

Questionnaire: Management Styles and Leadership Performance

Section A: Introduction & Consent

This questionnaire aims to assess how different management styles influence the performance of organizational leaders. Your responses will be kept confidential and used strictly for research purposes.

- I consent to participate in this study.
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Section B: Demographic Information

1. Age:

- 18–29
- 30–39
- 40–49
- 50 and above

2. Gender:

- Male
- Female
- Prefer not to say

3. Highest level of education:

- Diploma
- Bachelor's degree
- Master's degree
- Doctorate
- Other (specify): _____

4. Years of leadership experience:

- Less than 3 years
- 3–5 years
- 6–10 years
- More than 10 years

5. Sector:

- Public
 - Private
 - Non-profit
 - Other (specify): _____
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Section C: Management Style (Independent Variable)

Indicate your level of agreement with the following statements.

Scale:

1 = Strongly Disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly Agree

C1: Transformational Leadership

1. I inspire team members with a clear vision of the future.
2. I encourage innovation and creative thinking.
3. I motivate employees to exceed expectations.
4. I provide individualized support to team members.

C2: Transactional Leadership

5. I reward employees based on their performance.
6. I closely monitor employees to ensure tasks are completed.
7. I focus on achieving set targets and goals.
8. I take corrective action when standards are not met.

C3: Autocratic Leadership

9. I make decisions without consulting my team.
10. I expect employees to follow instructions strictly.
11. I maintain full control over work processes.

C4: Democratic Leadership

12. I involve employees in decision-making.
13. I encourage open communication within the team.
14. I consider team members' opinions before making decisions.

C5: Laissez-Faire Leadership

15. I allow employees to make decisions independently.
16. I provide minimal supervision to my team.
17. I trust employees to manage their own work.

Section D: Leadership Performance (Dependent Variable)

Indicate your level of agreement with the following statements.

Scale:

1 = Strongly Disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly Agree

- 18. I consistently achieve organizational goals.
- 19. My team meets performance targets effectively.
- 20. I manage resources efficiently.
- 21. I make effective and timely decisions.
- 22. I handle challenges and crises effectively.
- 23. My leadership contributes to organizational growth.
- 24. My team demonstrates high productivity.
- 25. I maintain strong working relationships with team members.

Section E: Organizational Factors (Control Variables)

- 26. The organization provides adequate resources for my role.
- 27. There is a supportive organizational culture.
- 28. I receive sufficient training and professional development.
- 29. Organizational policies support effective leadership.

(Use same 1–5 Likert scale)

Section F: Open-Ended Questions

30. Which management style do you believe is most effective in your organization, and why?

31. What challenges do you face in applying your preferred management style?