

**LEADERS' SUPPLICATION BEHAVIOUR AND EMPLOYEES' WORK-RELATED ATTITUDES IN MEDIA ESTABLISHMENTS IN RIVERS STATE**

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**Abstract**

This study, with practical implications, explored the relationship between leaders' supplication behavior and employees' work-related attitudes in media establishments in Rivers State, Nigeria. A total of one hundred and fifty (150) employees were randomly sampled from fifteen (15) purposively drawn media establishments in Rivers State, Nigeria, encompassing newsprint, radio houses, and television houses. Adopting a cross-sectional survey approach, the study utilised the Kendall Correlation Statistical Technique for data analysis. With direct application, the findings revealed a significant and linear relationship between leaders' supplication and employees' work-related attitudes. Specifically, the results of data analysis revealed a positive and significant relationship between leaders' supplication and employees' job satisfaction, commitment and involvement. Based on the findings above, the study concludes that leaders' supplication behaviour is crucial in shaping employees' work attitudes. Specifically, the study concludes that leaders' supplication behaviour significantly predicts employees' job satisfaction, commitment and involvement in media establishments in Rivers State. This highlights the importance of leaders' supplication behaviour in shaping the work attitude of employees in media establishments. This implies that employees tend to be more motivated, committed and engaged when their leaders demonstrate supplication behaviour towards them. The theoretical and managerial implications of these findings were also discussed.

**Keywords:** Employees Commitment, Employee Involvement, Job Satisfaction, Leaders' Supplication, Media Establishments, Rivers State.

**Introduction****I. CONTEXT OF THE PROBLEM**

Many factors may contribute to organisational success, such as management, leadership, work environment, organisational relationship, motivation, satisfaction, performance, organisational climate, treatment, and employees' attitudes. These factors are interrelated because neglecting one factor may affect the other factors. Employees contribute to improving organisational performance through their attitudes, behaviours, and performance. Employee performance, both directly and indirectly, impacts the performance and success of the organisation as a whole (Anwar & Sarfraz, 2023). Management must have a comprehensive outlook on the organisation and pay attention to different issues. Some issues that are given little attention by management contribute to the attitude of employees toward their work and the work environment in which employees perform their tasks. The management undermined the effect of these issues on the



performance of the organisation. Some studies on the effect of attitude on work performance have been conducted, such as Khan, Han and Ghauri (2014), Susanty, Miradipta and Jie (2013), and Abdalkrim and Elhalim (2016). These studies found that attitude toward work affects performance and commitment.

Work attitudes are the feelings and beliefs that largely determine how employees perceive their environment, commit themselves to intended actions, and ultimately behave. Work attitudes form a mental set that affects how we view something else. It impacts how workers view and judge their surroundings at work. Managers of organisations are vitally interested in the attitudes of their employees toward their work, their careers, and the organisation itself. Employees' attitudes are most important in achieving individual and organisational objectives through performance. Leaders do so many things to ensure that the attitude of workers to their employing organisations remains positive. One such activity is connected to impression management. Impression management refers to the behaviour of employees to create, maintain, protect, or otherwise change the impression of their target objects (Bourdage et al., 2020).

Past studies have shown that employees experiencing supportive supervision report high job satisfaction, think positively about their organisation, and are committed to it. The quality of problem interaction is based on the in-depth development of followers' attributes (Talukder & Galang, 2021; Lambert et al., 2020; Rawashdeh & Tamimi, 2020).

Work attitudes and their particular impact on effective leader behaviour are numerous. These include trust and control philosophies, initiation of work and friendship orientation, conflict management, directive behaviour, supportive behaviour, participative decision-making, job satisfaction and job performance, work satisfaction and performance feedback, and reducing role overload, role conflict, and role ambiguity (Rehman et al., 2020; Farid et al., 2020; Men et al., 2020). Since leadership styles account for some of the positive changes in employees' work attitudes and productivity growth in media organisations, attention has to be given to both supervisors' and employees' behaviours for a better understanding of both usual and unusual changes in work attitude.

