

Questionnaire

NSD Questionnaire Leader - Original

Control Questions

Age:

Gender:

Follower / Leader:

Tenure:

Electronic Dependence

5-point Likert scale, from 1 (Not at all), 2 (Minimal), 3 (Moderate), 4 (Frequent) to 5 (Very frequent).

Items:

- 1) To what extent have you relied on email to go about your work today?
- 2) To what extent have you relied on collaborative software to go about your work today?
(e.g. internal messaging systems, whatsapp, facebook messenger, intranet)
- 3) Overall, to what extent have you relied on electronic communication to go about your work today?
- 4) How frequently have you used verbal communication with your closest supervisor today?
(e.g. phone, skype, in person, etc.).

5-point Likert scale, from 1 (Mostly Verbal), 2 (Slightly more verbal), 3 (Equal distribution of both), 4 (Slightly more Written Electronic) to 5 (Mostly Written Electronic).

- 5) Have you communicated mostly through verbal or written, electronic communication, with your immediate subordinate today?

Transformational Leadership

5-point Likert scale, from 1 (strongly disagree), 2 (Tend to disagree), 3 (Neither nor), 4 (Tend to agree), to 5 (strongly agree)

- Individual Consideration

Items:

- 1) I focus on their strengths
- 2) I teach and coach my employees
- 3) I differentiate among the employees

- Intellectual Stimulation

Items:

- 1) I help employees seek different views
- 2) I suggest new ways
- 3) I suggest different angles

Interpersonal Citizenship Behavior

5-point Likert scale, from 1 (strongly disagree), 2 (Tend to disagree), 3 (Neither nor), 4 (Tend to agree), to 5 (strongly agree).

- Task-Oriented

Items:

- 1) Your team takes on extra responsibilities in order to help coworkers when things get demanding at work.
- 2) Your team helps coworkers who are running behind in their work activities.
- 3) Your team goes out of way to help coworkers with work-related problems.

- Person-Oriented

Items:

- 1) Your team listens to coworkers when they have to get something off their chest.
- 2) Your team takes time to listen to coworkers' problems and worries.
- 3) Your team takes a personal interest in coworkers.

NSD Questionnaire Leader - Translated

Questionnaire - Leader

Start of Block: Control Questions

Q1 Alder

18 - 28 år

29 - 39 år

40 - 50 år

51 - 61 år

62 år +

Q2 Kjønn

Mann

Kvinne

Q3 Leder / Medarbeider

Leder

Medarbeider

Q4 Ansiennitet

- 0 - 3 år
- 4 - 7 år
- 8 - 11 år
- 12 år +

Q5 Hvor mye har du brukt elektronisk, skriftlig kommunikasjon med dine medarbeidere i dag?
(eks: email, Messenger, Whatsapp, interne plattformer, intranett, osv.)

- Ikke i det hele tatt
- Minmalt
- Moderat
- Mye
- Veldig mye

Q6 Hvor mye har du brukt verbal kommunikasjon med dine medarbeidere i dag? (eks: telefon, skype, i person, osv.)

- Ikke i det hele tatt
- Minimalt
- Moderat

Mye

Veldig mye

Q7 Har du kommunisert mest gjennom verbal, eller skriftlig elektronisk kommunikasjon, med dine nærmeste medarbeidere i dag?

Mest verbalt

Litt mer verbalt

Like mye

Litt mer skriftlig

Mest skriftlig

Q8 Jeg fokuserer på mine medarbeidere sine styrker

Svært uenig

Litt uenig

Hverken eller

Litt enig

Svært enig

Q9 Jeg lærer og coacher mine medarbeidere

- Svært uenig
- Litt uenig
- Hverken eller
- Litt enig
- Svært enig

Q10 Jeg tar hensyn til at mine medarbeidere har ulike behov

- Svært uenig
- Litt uenig
- Hverken eller
- Litt enig
- Svært enig

Q11 Jeg hjelper mine medarbeidere til å søke ulike synspunkter

- Svært uenig
- Litt uenig
- Hverken eller

Litt enig

Svært enig

Q12 Jeg oppfordrer mine medarbeidere til å bruke nye arbeidsrelaterte løsninger ved behov

Svært uenig

Litt uenig

Hverken eller

Litt enig

Svært enig

Q13 Jeg oppfordrer mine medarbeidere til å se saker fra ulike sider

Svært uenig

Litt uenig

Hverken eller

Litt enig

Svært enig

Q14 Ditt team tar ekstra ansvar for å hjelpe medkollegaer i teamet når oppgaver er ekstra krevende på jobb

- Svært uenig
- Litt uenig
- Hverken eller
- Litt enig
- Svært enig

Q15 Ditt team hjelper medkollegaer i teamet som henger etter med arbeidet sitt

- Svært uenig
- Litt uenig
- Hverken eller
- Litt enig
- Svært enig

Q16 Ditt team gjør det lille ekstra for å hjelpe sine medkollegaer med arbeidsrelaterte problemer

