

MLQ International Normative Samples

Table 10a (US)
Descriptive Statistics for MLQ 5X 2004 Normative Sample

Scale	Total Sample (N=27285)			(Self, N=3375)			(Higher Level, N=4268)			(Same Level, N=5185)			(Lower Level, N=4376)			(Other Level, N=1959)		
	Mean	SD	Range	Mean	SD	Range	Mean	SD	Range	Mean	SD	Range	Mean	SD	Range	Mean	SD	Range
Idealized Influence: Attributed	2.94	0.76	4.00	2.95	0.53	3.50	2.97	0.71	4.00	2.93	0.75	4.00	2.93	0.82	4.00			
Idealized Influence: Behaviors	2.77	0.72	4.00	2.99	0.59	3.75	2.74	0.70	4.00	2.77	0.70	4.00	2.73	0.76	4.00	2.88	0.81	4.00
Inspirational Motivation	2.92	0.76	4.00	3.04	0.59	3.50	2.78	0.76	4.00	2.84	0.74	4.00	2.97	0.79	4.00	2.72	0.75	4.00
Intellectual Stimulation Individualized	2.78	0.71	4.00	2.96	0.52	3.50	2.70	0.69	4.00	2.77	0.70	4.00	2.76	0.75	4.00	2.84	0.82	4.00
Consideration	2.85	0.78	4.00	3.16	0.52	3.00	2.83	0.66	4.00	2.83	0.74	4.00	2.78	0.88	4.00	2.72	0.75	4.00
Contingent Reward	2.87	0.70	4.00	2.99	0.53	3.50	2.87	0.62	4.00	2.88	0.65	4.00	2.84	0.78	4.00	2.75	0.81	4.00
Management by Exception: Active	1.67	0.88	4.00	1.58	0.79	4.00	1.68	0.88	4.00	1.72	0.86	4.00	1.67	0.92	4.00	2.81	0.73	4.00
Management by Exception: Passive	1.03	0.75	4.00	1.07	0.62	4.00	1.03	0.73	4.00	1.04	0.74	4.00	1.02	0.79	4.00	1.73	0.89	4.00
Laissez Faire	0.65	0.67	4.00	0.61	0.52	3.50	0.63	0.63	4.00	0.65	0.66	4.00	0.66	0.72	4.00	1.04	0.78	4.00
Extra Effectivenessort	2.74	0.86	4.00	2.79	0.61	4.00	2.68	0.78	4.00	2.68	0.87	4.00	2.78	0.94	4.00	0.72	0.71	4.00
Effectiveness	3.07	0.72	4.00	3.14	0.51	3.75	3.05	0.71	4.00	3.02	0.73	4.00	3.09	0.78	4.00	2.69	0.90	4.00
Satisfaction	3.08	0.83	4.00	3.09	0.55	3.50	3.08	0.76	4.00	3.08	0.80	4.00	3.09	0.91	4.00	3.00	0.77	4.00

