APPENDICES

APPENDIX I

AUTHENTIC LEADERSHIP QUESTIONNAIRE

[Rater Version]

(Copyright 2007 by Bruce Avolio, William Gardner, and Fred Walumbwa.

The instrument is available for research purposes at
http://www.mindgarden.com/products/alq.htm.)

The following survey items refer to your leader’s style, as you perceive it. Judge how frequently each statement fits his or her current leadership style using the following scale:

<table>
<thead>
<tr>
<th>Not at all</th>
<th>Once in a while</th>
<th>Sometimes</th>
<th>Fairly often</th>
<th>Frequently, if not always</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

My leader:

1. says exactly what he or she means
   0 1 2 3 4
2. admits mistakes when they are made
   0 1 2 3 4
3. encourages everyone to speak their mind
   0 1 2 3 4

Due to copyright, only 3 out of 16 items are published in this study.
APPENDIX II
ORGANIZATIONAL TRUST INVENTORY - Short Form
(Cummings and Bromiley, 1996)

Complete each one of the following statements by reading them and then selecting the number from the scale above that is closest to your opinion and write it in the blank at the end of the statement.

<table>
<thead>
<tr>
<th>Nearly zero</th>
<th>Very low</th>
<th>Low</th>
<th>50-50</th>
<th>High</th>
<th>Very high</th>
<th>Nearly 100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

1. My level of confidence that my supervisor is technically competent at the critical elements of his/her job is _____.
2. My level of confidence that my supervisor will make out well-thought decisions about his/her job is _____.
3. My level of confidence that my supervisor will follow through an assignment is _____.
4. My level of confidence that my supervisor has an acceptable level of understanding of his/her job is _____.
5. My level of confidence that my supervisor will be able to do his/her job in an acceptable manner is _____.
6. When my supervisor tells me something, my level of confidence that I can rely on what they tell me is _____.
7. My confidence in my supervisor to do the job without causing other problems is _____.
8. My level of confidence that my supervisor will think through what he/she is doing on the job is _____.

Each of the following statements refer to your department.
9. My level of confidence that this organization will treat me fairly is _____.
10. The level of trust between supervisors and workers in this organization is _____.
11. The level of trust among the people I work with on a regular basis is _____.
12. The degree to which we can depend on each other in this organization is _____.
APPENDIX III
PSYCHOLOGICAL EMPOWERMENT INVENTORY
(Spreitzer, 1995)

Listed below are a number of self-orientations that people may have with regard to their work role. Using the following scale, please indicate the extent to which you agree or disagree that each one describes your self-orientation.

<table>
<thead>
<tr>
<th>Very Strongly Disagree</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Very Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

____ I am confident about my ability to do my job.
____ The work that I do is important to me.
____ I have significant autonomy in determining how I do my job.
____ My impact on what happens in my department is large.
____ My job activities are personally meaningful to me.
____ I have a great deal of control over what happens in my department.
____ I can decide on my own how to go about doing my own work.
____ I have considerable opportunity for independence and freedom in how I do my job.
____ I have mastered the skills necessary for my job.
____ The work I do is meaningful to me.
____ I have significant influence over what happens in my department.
____ I am self-assured about my capabilities to perform my work activities.
**APPENDIX IV**  
**DUTY-ORIENTATION**  
(Krishnan, V.R, 2007)

Please read the following statements about yourself and judge the extent to which you agree with each statement.

<table>
<thead>
<tr>
<th>Not at all</th>
<th>Very little</th>
<th>Somewhat</th>
<th>Much</th>
<th>Very Much</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Statement</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I work for the intrinsic pleasure of doing work rather than for the fruits thereof.</td>
<td></td>
</tr>
<tr>
<td>2. I go about doing my duties irrespective of ridicule or praise.</td>
<td></td>
</tr>
<tr>
<td>3. I treat my work as worship and do it as sincerely as possible.</td>
<td></td>
</tr>
<tr>
<td>4. The sense of duty toward others is the driving force behind most of the work I do.</td>
<td></td>
</tr>
<tr>
<td>5. I simply do whatever is expected of the role in which I am placed, without bothering about the consequences.</td>
<td></td>
</tr>
<tr>
<td>6. Whenever duty toward others conflicts with my personal pleasure, I give greater importance to duty.</td>
<td></td>
</tr>
</tbody>
</table>
Please read the following statements about yourself and judge the extent to which you agree with each statement.

<table>
<thead>
<tr>
<th>Not at all</th>
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<th>Somewhat</th>
<th>Much</th>
<th>Very Much</th>
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</table>

<table>
<thead>
<tr>
<th>Statement</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. An attitude of sameness toward all people is a noble thing to have.</td>
<td></td>
</tr>
<tr>
<td>2. Even though people are apparently different, there is some underlying unity across all people.</td>
<td></td>
</tr>
<tr>
<td>3. Living in selfish isolation from others is to be avoided.</td>
<td></td>
</tr>
<tr>
<td>4. All beings in this world are fundamentally connected to each other.</td>
<td></td>
</tr>
<tr>
<td>5. The various beings in this world are like the leaves and branches of one tree.</td>
<td></td>
</tr>
<tr>
<td>6. When we hurt others, we are really hurting ourselves.</td>
<td></td>
</tr>
</tbody>
</table>
Curriculum Vitae
CHETNA LAKHOTIA

Adress: C-1/502, Vashishth Path, Chitrukoot Scheme, Jaipur- 302021
Contact no: 9829942662
Email: lakhotia.chetna@gmail.com

ACADEMIC QUALIFICATION
- Pursuing PhD in Psychology- Positive Organizational Behaviour.
- Qualified the National Eligibility Test for Lectureship (NET-LS), December 2012.
- M.A. (Psychology) - The IIS University (Jaipur) - 2012- 83.43%
- B.A. (Psychology Hons) - International College for Girls (Jaipur) - 2010-86%
- XII - Bharatiya Vidya Bhavan’s Vidhyashram (Jaipur) – 2007 - 81%
- X - Mahadevi Birla Girls Higher Secondary School (Kolkata) – 2005- 85%

WORKSHOPS/TRAINING/CONFERENCE/SEMINAR
- National seminar on Women Empowerment and Inclusive Growth organized by the Centre for Research, Innovation and Training (CRIT), The IIS University, Jaipur & sponsored by Indian Council of Social Science Research, New Delhi, on 13-14 March 2015.
- Participated in a 3 day workshop conducted as a part of the 9th National Conference on Hypnotherapy held from 25-27 October 2013, under the auspices of Society of Clinical and Experimental Hypnosis, in collaboration with Jawahar Lal Nehru University (JNU) (Centre for Studies in Science Policy & Group of Adult Studies).

PROJECTS COMPLETED:
- Completed a project titled “Analysis of the reasons of not registering of FIRs of vehicle theft incidents reported to the Police Control Room in the jurisdiction of Jaipur Police Commissionerate from 1 January 2012 to 31 October 2012”, with the Rajasthan Police Academy, 2012-2013.

WORK EXPERIENCE:
- Worked under teaching assistanceship programme in the Department of Psychology, The IIS University, Jaipur from July 2012 to July 2015.

PERSONAL INFORMATION:
Date of Birth : April 6, 1989
Gender : Female
Languages Known : English, Hindi
Nationality : Indian