Leader Reward and Punishment Questionnaire Items

Contingent Reward behaviour (CR)

CR 01 My supervisor always gives me positive feedback when I perform well
CR 02 My supervisor gives me special recognition when my performance is especially good
CR 03 My supervisor would quickly acknowledge an improvement in the quality of my work
CR 04 My supervisor commends me when I do a better than average job
CR 05 My supervisor personally pays me a compliment when I do outstanding work
CR 06 My supervisor informs his/her boss and others when I do outstanding work
CR 07 If I do well, I know my supervisor will reward me
CR 08 My supervisor would do all that he/she could to help me go as far as I would like to go in this organization if my work is consistently above average
CR 09 My good performance often goes unacknowledged by my supervisor (reverse-scored)
CR 10 I often perform well in my job and still receive no praise from my supervisor (reverse-scored)

Contingent Punishment behaviour (CP)

CP 11 If I performed at a level below that which I was capable of, my supervisor would indicate his/her disapproval
CP 12 My supervisor shows his/her displeasure when my work is below acceptable levels
CP 13 My supervisor lets me know about it when I perform poorly
CP 14 My supervisor would reprimand me if my work was below standard
CP 15 When my work is not up to par, my supervisor points it out to me

Non-Contingent Punishment behaviour (NCP)

NCP 16 My supervisor frequently holds me accountable for things I have no control over
NCP 17 My supervisor is often displeased with my work for no apparent reason
NCP 18 My supervisor is often critical of my work, even when I perform well
NCP 19 I frequently am reprimanded by my supervisor without knowing why

Non-Contingent Reward behaviour (NCR)

NCR 20 Even when I perform poorly, my supervisor often commends me
NCR 21 My supervisor is just as likely to praise me when I do poorly as when I do well
NCR 22 Even when I perform poorly on my job, my supervisor rarely gets upset with me
NCR 23 My supervisor frequently praises me even when I don't deserve it

Minnesota Satisfaction Questionnaire items

Satisfaction with Supervisor Human Relations (SSHR)

SSHR 10 The way my supervisor and I understand each other
SSHR 30 The way my boss handles his/her subordinates
SSHR 50 The way my boss backs his/her subordinates up (with top management)
SSHR 70 The way my boss takes care of complaints brought to him/her by his/her subordinates
SSHR 90 The personal relationship between my boss and his/her subordinates

Satisfaction with Supervisor Technical Ability (SSTA)

SSTA 15 The technical 'know-how' of my supervisor
SSTA 35 The competence of my supervisor in making decisions
SSTA 55 The way my boss delegates work to others
SSTA 75 The way my boss provides help on hard problems
SSTA 95 The way my boss trains his/her subordinates

* From Podsakoff et al. (1984, p. 38).
* From Weiss et al. (1967, pp. 32-35).