Table 10b (Europe)
Descriptive Statistics for MLQ 5X 2004 Normative Sample

Scale	Total Sample (N=8025)			(Self, N=1143)			(Higher Level, N=1222)			(Same Level, N=2341)			(Lower Level, N=3061)			(Other Level, N=501)		
	Mean	SD	Range	Mean	SD	Range	Mean	SD	Range	Mean	SD	Range	Mean	SD	Range	Mean	SD	Range
Idealized Influence:																		
Attributed	2.73	0.70	4.00	2.83	0.55	3.75	2.77	0.63	3.75	2.68	0.67	3.75	2.72	0.79	4.00	2.70	0.72	3.75
Idealized Influence:																		
Behaviors	2.72	0.65	4.00	3.00	0.55	3.00	2.73	0.58	3.75	2.67	0.63	4.00	2.69	0.69	3.75	2.68	0.64	3.50
Inspirational																		
Motivation	2.77	0.71	4.00	3.00	0.60	3.50	2.68	0.66	3.75	2.67	0.69	4.00	2.83	0.75	4.00	2.74	0.70	4.00
Intellectual Stimulation																		
Individualized	2.81	0.64	3.75	3.02	0.48	3.25	2.74	0.58	3.75	2.73	0.64	3.75	2.82	0.68	3.75	2.83	0.63	3.00
Consideration	2.74	0.70	4.00	3.10	0.50	3.00	2.75	0.56	4.00	2.71	0.64	4.00	2.66	0.81	4.00	2.71	0.67	3.50
Contingent Reward	2.83	0.63	4.00	3.02	0.52	3.25	2.90	0.52	4.00	2.81	0.58	4.00	2.77	0.72	3.75	2.79	0.62	3.00
Management by																		
Exception: Active	2.30	0.78	4.00	2.20	0.79	4.00	2.31	0.71	4.00	2.31	0.77	4.00	2.33	0.81	4.00	2.34	0.74	3.75
Management by																		
Exception: Passive	1.10	0.71	4.00	0.96	0.60	3.25	1.16	0.65	3.50	1.14	0.74	4.00	1.10	0.73	4.00	1.09	0.70	4.00
Laissez Faire	0.80	0.68	4.00	0.62	0.51	3.00	0.85	0.65	3.75	0.85	0.69	4.00	0.79	0.73	4.00	0.81	0.64	3.00
Extra Effectiveness																		
ort	2.69	0.76	4.00	2.85	0.50	4.00	2.66	0.63	4.00	2.59	0.74	4.00	2.75	0.85	4.00	2.63	0.77	4.00
Effectiveness	2.97	0.65	4.00	3.06	0.57	3.50	2.96	0.58	4.00	2.90	0.64	4.00	3.01	0.71	4.00	2.99	0.64	3.75
Satisfaction	2.92	0.76	4.00	2.96	0.50	4.00	2.92	0.66	4.00	2.89	0.73	4.00	2.94	0.86	4.00	2.90	0.75	4.00

**Table 10c Oceana (Australia, New Zealand and Pacific Islands)
Descriptive Statistics for MLQ 5X 2004 Normative Sample**

Scale	Total Sample (N=13488)			(Self, (N=1112))			(Higher Level,N=1860)			(Same Level,N=2341)			(Lower Level, N=4376)			(Other Level, N=2061)		
	Mean	SD	Range	Mean	SD	Range	Mean	SD	Range	Mean	SD	Range	Mean	SD	Range	Mean	SD	Range
Idealized Influence: Attributed	2.94	0.76	4.00	2.86	0.54	3.25	3.05	0.78	4.00	2.88	0.76	4.00	2.94	0.77	4.00	3.00	0.77	4.00
Idealized Influence: Behaviors	2.89	0.75	4.00	3.05	0.61	3.75	2.99	0.79	4.00	2.84	0.72	4.00	2.86	0.77	4.00	2.83	0.73	4.00
Inspirational Motivation	2.99	0.77	4.00	3.07	0.59	3.50	3.02	0.83	4.00	2.87	0.77	4.00	3.05	0.77	4.00	3.00	0.75	4.00
Intellectual Stimulation Individualized	2.88	0.72	4.00	3.08	0.51	2.50	2.96	0.73	4.00	2.81	0.73	4.00	2.88	0.72	4.00	2.86	0.72	4.00
Consideration	2.89	0.78	4.00	3.20	0.49	2.75	2.98	0.74	4.00	2.80	0.75	4.00	2.85	0.83	4.00	2.87	0.75	4.00
Contingent Reward	2.90	0.74	4.00	2.90	0.54	3.50	3.03	0.72	4.00	2.84	0.71	4.00	2.88	0.80	4.00	2.94	0.71	4.00
Management by Exception: Active	1.79	0.92	4.00	1.69	0.83	4.00	1.87	0.97	4.00	1.77	0.89	4.00	1.78	0.92	4.00	1.85	0.88	4.00
Management by Exception: Passive	1.09	0.78	4.00	1.08	0.63	4.00	1.11	0.85	4.00	1.12	0.76	4.00	1.07	0.78	4.00	1.07	0.74	4.00
Laissez Faire	0.70	0.73	4.00	0.70	0.57	4.00	0.69	0.81	4.00	0.70	0.72	4.00	0.70	0.70	4.00	0.67	0.70	4.00
Extra Effectivenessort	2.63	0.90	4.00	2.68	0.61	3.67	2.76	0.86	4.00	2.47	0.92	4.00	2.69	0.91	4.00	2.63	0.87	4.00
Effectiveness	3.11	0.73	4.00	3.12	0.50	3.00	3.20	0.74	4.00	3.01	0.73	4.00	3.16	0.73	4.00	3.12	0.73	4.00
Satisfaction	3.14	0.83	4.00	3.12	0.53	3.00	3.20	0.84	4.00	3.07	0.81	4.00	3.14	0.87	4.00	3.18	0.82	4.00

