

## Appendix A: Measurement Items

Part I (Supervisor)
<p style="text-align: center;">Task performance</p> <p><i>Operational definition</i> A degree of how well an employee performs the assigned or in-role tasks.</p> <p><i>Measurement Items</i> In our organization, the employee...</p> <ol style="list-style-type: none"> <li>1. adequately completes assigned duties.</li> <li>2. fulfills responsibilities specified in the job description.</li> <li>3. performs tasks that are expected.</li> <li>4. meets formal performance requirements of the job.</li> <li>5. completes obligatory aspects of the job.</li> </ol> <p>Source: Bachrach, Wang, Bendoly, and Zhang, 2007; Williams and Anderson (1991)</p>
<p style="text-align: center;">Contextual performance</p> <p><i>Operational definition</i> A degree of how well an employee displays the extra-role behavior beyond the job description and reward system.</p> <p><i>Measurement Items</i> In our organization, the employee...</p> <ol style="list-style-type: none"> <li>1. helps newcomers even without my asking.</li> <li>2. assists new colleagues in adjusting to the work environment.</li> <li>3. helps colleagues solve work-related problems.</li> <li>4. covers work assignments for colleagues when needed.</li> </ol> <p>Source: Lin and Peng (2010)</p>
Part II (Subordinate)
<p style="text-align: center;">Leader motivating language</p> <p><i>Operational definition</i> A leader's language behavior of clearly providing message and information, expressing organizational value and task significance, and empathetically showing care and consideration to followers.</p> <p><i>Measurement Items</i> In my workplace, my supervisor...</p> <ol style="list-style-type: none"> <li>1. gives me useful explanations of what needs to be done in my work</li> <li>2. gives me clear instructions about solving job-related problems</li> <li>3. provides me with helpful information about forthcoming changes affecting my work</li> <li>4. offers me advice about how to behave at the organization's social gatherings</li> <li>5. offers my advice about how to "fit in" with other members of this organization</li> <li>6. tells me stories about people who have left this organization</li> <li>7. shows me encouragement for my work efforts</li> <li>8. shows concern about my job satisfaction</li> <li>9. expresses his/her support for my professional development</li> </ol> <p>Direction-giving language (1, 2, 3), meaning-making language (4, 5, 6), empathetic language (7, 8, 9)</p>

Source: Mayfield and Mayfield (2007)

Feedback quality

*Operational definition*

An employee's perception of consistency and usefulness of feedback message given by his/her supervisor.

*Measurement Items*

Please report the feeling about the feedback from your supervisor.

1. My supervisor gives me useful feedback about my job performance.
2. The performance feedback I receive from my supervisor is helpful.
3. I value the feedback I receive from my supervisor.
4. The feedback I receive from my supervisor helps me do my job.
5. The performance information I receive from my supervisor is generally very meaningful.

Source: Steelman, Levy and Snell (2004)