# **Appendix A**

Informed consent for participants – text for online page

*[Presented at start of online survey. Participants may not continue without form completion.]*

**Title:** Leadership and Employee Well-Being Study Consent Form

**Investigators**: Teri Andony

You are being asked to take part in a research study of how leadership behaviors impact employee well-being. Please read this form carefully and ask any questions you may have before agreeing to take part in the study. Questions may be emailed to the researcher at [teri.andony@gmail.com](mailto:teri.andony@gmail.com).

**Purpose:** The purpose of this study is to learn how leaders affect the way you feel about your job and life. You must be currently working at least 30 hours a week for pay and under the direct supervision of the same person for longer than six months to take part in this study. This study is for a graduate student’s thesis project and will have no direct impact on any evaluation of your work performance.

**Procedures:** If you agree to complete this study, you will be asked to complete an online survey. The survey will include questions about your job, the hours you work, how much you earn, information about your supervisor’s behavior, how long you have worked with your supervisor, your well-being, and how you feel about your life and job. The survey will take about 30 minutes to complete.

**Compensation:** This study will not compensate participants. Upon successful completion of the survey you will be given the opportunity to be entered into a drawing to win one of five (5) $20 Starbucks gift cards. You will be asked to email the researcher to enter into the drawing since your survey responses cannot be linked to you.

**Risks to Participation:** There is the risk that you may find some of the questions about your job conditions and supervisor’s behavior to be sensitive.

**Benefits to Participants:** You will not directly benefit from this study. However, we hope the information learned from this study may benefit society in our understanding of how leaders in organizations can help employees such as you feel better at work.”

**Alternatives to Participation:** Participation in this study is voluntary. You may withdraw from study participation at any time without any penalty.

**Confidentiality:** Your responses are anonymous and cannot be traced back to you. The records of this study will be kept in a password-protected file only accessible to the researcher. In any sort of report we make public we will not include any information that will make it possible to identify you. The company and supervisor under whom you work will not receive any information regarding your direct responses in the survey. Per APA guidelines, materials will be kept for a minimum of five years.

**Questions/Concerns:** The researcher conducting this study is Teri Andony under the supervision of Dr. Niary Gorjian in the Business Psychology Department at The Chicago School of Professional Psychology. If you have questions please contact Teri at [teri.andony@gmail.com](mailto:teri.andony@gmail.com), or Dr. Gorjian at [ngorjian@thechicagoschool.edu](mailto:ngorjian@thechicagoschool.edu). If you have questions concerning your rights in this research study you may contact the Institutional Review Board (IRB), which is concerned with the protection of subjects in research project. You may reach the IRB office Monday-Friday by calling 312.467.2343 or writing: Institutional Review Board, The Chicago School of Professional Psychology, 325 N. Wells, Chicago, Illinois, 60654.

**Consent [TO BE CHECKED PRIOR TO ADVANCING IN ONLINE SURVEY]**

The research project and the procedures have been explained to me. I agree to participate

in this study. My participation is voluntary and I do not have to sign this form if I do not

want to be part of this research project.

**Appendix B**

Screening questions for Leadership and Employee Well-Being Survey

Thank you for your interest in completing this study for my Master’s Thesis. To begin, please answer the following questions about your current employment.

1. Select the category that best describes your employment status.
   1. Paid (full-time)
   2. Paid (part-time)
   3. Unpaid (full-time)
   4. Unpaid (part-time)
2. On average, how many hours per week do you work?
   1. Less than 10 hours
   2. Between 10 – 29 hours
   3. 30 hours or more
3. How long have you worked in your current position?
   1. Less than 6 months
   2. More than 6 months and less than 1 year
   3. 1 year or longer
4. Do you have a supervisor to whom you report directly? Y/N
5. How long have you worked directly under this particular supervisor?
   1. Less than 6 months
   2. 6 months – 1 year
   3. 1 year or longer