**Table 10d (Singapore) 2004 Normative Sample
Descriptive Statistics for MLQ 5X**

Scale	(Self, N=495)		
	Mean	SD	Range
Idealized Influence: Attributed	2.47	0.91	4.00
Idealized Influence: Behaviors	2.48	0.77	4.00
Inspirational Motivation	2.46	0.83	4.00
Intellectual Stimulation	2.31	0.77	4.00
Individualized Consideration	2.34	0.89	4.00
Contingent Reward Management by Exception: Active	2.45	0.83	4.00
Management by Exception: Passive	1.22	0.75	4.00
Laissez Faire	0.93	0.89	4.00

Table 10e (South Africa)
Descriptive Statistics for MLQ 5X 2004 Normative Sample

Scale	Total Sample (Self, N=1143)			(Higher Level, (N=1279)			(Same Level, N=1297)			(Lower Level, N=2245)			(Other Level, N=1514)		
	Mean	SD	Range	Mean	SD	Range	Mean	SD	Range	Mean	SD	Range	Mean	SD	Range
Idealized Influence: Attributed	2.97	0.60	3.25	2.79	0.78	4.00	2.77	0.77	4.00	2.88	0.84	4.00	2.79	0.79	4.00
Idealized Influence: Behaviors	2.99	0.59	3.50	2.63	0.78	3.75	2.67	0.74	4.00	2.76	0.73	4.00	2.70	0.74	4.00
Inspirational Motivation	3.04	0.60	3.00	2.58	0.81	3.75	2.66	0.76	4.00	2.88	0.78	4.00	2.78	0.78	3.75
Intellectual Stimulation Individualized	2.97	0.55	2.75	2.51	0.77	4.00	2.58	0.72	3.75	2.71	0.77	4.00	2.65	0.74	4.00
Consideration	3.09	0.57	3.25	2.61	0.76	4.00	2.62	0.76	4.00	2.58	0.86	4.00	2.60	0.82	4.00
Contingent Reward Management by Exception: Active	3.03	0.59	3.00	2.60	0.78	4.00	2.68	0.75	4.00	2.80	0.81	4.00	2.77	0.78	4.00
Management by Exception: Passive	2.31	0.85	4.00	2.19	0.86	4.00	2.23	0.82	4.00	2.37	0.89	4.00	2.33	0.89	4.00
Management by Exception: Passive	1.09	0.68	3.50	1.34	0.81	4.00	1.28	0.79	4.00	1.14	0.81	4.00	1.31	0.83	4.00
Laissez Faire	0.67	0.66	3.50	0.97	0.80	3.75	0.93	0.81	4.75	0.83	0.80	4.00	1.01	0.83	4.00
Extra Effectivenessort	2.90	0.65	4.00	2.42	0.92	4.00	2.46	0.89	4.00	2.75	0.92	4.00	2.64	0.89	4.00
Effectiveness	3.12	0.54	3.25	2.76	0.83	4.00	2.79	0.76	4.00	2.96	0.80	4.00	2.82	0.81	4.00
Satisfaction	3.17	0.59	3.00	2.91	0.80	4.00	2.87	0.81	4.00	3.05	0.89	4.00	2.96	0.89	4.00

The average inter-correlation among the 5 transformational scales was (US: total: .64, level 0: .46, higher level rater: .63, same level rater: .64, lower level rater: .65, other level rater: .67; Europe: level self: .46, level higher: .57, level same: .59, level lower: .60, level other: .57; Oceania: total: .65, level self: .47, level higher: .68, level same: .67, level lower: .64, level other: .63; South Africa: level self: .53, level higher: .67, level same: .67, level lower: .67, level other: .66; Singapore: .72) and the average correlations between transformational scales with ratings of contingent reward leadership (US: total: .64, level self: .43, level higher: .61, level same: .63, level lower: .68, level other: .67; Europe: level self: .43, level higher: .57, level same: .60, level lower: .63, level other: .60; Oceania: total: .65, level self: .42, level higher: .69, level same: .68, level lower: .65, level other: .64; South Africa: level self: .51, level higher: .69, level same: .65, level lower: .69, level other: .61; Singapore: .75).