Since no known study has examined the relationship between leaders' supplication and employees' work-related attitudes in Nigeria, specifically the media establishments in Rivers State, this study will fill the gap in the literature by examining how a leader's supplication relates to employee work attitude.

To address this research problem, the study developed the following questions and hypotheses;

1. What is the relationship between supplication and employees' job satisfaction in media establishments in Rivers State?
2. How does leaders' supplication relate to employee commitment in media establishments in Rivers State?
3. What is the relationship between leaders' supplication and employee involvement in media establishments in Rivers State?

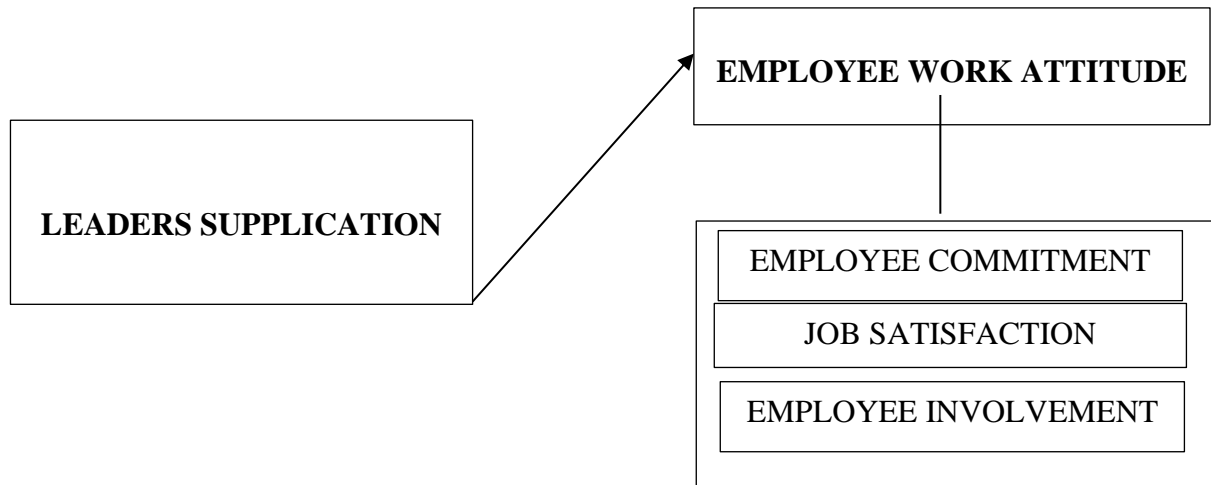
The following hypotheses were formulated for this study

**H<sub>01</sub>:** There is no significant relationship between leaders' supplication and job satisfaction of employees in media establishments in Rivers State.



**H02:** There is no significant relationship between leaders' supplication and employee commitment in media establishments in Rivers State.

**H03:** There is no significant relationship between leaders' supplication and employee involvement in media establishments in Rivers State.



*Source: Conceptualized by Researcher, 2024.*

**Fig 1: Conceptual Framework Showing the Hypothesized Relationship between Leaders' Supplication and Employee work attitude**

As noted by Gabriel and George (2015), the measures of employee work attitude are related to improving organisational growth and performance, job satisfaction, employee commitment, and employee involvement.

## II. LITERATURE REVIEW

### THE CONCEPT OF WORK ATTITUDE

According to Khan, Han and Ghauri (2014), work attitude is the feeling we have toward the different aspects of the work environment. Gabriel and George (2015) explain that work attitude refers to the evaluation or personal interests of work-related targets. From the definition, it can be deduced that the work attitude is the tendency of a subject to respond to an object, both positive and negative, in the work environment. In this case, it is explained that a person tends to do a particular job if he has a positive attitude toward his job. Tervo et al. (2004:908) define attitudes as "learned dispositions directing feelings, thoughts and actions". It can further be concluded that attitudes vary significantly between the sexes, between cultures, and over time (Susanty et al., 2013). Attitudes can be directed at objects, people, issues, or advertisements, and the attitude toward them can be referred to as an attitude object (Solomon et al., 2013).

