ANNEX B. JUDGE VALIDATION

Dra. Blanca Rosa García Rivera
Research Professor at the Universidad Autónoma de Baja California
Present.

I extend a kind invitation to support me in the evaluation of the measurement instrument for the research project ¨Role of transactional leadership in social performance in the maquiladora industry¨, which I am conducting as part of my doctoral studies at the Institute of Engineering and Technology at the Universidad Autónoma de Ciudad Juárez.

We are currently evaluating the content validity of the instrument. The main objective is to identify whether the instrument meets the methodological requirements of sufficiency, clarity, coherence, and relevance. I want to point out that, as part of constructing the measurement instrument, a broad search for studies that have used similar instruments in the last five years was carried out.

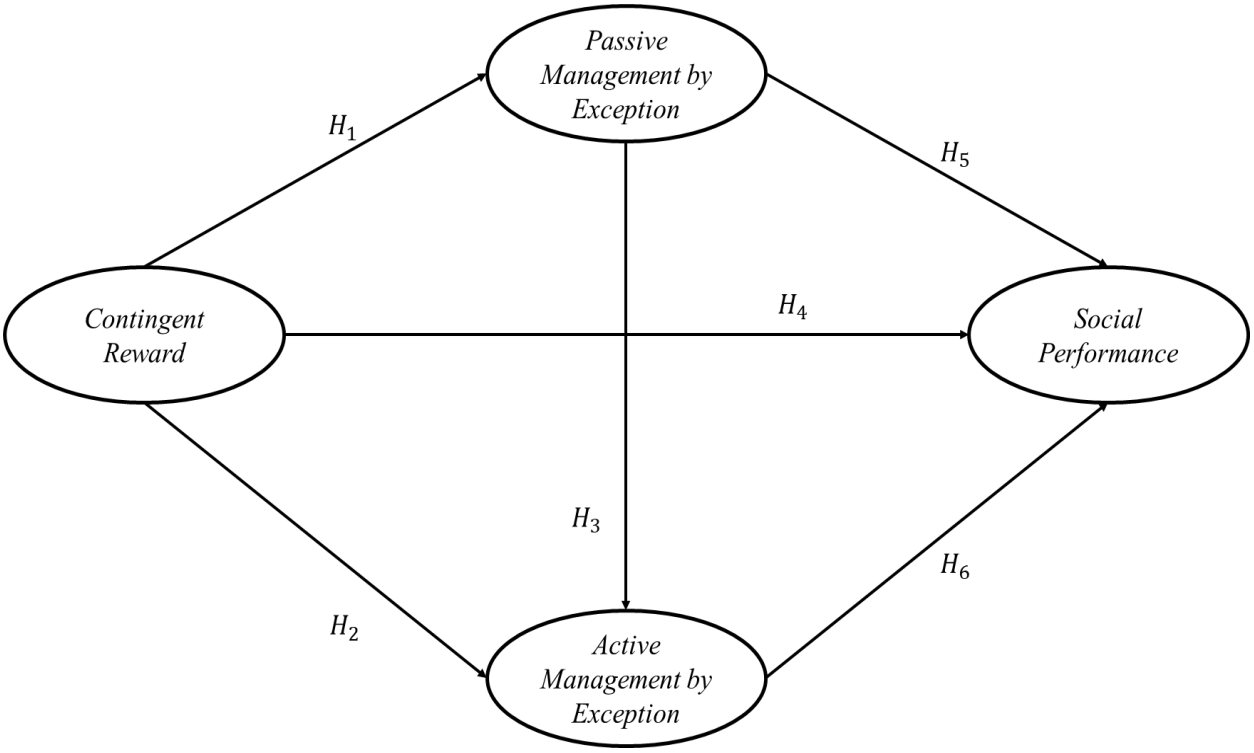
Thank you in advance for your valuable collaboration. I am enclosing a document containing the items used and the details of the evaluation.