Table 11b-0 (Europe, Total)
Intercoorelations among MLQ Factor Scores

	IIA	IIB	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
IIA	.72											
IIB	.62**	.67										
IM	.62**	.65**	.82									
IS	.59**	.57**	.53**	.75								
IC	.64**	.61**	.54**	.62**	.70							
CR	.63**	.64**	.59**	.57**	.65**	.65						
MBEA	.16**	.21**	.14**	.21**	.08**	.18**	.74					
MBEP	-.36**	-.29**	-.29**	-.33**	-.30**	-.26**	-.09**	.65				
LF	-.50**	-.39**	-.41**	-.40**	-.41**	-.42**	-.10**	.63**	.73			
EE	.68**	.59**	.63**	.62**	.64**	.62**	.17**	-.33**	-.45**	.83		
EFF	.70**	.55**	.60**	.60**	.61**	.62**	.19**	-.44**	-.57**	.73**	.80	
SAT	.71**	.55**	.59**	.58**	.64**	.62**	.12**	-.38**	-.52**	.72**	.77**	.76

N = 7452, Numbers in parentheses are reliability scores.

*, p < .05; **, p < .01

Table 11 a-1. (US, Total) Intercorrelations among MLQ Factor Scores ^a

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
II(A)	(.75)											
II(B)	.64**	(.70)										
IM	.68**	.68**	(.83)									
IS	.64**	.59**	.59**	(.75)								
IC	.71**	.60**	.59**	.68**	(.77)							
CR	.67**	.61**	.62**	.61**	.68**	(.69)						
MBEA	-.07**	.02**	.08**	-.01	-.12**	.01	(.75)					
MBEP	-.36**	-.27**	-.30**	-.33**	-.32**	-.32**	.10**	(.70)				
LF	-.49**	-.34**	-.37**	-.39**	-.42**	-.44**	.08**	.61**	(.71)			
EE	.71**	.57**	.62**	.62**	.68**	.63**	-.06**	-.33**	-.42**	(.83)		
EFF	.73**	.56**	.60**	.63**	.67**	.67**	-.06**	-.43**	-.56**	.72**	(.82)	
SAT	.75**	.54**	.60**	.62**	.70**	.64**	-.12**	-.40**	-.52**	.71**	.79**	(.79)

^a N = 27,285, Numbers in parentheses are reliability scores.

* p < .05 ** p < .01

Table 11a-2. (US, Self) Intercorrelations among MLQ Factor Scores ^a

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
II(A)	(.70)											
II(B)	.49**	(.64)										
IM	.54**	.58*	(.76)									
IS	.39**	.44**	.43**	(.64)								
IC	.46**	.42**	.41**	.45**	(.62)							
CR	.45**	.43**	.45**	.38**	.44**	(.60)						
MBEA	-.01	.01	-.08**	.02	-.13**	.06**	(.75)					
MBEP	-.16**	-.13**	-.19**	-.17**	-.16**	-.13**	.11**	(.64)				
LF	-.25**	-.17**	-.25**	-.15**	-.20**	-.24**	.07**	.46**	(.60)			
EE	.55**	.46**	.56**	.45**	.47**	.45**	-.02	-.22**	-.24**	(.79)		
EFF	.53**	.37**	.50**	.37**	.44**	.47**	-.05**	-.25**	-.38**	.56**	(.67)	
SAT	.52**	.35**	.43**	.36**	.46**	.39**	-.07**	-.20**	-.27**	.53**	.60**	(.78)

^a N = 3,755, Numbers in parentheses are reliability scores.

* p < .05; ** p < .01

Table 11a-3. (US, Raters at a Higher Level than the Focal Leader) Intercorrelations among MLQ Factor Scores ^a

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
II(A)	(.76)											
II(B)	.63**	(.48)										
IM	.69**	.68**	(.83)									
IS	.63**	.57**	.58**	(.77)								
IC	.69**	.60**	.59**	.64**	(.70)							
CR	.63**	.59**	.60**	.57**	.64**	(.66)						
MBEA	-.03**	.06**	-.03**	.02	-.07**	.08**	(.79)					
MBEP	-.39**	-.27**	-.32**	-.36**	-.32**	-.31**	.14**	(.51)				
LF	-.51**	-.34**	-.39**	-.41**	-.40**	-.43**	.08**	.61**	(.71)			
EE	.65**	.56**	.59**	.57**	.66**	.60**	-.01	-.31**	-.39**	(.83)		
EFF	.73**	.54**	.62**	.63**	.64**	.65**	-.02	-.45**	-.57**	.69**	(.83)	
SAT	.75**	.55**	.62**	.62**	.66**	.62**	-.09**	-.42**	-.53**	.65**	.80**	(.75)

^a N = 4,268, Numbers in parentheses are reliability scores.