Attitudes can be formed in several different manners, but Solomon et al. (2013) highlight three: classical conditioning, instrumental conditioning and complex cognitive processes. Classical conditioning is believed to form attitudes by pairing the attitude object with a particular stimulus (Olson & Fazio, 2001). On the other hand, instrumental conditioning regards the



formation of attitudes through positive or negative reinforcement of an attitude object (Solomon et al., 2013). In order to evaluate an attitude, its three components can be studied: affect, behaviour and cognition (Kim & Stepchenkova, 2015). Affect generally regards emotions or feelings toward an attitude object, whereas cognition refers to thoughts or beliefs about it, and behaviour refers to a person's actions (Kim & Stepchenkova, 2015). They can be explained as feeling, knowing and doing (Solomon et al., 2013). Furthermore, while evaluations can be expected to find a positive correlation between the three components, this is not always the case, and the evaluation of one attitudinal component can vary significantly from the other two (Kim & Stepchenkova, 2015). However, recent research argues that rather than attitudes consisting of three components, the two attitudinal components of affect and cognition influence behaviour (Kim & Stepchenkova, 2015).

### **Employee Job Satisfaction**

Montuori et al. (2022) defined employee job satisfaction as the pleasurable feelings and stated the workers derive from their jobs. Valaei and Rezaei (2016) defined job satisfaction as a positive emotional state that motivates employees to feel good when their job is mentioned. Furthermore, the study indicated that job satisfaction promotes employee commitment. According to Paul and Phua (2011), job satisfaction is the feelings an employee derives from his/her job based on the extent to which his/her expectations are met.

Wickramasinghe (2016), in the study of the predictors of job satisfaction, found that for employees to be happy and satisfied with their jobs, organisations must consider personal and job characteristics. The study further revealed that job satisfaction is affected by demographic factors such as age, gender and education. Ranchman (2021) opined that job satisfaction is affected by the work environment and the relationships developed around the organisation. Furthermore, he found that job satisfaction relates to job characteristics, such as work stress and job design.

Shaju and Subhashini (2017) found that job satisfaction directly relates to employees' performance. Also, the study revealed that the conditions of service and job characteristics are all determinants of job satisfaction. Yuen et al. (2018) found that job performance is determined by the nature of the job, conditions of service and the employee's personality. According to Zulfa (2021), five indicators can be used in measuring job satisfaction: the work itself, the payment system, promotional opportunities, the attitude and behaviour of the supervisors and managers and finally, the attitude and behaviour of the colleagues or co-workers.

### **Employee Commitment**

In the words of Akintayo (2010), employee commitment is defined as the emotional attachment of a worker to its organisation and the degree of willingness the worker attaches to staying in the organisation. In a study by Khan, Ziauddin, Jam, and Ramay (2010) on employee commitment, he noted that a worker's willingness to remain in an organisation is called his/her commitment. Furthermore, the study noted that many factors influence this willingness. He expressed that there are different levels of commitment within the workforce. Those who see the organisation as their second home and, as such, are emotionally attached display affective



commitment. Those who feel obligated to remain due to what they may have gained from the organisation are normatively committed. In contrast, those who want to remain due to the cost of leaving the organisation display continuance commitment.

Zheng, Sharan, and Wei (2010) see employee commitment to an organisation as one's behavioural display or attitude towards the organisation. Furthermore, the study noted that those committed to the organisation act right, while those not committed will display counterproductive behaviours. Similarly, Shastric, Shashi, and Sinha (2010) averred that the loyalty or attachment workers show to their organisation is known as employee commitment. This loyalty must be in consonance with the goals and objectives of the organisation.

### **Employee Involvement**

According to Kumari and Kumari (2014), employee involvement is the process that empowers employees to partake in managerial decision-making and improvement of organisational activities suitable to their ranks in the organisation and its relation to the organisational goals and aspirations. Sofijanova and Zabijakin–Catleska (2013) refer to involvement as the participation of employees in decision-making and problem-solving and increased autonomy in work processes. Involvement connotes the idea of allowing employees to participate in decisions that affect them, increasing their autonomy and control of their work, and delegating more authority and responsibility to them in order to make them more committed, motivated and satisfied with their jobs in an organisation (Obiekwe & Zeb-Obipi, 2018).