- Svært uenig
- Litt uenig
- Hverken eller

Litt enig

Svært enig

Q17 Ditt team lytter til sine medkollegaer når de har noe de ønsker å prate om

Svært uenig

Litt uenig

Hverken eller

Litt enig

Svært enig

Q18 Ditt team tar seg tid til å lytte til medkollegaer sine problemer og bekymringer

Svært uenig

Litt uenig

Hverken eller

Litt enig

Svært enig

Q19 Ditt team bryr seg om sine medkollegaer

Svært uenig

Litt uenig

Hverken eller

Litt enig

Svært enig

End of Block: Control Questions

NSD Questionnaire Follower - Original

Control Questions

Age:

Gender:

Follower / Leader:

Tenure:

Electronic Dependence

5-point Likert scale, from 1 (Not at all), 2 (Minimal), 3 (Moderate), 4 (Frequent) to 5 (Very frequent).

Items:

- 1) To what extent have you relied on email to go about your work today?
- 2) To what extent have you relied on collaborative software to go about your work today?
(e.g. internal messaging systems, whatsapp, facebook messenger, intranet)
- 3) Overall, to what extent have you relied on electronic communication to go about your work today?
- 4) How frequently have you used verbal communication with your closest supervisor today?
(e.g. phone, skype, in person, etc.).

5-point Likert scale, from 1 (Mostly Verbal) to 5 (Mostly Written Electronic).

- 5) Have you communicated mostly through verbal or written, electronic communication, with your supervisor today?

Self-Other Agreement

5-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree).

- *Individual Consideration*

Items:

- 1) My supervisor focuses on my strengths.
- 2) My supervisor teaches and coaches me.
- 3) My supervisor differentiates amongst us employee.

- Intellectual Stimulation

Items:

- 1) My supervisor seeks different views.
- 2) My supervisor suggests new ways.
- 3) My supervisor suggest different angles.

Interpersonal Citizenship Behavior

5-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree).

- Task-Oriented

Items:

- 1) Takes on extra responsibilities in order to help coworkers when things get demanding at work.
- 2) Helps coworkers who are running behind in their work activities.
- 3) Goes out of way to help coworkers with work-related problems.

- Person-Oriented

Items:

- 1) Listens to coworkers when they have to get something off their chest.
- 2) Takes time to listen to coworkers' problems and worries.
- 3) Takes a personal interest in coworkers.

NSD Questionnaire Follower - Translated

Questionnaire - Followers

Start of Block: Spørreskjema

Q1 Alder

18 - 28 år

29 - 39 år

40 - 50 år

51 - 61 år

62+ år

Q2 Kjønn

Kvinne

Mann

Q3 Leder / Medarbeider

Leder

Medarbeider

Q4 Ansienitet

0 - 3 år

4 - 7 år

8 - 11 år

12+ år

Q5 Hvor ofte har du hatt elektronisk, skriftlig kommunikasjon med din nærmeste leder i dag?
(Eks: email, messenger, Whatsapp, interne plattformer, intranett, osv.)

Ikke i det hele tatt

Minimalt

Moderat

Ofte

Veldig ofte

Q6 Hvor ofte har du hatt verbal kommunikasjon med din nærmeste leder i dag? (Eks: i person, telefon, skype, osv.)

Ikke i det hele tatt

Minimalt

Moderat

Ofte

Veldig ofte

Q7 Har du kommunisert mest gjennom verbal eller elektronisk, skriftlige kommunikasjonsverktøy, med din nærmeste leder i dag?

- Mest verbalt
- Litt mer verbalt
- Like mye
- Litt mer skriftlig
- Mest skriftlig

Q8 Min nærmeste leder fokuserer på mine styrker

- Svært uenig
- Uenig
- Hverken eller
- Enig
- Svært enig

Q9 Min nærmeste leder lærer og hjelper meg

- Svært uenig
- Uenig

Hverken eller

Enig

Svært enig

Q10 Min nærmeste leder tar hensyn til ulike behov mellom meg og mine kollegaer

Svært uenig

Uenig

Hverken eller

Enig

Svært enig

Q11 Min nærmeste leder hjelper meg til å søke ulike arbeidsrelaterte synspunkter

Svært uenig

Uenig

Hverken eller

Enig

Svært enig

Q12 Min nærmeste leder oppfordrer meg til å bruke nye arbeidsrelaterte løsninger, ved behov

Svært uenig

Uenig

Hverken eller

Enig

Svært enig

Q13 Min nærmeste leder oppfordrer meg til å se saker fra ulike sider

Svært uenig

Uenig

Hverken eller

Enig

Svært enig

Q14 Jeg tar på meg ekstra ansvar for å hjelpe kollegaer når ting er ekstra krevende på jobb for de