* p < .05; ** p < .01

Table 11a-4. (US, Raters at the Same Level or Peer of the Focal Leader) Intercorrelations among MLQ Factor Scores ^a

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
II(A)	(.77)											
II(B)	.65**	(.71)										
IM	.68**	.67**	(.82)									
IS	.66**	.59**	.59**	(.77)								
IC	.72**	.61**	.58**	.68**	(.76)							
CR	.66**	.60**	.59**	.61**	.67**	(.68)						
MBEA	-.06**	.02	-.08**	-.01	-.12**	.03	(.76)					
MBEP	-.39**	-.30**	-.33**	-.36**	-.35**	-.34**	.13**	(.70)				
LF	-.51**	-.36**	-.39**	-.41**	-.42	-.44**	.08**	.62**	(.72)			
EE	.71**	.58**	.61**	.62**	.69**	.63**	-.04**	-.36**	-.44**	(.85)		
EFF	.74**	.56**	.62**	.64**	.67**	.66**	-.05**	-.44**	-.56**	.72**	(.83)	
SAT	.77**	.55**	.59**	.64**	.70**	.64**	-.10**	-.42**	-.53**	.71**	.80**	(.77)

^a N = 5,185, Numbers in parentheses are reliability scores.

* p < .05; ** p < .01

Table 11a-5. (US, Raters at a Lower Level than the Focal Leader) Intercorrelations among MLQ Factor Scores ^a

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
II(A)	(.77)											
II(B)	.67**	(.70)										
IM	.70**	.70**	(.83)									
IS	.68**	.62**	.61**	(.75)								
IC	.75**	.61**	.62**	.71**	(.80)							
CR	.71**	.64**	.66**	.65**	.73**	(.73)						
MBEA	.10**	.02	-.09**	-.02	-.13**	-.02	(.74)					
MBEP	-.37**	-.28**	-.30**	-.34**	-.34**	-.34**	.09**	(.70)				
LF	-.50**	-.35**	-.38**	-.42**	-.45**	-.47**	-.08	.62**	(.74)			
EE	.74**	.59**	.64**	.65**	.72**	.67**	-.07	-.35**	-.45**	(.84)		
EFF	.76**	.59**	.65**	.65**	.72**	.70**	-.07	-.45**	-.58**	.74**	(.84)	
SAT	.77**	.56**	.62**	.65**	.74	.68**	-.15**	-.41**	-.54**	.74**	.82**	(.84)

^a N = 12,118, Numbers in parentheses are reliability scores.

* p < .05; ** p < .01

Table 11a-6. (US, Raters at an Other Level) Intercorrelations among MLQ Factor Scores ^a

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
II(A)	(.77)											
II(B)	.68**	(.71)										
IM	.72**	.71**	(.83)									
IS	.68**	.60**	.62**	(.76)								
IC	.75**	.63**	.63**	.70**	(.77)							
CR	.70**	.63**	.66**	.65**	.71**	(.70)						
MBEA	-.07	.03	-.07	-.02	-.10**	.03	(.73)					
MBEP	-.41**	-.31**	-.36**	-.36**	-.37**	-.36**	.07*	(.72)				
LF	-.51**	-.37**	-.42**	-.40**	-.44**	-.44**	.06	.63**	(.72)			
EE	.74**	.60**	.65**	.62**	.70**	.63**	-.09*	-.35**	-.45**	(.83)		
EFF	.75**	.59**	.65**	.65**	.70**	.68**	-.06	-.48**	-.58**	.75**	(.83)	
SAT	.77**	.57**	.63**	.63**	.73**	.66**	-.13*	-.44**	-.53**	.73**	.81**	(.82)

^a N = 1,959, Numbers in parentheses are reliability scores.

* p < .05; ** p < .01

Table 11b-1 (Europe, Self Report)

Intercorrelations among MLQ Factor Scores ^a

Important Notice: Where reliability scores are show with a dash below these should be parenthesis.