**Appendix C**

Demographic questions for Leadership and Employee Well-Being Survey

1. Age:
   1. under 18
   2. 18-24
   3. 25-34
   4. 35-54
   5. 55+
2. Gender : MALE/FEMALE
3. Supervisor’s gender: MALE/FEMALE
4. Industry:
   1. Accounting
   2. Advertising
   3. Aerospace / Aviation / Automotive
   4. Agriculture / Forestry / Fishing
   5. Biotechnology
   6. Business / Professional Services
   7. Business Services (Hotels, Lodging Places)
   8. Computers (Hardware, Desktop Software)
   9. Communications
   10. Construction / Home Improvement
   11. Consulting
   12. Education
   13. Engineering / Architecture
   14. Entertainment / Recreation
   15. Finance / Banking / Insurance
   16. Food Service
   17. Government / Military
   18. Healthcare / Medical
   19. Internet
   20. Legal
   21. Manufacturing
   22. Marketing / Market Research / Public Relations
   23. Media / Printing / Publishing
   24. Mining
   25. Non-Profit
   26. Pharmaceutical / Chemical
   27. Research / Science
   28. Real Estate
   29. Retail
   30. Telecommunications
   31. Transportation / Distribution
   32. Utilities
   33. Wholesale
   34. Other
   35. Don't work
5. Job Function:
   1. Accounting / Finance / Banking
   2. Administration / Clerical / Reception
   3. Advertisement / PR
   4. Architecture / Design
   5. Arts/Leisure / Entertainment
   6. Beauty / Fashion
   7. Buying / Purchasing
   8. Construction
   9. Consulting
   10. Customer Service
   11. Distribution
   12. Education
   13. Health Care (Physical & Mental)
   14. Human resources management
   15. Management (Senior / Corporate)
   16. News / Information
   17. Operations / Logistics
   18. Planning (Meeting, Events, etc.)
   19. Production
   20. Real Estate
   21. Research
   22. Restaurant / Food service
   23. Sales / Marketing
   24. Science / Technology / Programming
   25. Social service
   26. Student
   27. Other
   28. N/A - Unemployed / Retired / Homemaker
6. Please select the answer that best reflects the current position you hold:
   1. I complete the majority of my work virtually (from home, over the internet, etc.)
   2. I complete the majority of my work in an office/work setting.

**Appendix D**

Conclusion page and optional drawing entry

Thank you for participating in this survey to advance the research in the Industrial/Organizational Psychology arena. As a token of gratitude for your time and effort, the researcher invites you to enter into a drawing for one of five $20 Amazon gift cards.

Since your survey answers were anonymous and cannot be traced, please email the researcher directly at [teri.andony@gmail.com](mailto:teri.andony@gmail.com) to be entered into the drawing. Please note: there is no way to link your drawing entry email to your survey answers.

Thank you again,

Teri Andony

The Chicago School of Professional Psychology

**Appendix E**

General Inventory for Lasting Leadership; Rupprecht et al. (2013)

**Please use the following scale:**

1 = Strongly Disagree, 2 = Mostly Disagree, 3 = Somewhat Disagree, 4 = Neutral, 5 = Somewhat Agree, 6 = Mostly Agree, 7 = Strongly Agree

*Scoring Instructions:*

1) Average all of the items in each subscale to create subscale-level means.

2) Average all of the items in the entire scale to create the scale-level mean.

**Vision and Mission**

*My Leader:*

1. Can explain a personal vision for my organization, department, or group that offers an achievable future.
2. Can easily explain the core values inherent in his/her vision.
3. ‘S vision includes the perspectives of multiple stakeholders.
4. Consistently communicates his/her vision through his/her own behavior.
5. Recognizes the importance of innovative solutions to potential problems encountered while working toward the vision.
6. Consistently communicates the mission of my organization, department, or group mission through his/her actions.
7. Can easily describe the stakeholders impacted by the mission of my organization, department, or group.
8. Uses the mission of my organization, department, or group to guide his/her decision-making process.
9. Uses the mission of my organization, department, or group to energize themselves about the work they do.
10. Behaves in ways that are consistent with the vision and mission of my organization, department, or group.

**Shared Values**

*My Leader:*

1. Can describe the shared values of the organization, department, or group.
2. Makes decisions that are consistent with the values of my organization,department, or group.
3. Communicates the shared values in a way that creates consensus.
4. Thinks it is important that everyone in the organization, department, orgroup be "on the same page" with regard to values.
5. Promotes alignment with the values of the organization, department, orgroup.
6. ‘S behavior is consistent with the espoused values of my organization,department, or group.
7. Finds it easy to incorporate the values of my organization, department, orgroup in his/her daily work life.
8. Is a living example of values-based leadership.

**Strategy**

*My Leader:*

1. Uses assessment tools to systematically learn the needs of my organization, department, or group.
2. Is effective in identifying appropriate information needed to make informed big-picture decisions.
3. Can step out of his/her thinking about daily operations to spend time thinking "big picture".
4. Gathers appropriate information before taking action.
5. Encourages people to act on information rather than assumptions.
6. Clarifies the problem before planning solutions.
7. Seeks different views of a problem before attempting to solve it.
8. Uses a systems perspective when making decisions.
9. Looks at the perceived problem from different angles before proceeding.
10. Can effectively develop win-win interactions across boundaries.