### **SUPPLICATION**

The only strategy of impression management that involves exhibiting one's weakness to achieve a desirable self-image is called supplication (Turnley & Bolino, 2001). The actor intentionally projects his/her weakness so that others may feel sympathetic and render help (Kacmar et al., 2007). Furthermore, they maintained that the individual advertises one's incompetence so that he derives some benefit from that. In comparison, the other strategies of impression management, such as ingratiation, exemplification, intimidation and, self-promotion, supplication, have not received much research attention (Crane & Crane, 2002; Harris et al., 2007; Turnley & Bolino, 2001).

### **EMPIRICAL REVIEW**

Osho, Gabriel and Konya (2019) conducted an expository study on leader supplication impression management strategy and organisational citizenship behaviour of tertiary institutions in Port Harcourt, Nigeria. The objective is to determine how supplication as a dimension of leader impression management strategy influences the measures of organisational citizenship behaviour of tertiary institutions in Port Harcourt, Nigeria. The research design adopted for the study was a cross-sectional survey. The population comprises 4000 non-academic staff of 4 tertiary institutions in Port Harcourt. Spearman's Rank Order Correlation Coefficient was the statistical tool, and the study found that leader supplication impression management strategy significantly contributes to the achievement of organisational citizenship behaviour in tertiary institutions in Port Harcourt.





Hou et al. (2021) studies on physiotherapists' performance addressed the gap between the relationship between impression management and organisational citizenship behaviour and job performance. This study targeted medical institutions offering rehabilitation and physiotherapy services and conducted a questionnaire survey based on scales developed by domestic and foreign scholars. Six hundred (600) copies of the questionnaires were distributed, and 523 valid ones were collected. In the survey, the Impression Management Scale, Organizational Citizenship Behavior Scale, and Job Performance Scale indicated that at the individual level, the impression management of physiotherapists is significantly related to their organisational citizenship behaviours and job performance. The impression management scale measured acts of supplication and their relationship to behaviours. The study maintained that impression management gives people specific purposes and behaviours to display activities promoting positive work attitudes.

Zeb-Obipi, George and Jaja (2017) examined the moderating influences of social interaction and social perception in the Nigerian telecommunication industry's leader impression management strategy and subordinate work attitude relationship. Adopting a cross-sectional survey design, data were obtained from a sample of 306 employees from 6 firms operational in the Nigerian telecommunication industry. The multiple regression analysis was employed for multivariate hypothesis testing, and the results indicate that social interaction and social perception moderated the relationship between leader impression management strategy and subordinate work attitude. The study concluded that leader impression management strategy leads to positive subordinate work attitudes.

McLane (2012) examined impression management strategies and organisational identity in high-ranking organisational executives employed to create an identity for themselves and their companies via executive-authored Weblogs (blogs). The objective was to identify specific patterns of impression management strategies through a deductive content analysis applying Jones' (1990) taxonomy of self-presentation strategy to this type of computer-mediated communication. Sampling for this study (n=227) was limited to blogs solely and regularly authored by the highest-ranking leaders of Fortune 500 companies. The study revealed that executive bloggers frequently employed impression management strategies aimed at currying competency attributes (self-promotion), likeability (ingratiation), and moral worthiness (exemplification) to construct and shape a positive identity for themselves and their organisation for the public. Supplication strategies were used less frequently, while intimidation strategies were rarely used.

### III. METHODS

Gathering information from an unbiased group or population to ascertain a phenomenon is known as a survey (Ancker et al., 2013). This study adopted the survey research design, and precisely, a cross-sectional design was applied. Setia (2016) defined a cross-sectional research design as a research design that involves collecting and gathering information from different individuals or groups of persons at a single point. This study adopted the cross-sectional design. The population of this research involves the employees of all the media establishments in Rivers State employees.