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
II(A)	-0.65											
II(B)	.50**	-0.65										
IM	.49**	.58**	-0.78									
IS	.42**	.42**	.42**	-0.60								
IC	.44**	.44**	.41**	.43**	0.61							
CR	.43**	.46**	.45**	.41**	.51**	-0.62						
MBEA	.14**	.17**	.12**	.16**	.03	.09**	-0.73					
MBEP	-.20**	-.18**	-.19**	-.16**	-.12**	-.08*	-.02	0.61				
LF	-.31**	-.27**	-.29**	-.28**	-.21**	-.19**	-.05	.48**	-0.61			
EE	.54**	.47**	.55**	.44**	.45**	.47**	.13**	-.21**	-.31**	-0.74		
EFF	.51**	.41**	.49**	.44**	.41**	.43**	.15**	-.28**	-.36**	.58**	-0.67	
SAT	.49**	.39**	.49**	.42**	.46**	.40**	.12**	-.24**	-.33**	.59**	.62**	-0.61

^a N=1143, Numbers in bold are reliability scores.

* p < .05

** p < .01

Table 11b-2 (Europe, Rater Level = Higher)

Intercorrelations among MLQ Factor Scores ^a

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
II(A)	-0.72											
II(B)	.61**	-0.67										
IM	.59**	.65**	-0.82									
IS	.58**	.53**	.50**	-0.75								
IC	.58**	.58**	.47**	.58**	-0.63							
CR	.59**	.59**	.57**	.52**	.58**	-0.62						
MBEA	.15**	.20**	.15**	.23**	.11**	.15**	-0.74					
MBEP	-.40**	-.33**	-.31**	-.37**	-.28**	-.32**	-.10**	-0.68				
LF	-.51**	-.44**	-.42**	-.39**	-.37**	-.44**	-.12**	.64**	-0.74			
EE	.62**	.56**	.60**	.57**	.58**	.55**	.18**	-.32**	-.43**	-0.78		
EFF	.69**	.53**	.59**	.60**	.56**	.61**	.17**	-.44**	-.56**	.66**	-0.67	
SAT	.68**	.54**	.59**	.58**	.57**	.58**	.15**	-.39**	-.54**	.63**	.76**	-0.61

^a N=1, 222, Numbers in bold are reliability scores.

* p < .05

** p < .01

Table 11b-3 (Europe, Rater Level = Same)

Intercorrelations among MLQ Factor Scores ^a

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
II(A)	-0.69											
II(B)	.61**	-0.65										
IM	.63**	.65**	-0.81									
IS	.60**	.56**	.54**	-0.75								
IC	.63**	.59**	.51**	.61**	-0.65							
CR	.62**	.61**	.57**	.56**	.61**	-0.60						
MBEA	.13**	.19**	.13**	.19**	.06**	.18**	-0.75					
MBEP	-.35**	-.28**	-.30**	-.33**	-.29**	-.25**	-.08**	-0.70				
LF	-.46**	-.33**	-.39**	-.36**	-.34**	-.38**	-.08**	.66**	-0.74			
EE	.63**	.56**	.60**	.59**	.60**	.61**	.15**	-.34**	-.40**	-0.84		
EFF	.66**	.53**	.57**	.60**	.59**	.60**	.16**	-.45**	-.56**	.69**	-0.79	
SAT	.66**	.53**	.13**	.57**	.62**	.60**	.08**	-.38**	-.51**	.68**	.75**	-0.71

^a N=2341, Numbers in parentheses are reliability scores.

* p < .05

** p < .01

Table 11b-4 (Europe, Rater Level = Lower)

Intercorrelations among MLQ Factor Scores ^a

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
II(A)	-0.74											
II(B)	.61**	-0.65										
IM	.61**	.64**	-0.80									
IS	.61**	.58**	.52**	-0.74								
IC	.65**	.58**	.55**	.63**	-0.73							
CR	.62**	.64**	.61**	.58**	.66**	-0.67						
MBEA	.17**	.26**	.17**	.23**	.13**	.21**	-0.70					
MBEP	-.36**	-.29**	-.26**	-.32**	-.30**	-.26**	-.09**	-0.61				
LF	-.53**	-.40**	-.41**	-.44**	-.44**	-.42**	-.12**	.60**	-0.75			
EE	.68**	.59**	.61**	.62**	.65**	.63**	.19**	-.30**	-.46**	-0.83		
EFF	.70**	.55**	.60**	.60**	.62**	.62**	.21**	-.42**	-.57**	.71**	-0.81	
SAT	.73**	.56**	.60**	.60**	.66**	.63**	.14**	-.37**	-.54**	.74**	.78**	-0.82

^a N=2245, Numbers in parentheses are reliability scores.

