ANNEX A. Items definitions

Questionnaire to measure the relationship between leadership and organizational performance

Contingent Reward (CR)

Resource sharing (CR1): reciprocal exchange between two parties to benefit both. For example, the leader may negotiate with the follower to stay overtime in the production line for a day off in the future.

Reward system (CR2): a process by which a monetary or substantial bonus is given for having met a specific goal or regular performance. For example, prizes for punctuality, attendance, performance.

Fulfillment to obligations (CR3): it is supervised that the responsibilities of the position performed by the follower are satisfactorily executed; for example, task verification sheet.

Personal recognition (CR4): the company publicly announces its appreciation to workers for their effort or dedication, which can be monetary or symbolic; for example, a diploma or trophy.

Passive Management by Exception (PME)

Passive corrections (PME1): actions to modify a system are slow and scarce, so the leader has no proactive part.

Self-interest (PME2): acting according to personal interests, without reviewing whether these are aligned with the organization's interests.

Keeping the system working/not taking risks (PME3): the leader decides not to take risky decisions, so they are dedicated to maintaining the system.

Retaining traditional ideas/not innovating (PME4): the leader maintains conservative and does not innovate production systems, products, or services.

Promoting established rules/not inspiring (PME5): the leader shows an apathetic behavior in which he does not encourage his followers, he focuses on respecting the established rules.

Commitment to realism/no vision (PME6): the leader lacks a futuristic vision and only focuses on the current reality.

Job instability (PME7): there is little confidence in the permanence of the position to be performed.

Resistance to change (PME8): the leader does not accept new ideas to modify or improve processes or systems; therefore, they only do business as usual.

Moldable ethics (PME9): the leader's values and principles are questionable because they act based on personal interest.

Less concern for employees (PME10): The leader does not seek to develop the subordinates economically or emotionally.

Active Management by Exception (AME)

Standards setting (AME1): refers to the company's performance indicators to achieve the determined objectives; for example, productivity indicator.

Focus on organizational goals (AME2): when efforts and resources are focused on meeting the organizational goals, such as daily production and quality indicators.

Follower control (AME3): control over the worker's work behaviors; for example, established standards of conduct.

Hierarchical decision making (AME4): analysis and execution of decisions according to the position to which they belong; for example, cost/benefit analysis in production processes.

Improve development opportunities (AME5): define personnel development plans according to attitudes and skills; for example, scholarships to increase the educational level of all personnel.

Supervision (AME6): refers to a constant review of the activities performed by workers in the development of their jobs; for example, end-of-shift verification of indicators such as productivity, scrap rate, among others.

Auditing (AME7): a review of compliance with the processes and procedures established by the company; for example, participation and management of internal and external audits.

Short-term strategies (AME8): planning and executing a given issue to achieve the stated objective; for example, leadership in follow-up and response to customer complaints.

Improving qualitative performance (AME9): increase the employee's work performance through motivation; for example, staff motivation campaigns.

Feedback (AME10): refers to a method of controlling and adjusting the results obtained on a task or activity to improve them; for example, personnel performance evaluation.

Organizational performance in the social area (OP)

Staff motivation campaigns are in place (OP1): the company establishes annual plans to encourage and foster employee loyalty.

Training is given to staff before performing a task (OP2): training and courses are offered to personnel who will act according to their position once hired to perform the function.

Staff certification in different areas/tasks/clients (OP3): there is a development plan for multitasking workers to improve product performance.

Rewards are given for workers' attitudes, such as punctuality, attendance, productivity (OP4): the company has award bonuses for outstanding workers.

Internal staff development/internal promotion rate (OP5): When a vacancy opens up, the company plans to consider the internal worker before an external worker fills the emptiness.

Scholarships are available to increase staff training (OP6): the company has a plan for developing workers according to their attitudes and skills.

Promoting employee commitment to belonging (OP7): recreational activities foster job satisfaction and employee loyalty.

Incentives are given to meet the organization's objectives (OP8): they are given a bonus to fulfill a goal such as implementing 5's programs to improve the workplace.

Talent attraction programs are in place (OP9): Tests are conducted to analyze workers' skills and, based on this, develop their potential.

Low staff turnover (OP10): Staff turnover is measured and the reasons for employee resignation.