

APPENDIX

Questionnaire

For each statement, please indicate your level of agreement using the scale:

1 = Strongly Disagree, 5 = Strongly Agree

For demographic questions, please select the most appropriate option.

Section 1: Demographic Information

Gender:

- Male
- Female

Age:

- Under 25 years
- 25–34 years
- 35–44 years
- 45–54 years
- 55+ years

Work experience in the organization:

- Less than 1 year
- 1–3 years
- 4–6 years
- More than 6 years

Does your organization have a quality certification (e.g., ISO 9001)?

- Yes
- No
- I don't know

Section 2: Transformational Leadership (TLF)

- My leader motivates me to give my best performance.
- My leader clearly communicates the organization's vision and goals.
- My leader encourages new ideas and innovative solutions.

Section 3: Transactional Leadership (TL)

- When I perform well, my leader provides rewards or recognition.

- My leader closely monitors my performance and results.
- My leader provides clear instructions for tasks.

Section 4: Employee Commitment (ECM)

- I feel committed and dedicated to my work.
- I am proud to work for this organization.
- I take responsibility for the quality of my work.

Section 5: Total Quality Management (TQM)

- Our organization has a strong commitment to quality.
- Continuous improvement is part of our work culture.
- There is room for employee suggestions and initiatives.

Section 6: Organizational Innovation (INNO)

- Our organization encourages the implementation of new ideas and methods.
- Employees have opportunities to contribute ideas for positive change.
- The organization is open to change and improvement.

Note. The full questionnaire contained additional items; however, only the items presented above were retained for the final SEM analysis based on their relevance and statistical validity.