**Definition:** Destructive leadership behaviours concern leaders that disregard or act against the success of company goals through actions toward employees, the company, or both.

**Instructions**

Thank you in advance for taking the time to complete this survey. There are three separate sections. Please review the response options available for each section listed at their beginning and review the scale used for each. The purpose of this instrument is to collect data on how the destructive behaviours of managers in manufacturing companies related to an employee’s decision to stay or leave their company. In brief, destructive leadership behaviours concern leaders that disregard or act against the success of company goals through actions toward employees, the company, or both. The highlighted statement for each section gives you the setting for the numbered question.

**First Section: Demographic Questions**

Please tick a single response for each item listed below:

1. Gender: Male / Female
2. Marital Status: Married / Single
3. Age bracket: 18 – 30 / 31 – 45 / 46 – 65 / others
4. Level of Education: Primary School, Secondary School, VET, TAFE, Higher Education

**QUESTIONNAIRE**

**Second Section: Destructive Leadership Scale**

Decide how frequently the following apply and use the following scale:

|  |  |  |  |
| --- | --- | --- | --- |
| Not at all | Once in a while | Quite often | Very often/Nearly always |
| 1 | 2 | 3 | 4 |

|  |  |  |
| --- | --- | --- |
| During the last six months, have you felt that your immediate superior: | | |
| 5. | has bullied you, if you do not live up to his/her standards | 1 2 3 4 |
| 6. | has imitated or made faces to you, or other colleagues, to show that he/she is unhappy with your/their work efforts. | 1 2 3 4 |
| 7. | has spread incorrect information about you, or your colleagues, to damage your/their standing in the company. | 1 2 3 4 |
| 8. | has given you a dressing down on the phone, hung up in the middle of a conversation or sent you an offensive e-mail because he/she thinks you have done a poor job. | 1 2 3 4 |
| 9. | has placed brutal pressure on you. | 1 2 3 4 |
| 10. | has bullied other colleagues if they do not live up to his/her standards | 1 2 3 4 |
| 11 | has shown a low level of respect for others | 1 2 3 4 |
| 12 | enjoys making people suffer | 1 2 3 4 |
| 13. | has ascribed the company’s success to his/her efforts ahead of the efforts of the employees. | 1 2 3 4 |
| 14. | has used his/her position in the firm for financial/material gain at the expense of the company. | 1 2 3 4 |
| 15. | has considered his/her colleagues more as rivals than partners. | 1 2 3 4 |
| 16. | has reduced your chance to express yourself at meetings, by assigning you slightly less time to talk, or by putting you at the end. | 1 2 3 4 |
| 17. | has lied a lot. | 1 2 3 4 |
| 18 | has blamed others for his/her own mistakes. | 1 2 3 4 |
| 19. | has said one thing and does exactly the opposite. | 1 2 3 4 |
| 20. | has not shown trust in subordinates by assigning them important tasks |  |
| 21 | has been chummy by encouraging you/your colleagues to extend your/their launch break. | 1 2 3 4 |
| 22. | has encouraged you to take advantage of extra privilege sat the company’s expense. | 1 2 3 4 |
| 23. | has encouraged you, or your colleagues, to take extra coffee/smoke breaks, as a reward for good work efforts. | 1 2 3 4 |
| 24. | has encouraged you or your colleagues to carry out private tasks/errands during working hours. | 1 2 3 4 |
| 25. | has personal favourites. | 1 2 3 4 |
| 26. | has shown excessive favouritism | 1 2 3 4 |
| 27 | has acted in ways that divide employees against one another | 1 2 3 4 |
| 28. | has been telling people what they want to hear | 1 2 3 4 |

**Third Section: Multifactor Leadership Questionnaire 5xShort**

Judge how frequently the following apply and use the following scale:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Not at all | Once in a while | Sometimes | Fairly often | Frequently, if not always |
| 0 | 1 | 2 | 3 | 4 |

|  |  |  |
| --- | --- | --- |
| The person (manager) I am rating… | | |
| 29 | avoids getting involved when important issues arise | 0 1 2 3 4 |
| 30. | is absent when needed | 0 1 2 3 4 |
| 31. | avoids making decisions | 0 1 2 3 4 |
| 32. | delays responding to urgent questions | 0 1 2 3 4 |
| 33. | waits for things to go wrong before taking action | 0 1 2 3 4 |
| 34. | demonstrates that problems must become chronic before taking action | 0 1 2 3 4 |
| 35. | fails to interfere until problems become serious | 0 1 2 3 4 |
| 36. | keeps track of all mistakes | 0 1 2 3 4 |

**Fourth Section: Turnover Intention Scale (TIS-6)**

The following section aims to ascertain the extent to which you intend to stay at the organization. Please read each question and indicate your response using the scale provided for each question.

|  |  |
| --- | --- |
|  | During the past 9 months… |
| 37. | How often have you considered leaving your job?  Never < 1----2----3----4----5> Always |
| 38 | To what extent is your current job satisfying your personal needs?  To no extent < 1----2----3----4----5> To a very large extent |
| 39. | How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?  Never < 1----2----3----4----5> Always |
| 40. | How often do you dream about getting a new job that will better suit your personal needs?  Never < 1----2----3----4----5> Always |
| 41. | How likely are you to accept another job at the same compensation level, should it be offered to you?  Highly unlikely < 1----2----3----4----5> Highly likely |
| 42. | How often do you look forward to another day at work?  Never < 1----2----3----4----5> Always |

Source: *Adapted from Bass & Avolio (2004), Einarsen et al. (2002), Aasland et al. (2010), and Roodt (2004).*

\*\*\*\*THANK YOU\*\*\*\*