* p < .05; ** p < .01

Table 11b-5 (Europe, Rater Level = Other)

Intercorrelations among MLQ Factor Scores ^a

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
II(A)	-0.72											
II(B)	.58**	-0.65										
IM	.58**	.60**	-0.82									
IS	.51**	.50**	.47**	-0.76								
IC	.56**	.52**	.48**	.56**	-0.67							
CR	.61**	.61**	.55**	.57**	.66**	-0.61						
MBEA	.19**	.22**	.14**	.25**	0.08	.21**	-0.71					
MBEP	-.38**	-.21**	-.30**	-.34**	-.33**	-.24**	-.11*	-0.65				
LF	-.44**	-.26**	-.34**	-.35**	-.38**	-.41**	-.09*	.61**	-0.69			
EE	.63**	.49**	.59**	.57**	.62**	.63**	.21**	-.34**	-.41**	-0.83		
EFF	.60**	.46**	.53**	.56**	.57**	.60**	.22**	-.48**	-.53**	.68**	-0.79	
SAT	.66**	.47**	.54**	.53**	.61**	.62**	.12**	-.43**	-.48**	.67**	.72**	-0.70

^a N=501. Numbers in parentheses are reliability scores.

* p < .05

Table 11c-1 (Oceania, total)

Intercorrelations among MLQ Factor Scores ^a

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
II(A)	-0.73											
II(B)	.63**	-0.73										
IM	.67**	.72**	-0.83									
IS	.62**	.61**	.61**	-0.78								
IC	.67**	.62**	.61**	.70**	-0.76							
CR	.66**	.62**	.64**	.63**	.69**	-0.70						
MBEA	.10**	.12**	.07**	.09**	.03**	.17**	-0.75					
MBEP	-.21**	.15**	-.18**	-.20**	-.19**	-.17**	.20**	-0.68				
LF	-.31**	-.19**	-.23**	-.24**	-.26**	-.28**	.14**	.62**	-0.73			
EE	.64**	.56**	.61**	.58**	.64**	.61**	.10**	-.13**	-.20**	-0.78		
EFF	.70**	.56**	.62**	.62**	.66**	.66**	.08**	-.27**	-.37**	.64**	-0.81	
SAT	.72**	.54**	.59**	.60**	.67**	.63**	.02**	-.25**	-.35**	.62**	.75**	-0.75

^a N=13844, Numbers in parentheses are reliability scores.

* p < .05; ** p < .01

Table 11c-2 (Oceania, Self Report)

Intercorrelations among MLQ Factor Scores ^a

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
II(A)	-0.62											
II(B)	.49**	-0.70										
IM	.53**	.63**	-0.77									
IS	.39**	.49**	.46**	-0.78								
IC	.46**	.45**	.47**	.54**	-0.76							
CR	.43**	.46**	.44**	.35**	.43**	-0.70						
MBEA	.08**	0.00	-0.02	0.04	-0.02	.17**	-0.76					
MBEP	-.19**	-.16**	-.18**	-.22**	-.22**	-0.10	.17**	-0.68				
LF	-.23**	-.12**	-.20**	-.15**	-.12**	-.24**	0.06	.49**	-0.61			
EE	.54**	.51**	.54**	.45**	.46**	.41**	.07**	-.16**	-.15**	-0.70		
EFF	.53**	.37**	.48**	.38**	.43**	.40**	0.06	-.28**	-.34**	.49**	-0.68	
SAT	.51**	.33**	.41**	.33**	.43**	.34**	0.05	-.20**	-.24**	.47**	.60**	-0.71

^a N=1112

* p < .05

** p < .01

Table 11c-3 (Oceania, Rater Level = Higher)

Intercorrelations among MLQ Factor Scores ^a

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
II(A)	-0.77											
II(B)	.67**	-0.65										
IM	.70**	.77**	-0.81									
IS	.61**	.67**	.68**	-0.74								
IC	.68**	.68**	.68**	.70**	-0.76							
CR	.67**	.70**	.71**	.66**	.72**	-0.78						
MBEA	.17**	.16**	.13**	.14**	.12**	.24**	-0.75					
MBEP	0.00	0.03	-0.01	0.00	0.03	0.02	.34**	-0.60				
LF	-0.04	0.01	-0.03	0.01	-0.01	-0.03	.29**	.67**	-0.78			
EE	.64**	.64**	.66**	.62**	.72**	.66**	.12**	.05**	0.04	-0.81		
EFF	.73**	.64**	.69**	.64**	.70**	.69**	.16**	-0.04	-.08**	.69**	-0.81	
SAT	.69**	.60**	.63**	.58**	.66**	.63**	.10**	-.06**	-.08**	.61**	.73**	-0.71

^a N=1,860, Numbers in parentheses are reliability scores.

