

**APPENDIX A**  
**Questionnaire (English Version)**  
**Leadership Styles of Managers at a Chemical Company in Bangkok**

**Directions:**

1. This questionnaire consists of two parts as follows:
  - Part 1 Demographic Information of Respondents
  - Part 2 Information related to leadership styles of the respondents.
2. Definition of the terms used in this questionnaire.
  - “Department” Refers to a working unit where the respondents works for.
  - “Subordinate” Refers to a person who has a lower position than the respondent.

**Part 1: Demographic Information of Respondents**

Please read the following questions and check X the blocks or fill in the blanks with the appropriate answers.

1. Gender
  - 1) Male
  - 2) Female
2. Age
  - 1) 20-25 years
  - 2) 26-30 years
  - 3) 31-35 years
  - 4) 36 years and over
3. Education
  - 1) Below Bachelors' Degree
  - 2) Bachelor's Degree
  - 3) Master's Degree
4. Position
  - 1) Manager
  - 2) Senior Manager
5. Number of working years
  - 1) 0-5 years
  - 2) 6-10 years
  - 3) 11 years and over

**Part 2: Information related to leadership styles of the respondents.**

Please check X the columns next to each statements that represents how strongly your feel about the statement by using the following scoring systems.

5 = Strongly agree / very much

4 = Agree / much

3 = Undecided / average

2 = Disagree / not much

1 = Strongly disagree / not at all

No.	Item	How strongly you feel about the statement.				
		5	4	3	2	1
1.	I always retain the final decision making authority within the department or team.					
2.	I always try to include one or more subordinates in determining what to do and how to do it. However, I maintain the final decision making authority.					
3.	I and my subordinates always vote whenever a major decision has to be made.					
4.	I do not consider suggestions made by my subordinates as I do not have the time for them.					
5.	I ask for employees' ideas and input on upcoming plans and projects.					
6.	For a major decision to pass in the department, it must have the approval of each individual or the majority.					
7.	I tell my subordinates what has to be done and how to do it.					
8.	When things go wrong and I need to create a strategy to keep a project or process running on schedule, I call a meeting to get subordinates' advice.					
9.	To get information out, I send it by email, memos, or voice mail; very rarely is a meeting called. My subordinates are then expected to act upon the information.					

No.	Item	How strongly you feel about the statement.				
		5	4	3	2	1
10.	When someone makes a mistake, I tell them not to ever do that again and make a note of it.					
11.	I want to create an environment where the subordinates take ownership of the project. I allow them to participate in the decision-making process.					
12.	I allow my subordinates to determine what needs to be done and how to do it.					
13.	Newly hired staff are not allowed to make any decisions unless it is approved by my manager first.					
14.	I ask my subordinates for their vision of where they see their jobs going and then use their vision where appropriate.					
15.	My subordinates know more about their jobs than me, so I allow them to carry out the decisions in order to do their job.					
16.	When something goes wrong, I tell my subordinates that a procedure is not working correctly and I establish a new one.					
17.	I allow my subordinates to set priorities with my guidance					
18.	I delegate tasks in order to implement a new procedure or process.					
19.	I closely monitor my subordinates to ensure they are performing correctly.					
20.	When there are differences in role expectations, I work with them to resolve the differences.					
21.	Each individual is responsible for defining their job.					
22.	I like the power that my leadership position holds over subordinates.					

No.	Item	How strongly you feel about the statement.				
		5	4	3	2	1
23.	I like to use my leadership power to help subordinates develop.					
24.	I like to share my leadership power with subordinates.					
25.	I must direct or threaten my employees with punishment in order to achieve the organizational objectives.					
26.	I ask them to exercise self-direction if they are committed to the objectives.					
27.	My subordinates have the right to determine their own organizational objectives.					
28.	My subordinates seek mainly security.					
29.	My subordinates know how to use creativity and ingenuity to solve organizational problems.					
30.	My subordinates can lead themselves just as well as I can.					