Because the media establishments have similar operational methods, only a few will be selected by combining privately owned and government-owned, as well as newsprint houses, radio houses, and television houses. Considering this fact, the study adopted both purposive and random sampling techniques. In the purposive sampling technique, the researcher carefully selects the participants based on the characteristics required for the study objectives (Setia, 2016). Fifteen media establishments were selected purposively. The study randomly selected ten employees from each of the selected media establishments. This selection amounted to one hundred and fifty respondents from the media establishments in Rivers State.

**Table 1: Sample distribution of the media establishments**

S/N	Media Establishments	Sample Distribution
1	Radio Rivers	10
2	Rhythm FM	10
3	Wazobia (Cool and 9ja Info)	10
4	Wave FM	10
5	Garden City FM	10
6	Love FM	10
7	Naija FM	10
8	Ray Power	10
9	Wish FM	10
10	Treasure FM	10
11	The Guardian Newspapers	10
12	Nigeria Television Authority (NTA)	10
13	Rivers State Television (RSTV)	10
14	Daar Communications Limited	10
15	The Nation Newspapers	10
		<b>150</b>

Source: Field Data, (2024).

The research instrument for this study is the questionnaire. For the employee work attitude, five questions were developed for each of the employee work attitude variables: job satisfaction (5), employee commitment (5), employee involvement (5), and leader's supplication (5). A total of 20 items were developed, bordering on the variables under examination, and scaled in the Likert 5-scaling system. The scaling ranged from 1-5, where 1 = strongly disagree, 2 = disagree, 3 = uncertain, 4 = agree, and 5 = strongly agree.

The method of data analysis adopted was the Kendall Tau<sub>b</sub>. This analytical tool was adopted based on appropriateness since the questionnaire was formulated to showcase ordinal questions. The ordinal form of questions measured the perceptions of the respondents.

#### IV. ANALYSIS AND DISCUSSIONS

The formulated research hypotheses were examined, and inferences were determined in this section. The administered copies of the questionnaire were retrieved, and the responses gathered from the respondents were collated. The tau-b value, if positive, indicates a direct relationship, but if negative, it indicates an inverse relation. A direct relationship implies that when one of the variables increases, the other variable will also increase. However, an inverse



relationship implies that while there is an increase in one variable, there is a decrease in the other variable. The tau-b values ranged between -1 and +1. The strength of each relationship depends on the value of the correlation as indicated by the Kendall tau-b correlation value.  $\pm 0.00-0.19$  implies a very weak correlation,  $\pm 0.20-0.39$ , a weak correlation;  $\pm 0.40-0.59$ , a moderate correlation;  $\pm 0.60-0.79$ , strong correlation; and  $\pm 0.80-0.99$ , indicates a very strong correlation. The decision criteria for every bivariate relationship at a confidence interval of 95% or a significance level of 5% depends on the probability value. A  $p < 0.05$  implies a rejection of the null hypothesis, while a  $p > 0.05$  implies an acceptance of the null hypothesis.

**Table 2: Correlation matrix for leaders' supplication and the measures of employee work attitudes**

		Supplication	Commitment	Satisfaction	Involvement	
Kendall's tau_b	Supplication	Correlation Coefficient	1.000	.495**	.491**	.612**
		Sig. (2-tailed)	.	.000	.000	.000
		N	150	150	150	150
	Commitment	Correlation Coefficient	.495**	1.000	.962**	.630**
		Sig. (2-tailed)	.000	.	.000	.000
		N	150	150	150	150
	Satisfaction	Correlation Coefficient	.491**	.962**	1.000	.610**
		Sig. (2-tailed)	.000	.000	.	.000
		N	150	150	150	150
	Involvement	Correlation Coefficient	.612**	.630**	.610**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	150	150	150	150

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source: SPSS Output, 2024**

Table 2 above gives the statistical representation of the relationships between the variables as hypothesised.