Svært uenig

Uenig

Hverken eller

Enig

Svært enig

Q15 Jeg hjelper mine kollegaer som henger etter i arbeidet sitt

Svært uenig

Uenig

Hverken eller

Enig

Svært enig

Q16 Jeg gjør det lille ekstra for å hjelpe mine kollegaer med arbeidsrelaterte problemer

Svært uenig

Uenig

Hverken eller

Enig

Svært enig

Q17 Jeg lytter til mine kollegaer når de ønsker å prate om noe

Svært uenig

- Uenig
- Hverken eller
- Enig
- Svært enig

Q18 Jeg tar meg tid til å lytte til kollegaers problemer og bekymringer

- Svært uenig
- Uenig
- Hverken eller
- Enig
- Svært enig

Q19 Jeg bryr meg om mine kollegaer

- Svært uenig
- Uenig
- Hverken eller
- Enig
- Svært enig

End of Block: Spørreskjema

Table 2. Factor loadings of indicators for initial and replication set of samples

Scale		CH	IS	IC	CR	MA	P/A
CH1	'proud of him/her'	.71 (.63)					
CH2	'goes beyond self-interest'	.70 (.74)					
CH3	'has my respect'	.81 (.75)					
CH4	'displays power and confidence'	.63 (.60)					
CH5	'talks of values'	.62 (.62)					
CH6	'models ethical standards'	.75 (.72)					
CH7	'considers the moral/ethical'	.70 (.70)					
CH8	'emphasizes the collective mission'	.71 (.77)					
CH9	'talks optimistically'	.68 (.69)					
CH10	'expresses confidence'	.68 (.72)					
CH11	'talks enthusiastically'	.78 (.79)					
CH12	'arouses awareness about important issues'	.77 (.75)					
IS1	're-examines assumptions'		.71 (.59)				
IS2	'seeks different views'		.74 (.68)				
IS3	'suggests new ways'		.79 (.72)				
IS4	'suggests different angles'		.81 (.79)				
IC1	'individualizes attention'			.59 (.61)			
IC2	'focuses your strengths'			.82 (.78)			
IC3	'teaches and coaches'			.78 (.68)			
IC4	'differentiates among us'			.73 (.73)			

Table 1
Exploratory Factor Analysis of Citizenship Items: Hold-Out Sample

Item	ICB category	Factor	
		1	2
Listens to coworkers when they have to get something off their chest.	Person-focused	.8563	.0121
Takes time to listen to coworkers' problems and worries.	Person-focused	.8333	.1336
Takes a personal interest in coworkers.	Person-focused	.7862	.1282
Shows concern and courtesy toward coworkers, even under the most trying business situations.	Person-focused	.7539	.3477
Makes an extra effort to understand the problems faced by coworkers.	Person-focused	.7500	.3619
Always goes out of the way to make newer employees feel welcome in the work group.	Person-focused	.7464	.3893
Tries to cheer up coworkers who are having a bad day.	Person-focused	.7448	.2664
Compliments coworkers when they succeed at work.	Person-focused	.6566	.3933
Shows coworkers where to go to get what they need. ^a	Task-focused	.5982	.3733
Takes time to explain regulations or procedures to coworkers who may have questions. ^a	Task-focused	.4707	.3866
Takes on extra responsibilities in order to help coworkers when things get demanding at work.	Task-focused	.2351	.9093
Helps coworkers with difficult assignments, even when assistance is not directly requested.	Task-focused	.2317	.9049
Assists coworkers with heavy work loads even though it is not part of job.	Task-focused	.2340	.8912
Helps coworkers who are running behind in their work activities.	Task-focused	.2386	.8602
Helps coworkers with work when they have been absent.	Task-focused	.1835	.8440
Goes out of way to help coworkers with work-related problems.	Task-focused	.4367	.7858

Note. ICB = interpersonal citizenship behavior.

^a Item deleted from final scale.

References

- Atwater, L. E., & Yammarino, F. J. (1992). Does self-other agreement on leadership perceptions moderate the validity of leadership and performance predictions?. *Personnel Psychology, 45*(1), 141-164.
- Avolio, B. J., Bass, B. M., & Jung, D. I. (1999). Re-examining the components of transformational and transactional leadership using the Multifactor Leadership. *Journal of occupational and organizational psychology, 72*(4), 441-462.
- Gibson, C. B., & Gibbs, J. L. (2006). Unpacking the concept of virtuality: The effects of geographic dispersion, electronic dependence, dynamic structure, and national diversity on team innovation. *Administrative Science Quarterly, 51*(3), 451-495.
- Settoon, R. P., & Mossholder, K. W. (2002). Relationship quality and relationship context as antecedents of person-and task-focused interpersonal citizenship behavior. *Journal of applied psychology, 87*(2), 255.