important for me that public services contribute to the common good	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
54.	Meaningful public service is very important to me	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
55.	I would prefer seeing public officials do what is best for the whole community, even if it harmed my interests	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
56.	It is important for me to contribute to the common good	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
57.	I consider public service my civic duty	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

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[User orientation (only the day care area received item 61)]

Please declare how much you agree/disagree with the following statements.

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
58.	The individual client is more important than formal rules	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
59.	It gives me energy to know that I helped the client	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
60.	If the client is satisfied, the job is done	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
61.	If the parents are satisfied, the job is done	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

[Intrinsic motivation]

Please declare how much you agree/disagree with the following statements.

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
62.	I very much enjoy my daily work	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
63.	A rather large part of my tasks at work are boring	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
64.	My work is very exciting	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
65.	I like performing most of my work processes	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

[Job satisfaction]

66. Overall, on a scale from 0 to 10, how satisfied or unsatisfied are you with your current job?

(0) ❑ 0 Very unsatisfied
(1) ❑ 1
(2) ❑ 2
(3) ❑ 3
(4) ❑ 4
(5) ❑ 5
(6) ❑ 6
(7) ❑ 7
(8) ❑ 8
(9) ❑ 9
(10) ❑ 10 Very satisfied

[Subjective performance II: Task-based job performance]

To what degree do you agree that the following statements characterize you as an employee?

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
67. I achieve the objectives of the job	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
68. I meet the criteria for performance	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
69. I fulfill all the requirements of the job	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
70. I perform well in the overall job	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
71. I carry out tasks as expected	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

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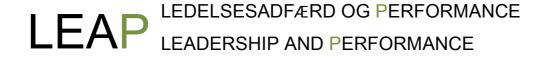## LEADERSHIP AND PERFORMANCE

[Background questions]

72.   Which year were you born?

(1) ❑ 1930
(2) ❑ 1931
(3) ❑ 1932
(4) ❑ 1933
(5) ❑ 1934
(6) ❑ 1935
(7) ❑ 1936
(8) ❑ 1937
(9) ❑ 1938
(10) ❑ 1939
(11) ❑ 1940
(12) ❑ 1941
(13) ❑ 1942
(14) ❑ 1943
(15) ❑ 1944
(16) ❑ 1945
(17) ❑ 1946
(18) ❑ 1947
(19) ❑ 1948
(20) ❑ 1949
(21) ❑ 1950
(22) ❑ 1951
(23) ❑ 1952
(24) ❑ 1953
(25) ❑ 1954
(26) ❑ 1955
(27) ❑ 1956
(28) ❑ 1957
(29) ❑ 1958
(30) ❑ 1959
(31) ❑ 1960
(32) ❑ 1961
(33) ❑ 1962
(34) ❑ 1963
(35) ❑ 1964
(36) ❑ 1965
(37) ❑ 1966
(38) ❑ 1967

(39) ❏ 1968
(40) ❏ 1969
(41) ❏ 1970
(42) ❏ 1971
(43) ❏ 1972
(44) ❏ 1973
(45) ❏ 1974
(46) ❏ 1975
(47) ❏ 1976
(48) ❏ 1977
(49) ❏ 1978
(50) ❏ 1979
(51) ❏ 1980
(52) ❏ 1981
(53) ❏ 1982
(54) ❏ 1983
(55) ❏ 1984
(56) ❏ 1985
(57) ❏ 1986
(58) ❏ 1987
(59) ❏ 1988
(60) ❏ 1989
(61) ❏ 1990
(62) ❏ 1991
(63) ❏ 1992
(64) ❏ 1993
(65) ❏ 1994
(66) ❏ 1995
(67) ❏ 1996
(68) ❏ 1997
(69) ❏ 1998
(70) ❏ 1999
(71) ❏ 2000

73. Gender

(1)   ❏ Mand
(2)   ❏ Kvinde

[Only the secondary education area]

74. How many subjects are you trained in? *(Mark one)*

(1) ❑ One subject (for example a bachelor or master's degree in one subject)
(2) ❑ Two subjects (For example a major and a minor)
(3) ❑ Three or more subjects (For example a major and several minors)

75. Which main area(s) are you trained in? *(You're welcome to mark more than one)*

(1) ❑ Social science
(2) ❑ Natural science
(3) ❑ Health science
(4) ❑ Liberal arts

[Only primary schools]

76. What are your teaching qualifications? *(You're welcome to mark more than one)*

(1) ❑ Regular teacher education
(2) ❑ Merit teaching education
(3) ❑ Other type of teaching education
(4) ❑ Currently being educated as teacher
(5) ❑ Not educated as teacher, but other education
(6) ❑ Not educated teacher, nor any other finished education

[All except primary schools and day care centers]

77. What is your highest degree of education? [Tax did not receive the first option]

(8) ❑ Primary school
(1) ❑ Vocational education
(2) ❑ High school education
(3) ❑ Higher education (up to 3 years)
(4) ❑ Higher education (more than 3 years, but less than 5 years)
(5) ❑ Higher education (more than 3 years, but less than 5 years)
(6) ❑ None
(7) ❑ Will not answer

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[Only the day care area]

78.   Which child care education have you received?

(1)   ❑ The standard child care education
(2)   ❑ The child care assistant education
(3)   ❑ Other type of child care education
(4)   ❑ Being trained as a child care worker
(5)   ❑ No child care education, but other education
(6)   ❑ No finished education

79.   Which year did you finish your education?
(1)   ❑ 1945
(2)   ❑ 1946
(3)   ❑ 1947
(4)   ❑ 1948
(5)   ❑ 1949
(6)   ❑ 1950
(7)   ❑ 1951
(8)   ❑ 1952
(9)   ❑ 1953
(10)   ❑ 1954
(11)   ❑ 1955
(12)   ❑ 1956
(13)   ❑ 1957
(14)   ❑ 1958
(15)   ❑ 1959
(16)   ❑ 1960
(17)   ❑ 1961
(18)   ❑ 1962
(19)   ❑ 1963
(20)   ❑ 1964
(21)   ❑ 1965
(22)   ❑ 1966
(23)   ❑ 1967
(24)   ❑ 1968
(25)   ❑ 1969
(26)   ❑ 1970
(27)   ❑ 1971
(28)   ❑ 1972

(29) ❑ 1973
(30) ❑ 1974
(31) ❑ 1975
(32) ❑ 1976
(33) ❑ 1977
(34) ❑ 1978
(35) ❑ 1979
(36) ❑ 1980
(37) ❑ 1981
(38) ❑ 1982
(39) ❑ 1983
(40) ❑ 1984
(41) ❑ 1985
(42) ❑ 1986
(43) ❑ 1987
(44) ❑ 1988
(45) ❑ 1989
(46) ❑ 1990
(47) ❑ 1991
(48) ❑ 1992
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(56) ❑ 2000
(57) ❑ 2001
(58) ❑ 2002
(59) ❑ 2003
(60) ❑ 2004
(61) ❑ 2005
(62) ❑ 2006
(63) ❑ 2007
(64) ❑ 2008
(65) ❑ 2009
(66) ❑ 2010
(67) ❑ 2011
(68) ❑ 2012
(69) ❑ 2013
(70) ❑ 2014

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(71) ❑ 2015

194.   **If you have any comments, you can write them here:**

_____

_____

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_____

Thank you very much for replying to the questionnaire!

Your reply is saved and you can close this browser window.

You can print your reply by pressing the printer icon below. 🖶