**H<sub>01</sub>:** *There is no significant relationship between leaders' supplication and job satisfaction of employees in media establishments in Rivers State.*

Table 2 above indicates that the correlation between meaning and affective job satisfaction was 0.495, as seen in the studied media establishments in River State. The positive correlation implies a direct relation between the variables, while 0.495 shows a moderate relationship between supplication and employees' job satisfaction in media establishments in Rivers State. The probability value was 0.000, which happens to be less than 0.05. Therefore, the null hypothesis, which states that "there is no significant relationship between leader's supplication and job satisfaction of employees in media establishments in Rivers State", is rejected. Since it is a two-way test, rejecting a null hypothesis implies the acceptance of an alternate form. On this premise, the alternative hypothesis, which states that "there is a significant relationship between leader's supplication and job satisfaction of employees in media establishments in Rivers State", is accepted.





***H<sub>02</sub>:** There is no significant relationship between leaders' supplication and employee commitment in media establishments in Rivers State.*

Table 2 above indicates that the correlation between leaders' supplication and employee commitment in media establishments in Rivers State was 0.491. The positive correlation implies a direct relation between the variables, while 0.491 shows a moderate relationship between leader's supplication and employee commitment in media establishments in Rivers State. The probability value was 0.000, which happens to be less than 0.05. Therefore, the null hypothesis, which states that "there is no significant relationship between leader's supplication and employee commitment in media establishments in Rivers State", is rejected. Since it is a two-way test, rejecting a null hypothesis implies the acceptance of an alternate form. On this premise, the alternative hypothesis, which states that "there is a significant relationship between leader's supplication and employee commitment in media establishments in Rivers State", is accepted.

***H<sub>03</sub>:** There is no significant relationship between leaders' supplication and employee involvement in media establishments in Rivers State.*

Table 2 above indicates that the correlation between a leader's supplication and employee involvement in media establishments in Rivers State was 0.612. The positive correlation implies a direct relation between the variables, while 0.612 shows a strong relationship between leader's supplication and employee involvement in media establishments in Rivers State. The probability value was 0.000, which happens to be less than 0.05. Therefore, the null hypothesis, which states that "there is no significant relationship between leader's supplication and employee involvement in media establishments in Rivers State", is rejected. Since it is a two-way test, rejecting a null hypothesis implies the acceptance of an alternate form. On this premise, the alternative hypothesis, which states that "there is a significant relationship between leader's supplication and employee involvement in media establishments in Rivers State", is accepted.

## **V. DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

This study examined the relationship between leaders' supplication behaviour and employees' work attitudes in media establishments in Rivers State, Nigeria. Three research questions were answered, and three hypotheses were tested. The study found that leaders' supplication significantly influences employees' work attitudes in the media establishments in Rivers State. These findings **H<sub>01</sub>**, **H<sub>02</sub>** and **H<sub>03</sub>** conform to the research findings by Mclane (2012), Hou et al. (2021), Osho, Gabriel and Konya (2019) and Zeb-Obipi, George and Jaja (2017). Following the observed relationship, this study further maintains that when leaders apply the supplication method, employees are motivated to express themselves through participation to ensure that they cover the leader's expressed weakness and openness to them. One could note that the supplication strategy may transcend into desired employee work attitude as this strategy creates an opportunity for employees' involvement, promotes their commitments and triggers satisfaction. Based on these findings, the study concludes that leaders' supplication behaviour plays a crucial role in shaping employees' work attitudes. Specifically, Leaders' supplication



behaviour was found to significantly predict employees' job satisfaction, employee commitment and job involvement in media establishments in Rivers State. This highlights the importance of leaders' supplication behaviour in shaping the work attitude of employees in media establishments. This implies that employees tend to be more motivated, committed and engaged when their leaders demonstrate supplication behaviour towards them. Overall, these findings suggest that leaders' supplication behaviour is crucial in enhancing employee satisfaction, commitment and engagement in media establishments in Rivers State.