**Empowerment**

*My Leader:*

1. Builds communication processes that make it safe for people to say what is on their minds.
2. Protects the group from those who would wield personal power over the collaborative process.
3. Creates credible processes for collaborating.
4. 4 offers people an active role in decision making about matters that affect them.
5. Ensures that the processes for collaborative leadership are transparent to all employees.
6. Actively mentors and coaches subordinates.
7. Builds an environment of trust among direct reports that brings out the best in people.
8. Has a strong focus on continuous learning, continuous renewal, and innovation.
9. Is actively engaged in my own personal development.
10. Is comfortable releasing "power" to others for their own development.

**Inspiration, Motivation, Influence**

*My Leader:*

1. Uses his/her personal power responsibly.
2. Is effective at developing referent power.
3. Actively seeks to change the behavior of others.
4. Encourages others to act together to change circumstances that affect them.
5. Expresses confidence in the capabilities of others.
6. Uses influence to produce results whenever possible.
7. Is open to being influenced by others.
8. Recognizes the effect of his/her emotions on work performance.
9. Recognizes his/her personal impact on group dynamics.
10. Seeks advice, builds consensus, and creates a positive spirit.

**Appendix F**

The Work-Related Flow Inventory (WOLF), Bakker, 2008

The following statements refer to the way in which you experienced your work during the last two weeks.

Please indicate how often you experienced each of the statements. (1 = never, 2 = almost never, 3 = sometimes, 4 = regularly, 5 = often, 6 = very often, 7 = always).

**Absorption**

1. When I am working, I think about nothing else

2. I get carried away by my work

3. When I am working, I forget everything else around me

4. I am totally immersed in my work

**Work Enjoyment**

5. My work gives me a good feeling

6. I do my work with a lot of enjoyment

7. I feel happy during my work

8. I feel cheerful when I am working

**Intrinsic Work Motivation**

9. I would still do this work, even if I received less pay

10. I find that I also want to work in my free time

11. I work because I enjoy it

12. When I am working on something, I am doing it for myself

13. I get my motivation from the work itself, and not from the reward for it

**Appendix G**

PERMA Profiler (Butler and Kern, in press)

*Each question is on a 0 to 10 scale, with anchors noted in parentheses below. Items should be randomly presented, or mix the order across the constructs. The measure consists of 15 items (3 items per PERMA construct), plus a general well-being. Composite scores are averaged across the three items (range 0-10, higher scores = greater well-being). The general well-being question is comparable with other large-scale surveys, and is included as an overall evaluation of well-being.*

1. In general, how often do you feel joyful? (never-always; P)
2. In general, how often do you feel positive? (never-always; P)
3. In general, to what extent do you feel contented? (not at all-completely; P)
4. How often do you become absorbed in what you are doing? (never-always; E)
5. In general, to what extent do you feel excited and interested in things? (not at all-completely; E)
6. How often do you lose track of time while doing something you enjoy? (never-always; E)
7. To what extent do you receive help and support from others when you need it? (not at all-completely; R)
8. To what extent have you been feeling loved? (not at all-completely; R)
9. How satisfied are you with your personal relationships? (not at all-completely; R)
10. In general, to what extent do you lead a purposeful and meaningful life? (not at all-completely; M)
11. In general, to what extent do you feel that what you do in your life is valuable and worthwhile? (not at all-completely; M)
12. To what extent do you generally feel that you have a sense of direction in your life? (not at all- completely; M)
13. How much of the time do you feel you are making progress towards accomplishing your goals? (never- always; A)
14. How often do you achieve the important goals you have set for yourself? (never-always; A)
15. How often are you able to handle your responsibilities? (never-always; A)
16. Taking all things together, how happy would you say you are? (not at all-completely; Overall well-being)

*Below are four additional items, assessing negative aspects of mental health. If other negative measures are included, these are not needed, but at least some negative items should be included. The PERMA-P specifically focuses on well­being to redress the dominant focus on the negative side of psychology. For a balanced perspective of mental health, well-being measures should supplement, not replace, other measures of mental health.*

1. How lonely do you feel in your daily life? (not at all-completely; loneliness)
2. In general, how often do you feel sad? (never-always; N)
3. In general, how often do you feel anxious? (never-always; N)
4. In general, how often do you feel angry? (never-always; N)

**Keywords:** P: Positive emotion; E: Engagement; R: Relationships; M: Meaning; A: Accomplishment; N: Negative emotion.

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