ATTENTIVELY
Maribel Mendoza Solis
Doctoral student

ITEM EVALUATION INSTRUMENT

CATEGORY	QUALIFICATION	INDICATOR
SUFFICIENCY The items belonging to the same dimension are sufficient to obtain the measurement.	1. Does not meet the criterion	The item has no logical relationship to the dimension.
	2. Low level	The item has a tangential relationship with the dimension.
	3. Moderate level	The item has a moderate relationship with the dimension it is measuring.
	4. High level	The item is completely
CLARITY The item is easily easily understood, i.e., its syntax and syntax and semantics are adequate.	1. Does not meet the criterion	The item is not clear.
	2. Low level	The item requires a lot of modification or an extensive modification in words according to their meaning.
	3. Moderate level	A particular modification of some of the terms of the item is required.
	4. High level	specific modification of some of the terms of the item is required.
COHERENCE The item has a logical relationship to the dimension or indicator that is indicator it is measuring.	1. Does not meet the criterion	The item has no logical relationship to the dimension.
	2. Low level	The item has a tangential relationship with the dimension.
	3. Moderate level	The item has a moderate relationship with the dimension it is measuring.
	4. High level	The item is completely
RELEVANCIA The item is essential , i.e ., it must be included.	1. Does not meet the criterion	The item can be removed without affecting the measurement of the dimension.
	2. Low level	The item has some relevance, but another item may be including what this one measures.
	3. Moderate level	The item is relatively important.
	4. High level	The item is very relevant and should be included.

FORMAT FOR ASSESSING CONTENT VALIDITY	
Full name of judge:	Blanca Rosa García Rivera
Academic background:	Doctor of Management Sciences
Areas of professional experience:	Business Management
Years of experience:	24 years
Current positionl:	Professor - PTC Researcher
Institution:	Autonomous University of Baja California



Contingent Reward (CR)

It is the first dimension of transactional leadership and is based on transactions or exchange of resources with followers (B. M. Bass, 1985; Martin, 2017), which can be material or psychological(Aga, 2016).

Passive management by exception (PME)

It is the second dimension of transactional leadership and is based on not intervening and lettingproblems arise and only until they are seriously attended to them (Aga, 2016), it avoids establishing agreements, does not specify expectations or goals (B. Bass, Avolio, Jung, & Berson, 2003) andin various investigations, it has been found that this dimension does not favor the achievement ofobjectives (Birasnav & Bienstock, 2019).

Active management by exception (AME)

It is the third dimension of transactional leadership and involves constant monitoring to avoid irregularities in procedures, disregard for rules or errors in the system, and once they occur, take corrective actions quickly, compliance standards are specified and can be punished if not as successful as expected, changes to problems are promoted before they become more serious (Arokiasamy et al., 2015; Birasnav & Bienstock, 2019).

Social Performance (OP)

Social Performance is one of the most frequently evaluated. Páez Gabriunas (2010) defines *Social Performance* is the level of commitment that an organization has with its workers toprovide them with job satisfaction that benefits the company.

TRANSACTIONAL LEADERSHIP

Dimension	Ítem	Sufficiency	Clarity	Consistency	Relevance	Comments
Contingent Reward	Resource sharing					
	Reward system					
	Fulfillment to obligations					
	Personal recognition					
Passive management by exception	Passive corrections					
	Self-interest					
	Keeping the system working/not taking risks					
	Retaining traditionalideas/not innovating					
	Promoting established rule/not inspiring					
	Commitment to realism/no vision					
	Job instability					
	Resistance to change					
	Moldable ethics					
	Less concern for their employees					
Active management by exception	Setting standards					
	Focus on organizational goals					
	Follower control					
	Hierarchical decisionmaking					
	Improving development opportunities					
	Supervision					

	Auditing					
	Short-term strategies					
	Improving qualitative performance					
	Feedback					

Social Performance

Dimension	Ítem	Sufficiency	Clarity	Consistency	Relevance	Comments
Social Performance	Staff motivation campaigns are in place					
	Training is given to staff. prior to performing a task.					
	There is certification of staff in different areas/tasks/clients.					
	Rewards are given for workers' attitudes, such as punctuality, attendance, productivity					
	There is an internal staff. development/internal promotion rate.					
	Scholarships are available to increase staff training					
	Employee commitment to membership is encouraged.					
	Incentives are given for meeting the organization's objectives.					
	Talent attraction programs are in place					
	There is low staff turnover					