The findings of this study suggest that leaders who exhibit supplication behaviour can positively influence their employees and create a more positive work environment. Leaders who exhibit supplication behaviour are more likely to positively influence their employees' attitudes to work, create a more positive work environment and foster collaboration and teamwork within the organisation. This is crucial for promoting productivity and enhancing overall job satisfaction among employees in media establishments in Rivers State. Leaders who demonstrate supplication behaviour also tend to have higher trust and respect from their team members, leading to better communication and a healthier work culture overall. Additionally, the study found that employees tend to have a more favourable work attitude when their leaders show humility and empathy towards them.

In consideration of the findings and conclusion above, the following recommendations were made as ways of applying the supplication strategy and getting the desired work attitudes;

- i. Managers of media establishments should adopt the supplication strategy when necessary. This strategy encourages altruistic behaviours in employees and, as such, helps attain the desired work-related attitudes such as job satisfaction, commitment, and involvement.
- ii. Leaders should adopt the supplication strategy, which allows for collaboration with colleagues. This may result in the desirable work-related attitude, such as job satisfaction, commitment, and involvement.
- iii. Managers of media establishment leaders should have a better understanding of the nature of supplicatory behaviour and the extent to which it can be efficiently used as a leadership style. It would be admired when dealing with specific employees such as trainees, beginners, temporary staff, unskilled employees, and low-grade employees. Applying coercive power may lead to interpersonal alienation or labour turnover. Leaders should also be familiar with the general preference for coercive power. This perspective would assist leaders in predicting their employees' receptiveness to this practice, reflect their reactions correctly, and achieve their work objectives. Further research underlying employees' preferences regarding their organisational leaders' preferred influence tactic in the media establishment should be explored.

### **Theoretical and Managerial Implications**

The study's findings have theoretical and practical implications for leadership operations in media establishments. A prominent example of the practical implications is that supplication behaviour is positively related to employee job satisfaction, commitment, and engagement. Leaders in media organisations interested in developing a satisfied, engaged and committed



workforce must continuously engage in supplication behaviour. From an organisational point of view, supplication behaviour can be beneficial through active strategies designed to promote an environment that nurtures the feeling of security and psychological empowerment. One of the foremost strategies is for media leaders to treat employees less like children and more like responsible adults by providing them with a clear understanding of their employment terms and conditions, responsibilities, and grievances. This is because people feel less supplicative when their organisation is supportive and that its policymaking process is transparent.

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### APPENDIX

EMPLOYEE WORK ATTITUDE SCALE						
		Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
	<b>EMPLOYEE COMMITMENT</b>					
1	I would be very happy to spend the rest of my career with this organization.					
2	I really feel as if this organization's problems are my own.					
3	I do not think that I could easily become as attached to another organization as I am to this one.					
4	I do feel like 'part of the family' at my organization and I enjoy discussing about my organization with people outside it.					
5	This organization has a great deal of personal meaning for me and I do feel a strong sense of belonging to this organization.					
	<b>JOB SATISFACTION</b>					
1	There are available opportunities for improving my skills and knowledge in the course of my job.					
2	The work activities in my organization compared to my skills and the opportunities for improving your competence level are balanced.					
3	My salary and rewards compared to the work I perform and that of the industry is equivalent in my organization.					
4	We work in teams and there are possibilities to receive assistance from co-workers when necessary.					
5	The number of employees available for performing work tasks and my work loads are commensurate.					
	<b>EMPLOYEE INVOLVEMENT</b>					
1	My organisation protects us on the job by ensuring we have a safe working environment.					
2	Management is willing to back with time and money good employee ideas to improve quality and productivity.					
3	Managers in this organization make every effort to develop, train and encourage employees' participation.					
4	My job allows me to make an important contribution to the success of the project or the organisation.					
5	I receive information about specific problems faced by management in my company.					
	<b>LEADERS' SUPPLICATION</b>					
1	Intentionally do poorer quality work than you are capable of.					
2	Advertise your incompetence in a particular area or on a specific issue.					
3	Pretend to understand something that you need help understanding.					
4	Play "dumb"					
5	Ask for help or assistance that you do not need.*					
6	Try to appear helpless or needy.					
7	Ask a lot of questions					
8	Downplay your accomplishments.					
9	Let others win arguments.					
10	Try to agree with people even when you might disagree.					