* p < .05; ** p < .01

Table11c-4 (Oceania, Rater Level = Same)

Intercorrelations among MLQ Factor Scores ^a

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
II(A)	-0.76											
II(B)	.66**	-0.72										
IM	.69**	.69**	-0.84									
IS	.63**	.63**	.62**	-0.79								
IC	.69**	.69**	.63**	.69**	-0.83							
CR	.69**	.69**	.66**	.65**	.70**	-0.81						
MBEA	0.04	.04**	.03**	.05**	-.03**	.11**	-0.77					
MBEP	-.32**	.32**	-.27**	-.32**	-.26**	-.26**	.18**	-0.70				
LF	-.43**	-.43**	-.34**	-.37**	-.34**	-.39**	.13**	.64**	-0.74			
EE	.66**	.66**	.61**	.60**	.66**	.63**	.08**	-.20**	-.29**	-0.82		
EFF	.73**	.73**	.63**	.62**	.67**	.68**	-0.01	-.38**	-.51**	.64**	-0.82	
SAT	.75**	.75**	.60**	.61**	.70**	.64**	-.06**	-.33**	-.46**	.62**	.79**	-0.68

^a N=4036, Numbers in parentheses are reliability scores.

* p < .05; ** p < .01

Hyphen below should be parenthesis. Table 11c-4 (Oceania, Rater Level = Lower)

Inter-correlations among MLQ Factor Scores ^a

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
II(A)	-0.70											
II(B)	.65**	(.71)										
IM	.67**	.71**	-0.81									
IS	.65**	.57**	.57**	-0.75								
IC	.71**	.59**	.58**	.68**	-0.76							
CR	.68**	.61**	.62**	.64**	.69**	-0.69						
MBEA	.04**	.09**	0.02	.07**	-.01**	.11**	-0.72					
MBEP	-.42**	-.32**	-.35**	-.37**	-.38**	-.36**	.06**	-0.65				
LF	-.51**	-.37**	-.40**	-.43**	-.44**	-.47**	-0.03	.60**	-0.69			
EE	.64**	.52**	.57**	.58**	.63**	.59**	0.01	-.30**	-.38**	-0.76		
EFF	.73**	.53**	.60**	.64**	.65**	.67**	.06**	-.55**	-.58**	.64**	-0.79	
SAT	.77**	.54**	.58**	.64**	.71**	.67**	-0.02	-.44**	-.55**	.64**	.78**	-0.75

^a N=4376, Numbers in parentheses are reliability scores.

* p < .05

** p < .01

Table 11c-6 (Oceania, Rater Level = Other) Inter-correlations among MLQ Factor Scores ^a

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
II(A)	-0.74											
II(B)	.60**	-0.70										
IM	.64**	.71**	-0.83									
IS	.61**	.58**	.58**	-0.78								
IC	.66**	.58**	.59**	.70**	-0.75							
CR	.63**	.60**	.62**	.63**	.70**	-0.71						
MBEA	.07**	.13**	.05**	.06**	0.02	.13**	-0.62					
MBEP	-.21**	-.16**	-.20**	-.21**	-.23**	-.20**	.15**	-0.74				
LF	-.37**	-.23**	-.29**	-.31**	-.35**	-.34**	.09**	.56**	-0.70			
EE	.61**	.54**	.58**	.56**	.61**	.60**	.09**	-.16**	-.26**	-0.73		
EFF	.67**	.54**	.60**	.61**	.66**	.65**	.06**	-.29**	-.43**	.62**	-0.81	
SAT	.69**	.51**	.56**	.61**	.66**	.63**	-0.02	-.27**	-.41**	.62**	.72**	-0.76

^a N=2061, Numbers in parentheses are reliability scores.

* p < .05

** p < .01

Table 11d (Singapore)

Inter-correlations among MLQ Factor Scores ^a

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF
II(A)	-0.75								
II(B)	.68**	-0.73							
IM	.72**	.75**	-0.79						
IS	.72**	.73**	.74**	-0.72					
IC	.73**	.64**	.70**	.75**	-0.78				
CR	.76**	.69**	.76**	.76**	.77**	-0.78			
MBEA	.41**	.54**	.46**	.43**	.33**	.39**	-0.67		
MBEP	-.41**	-.25**	-.32**	-.33**	-.31**	-.32**	-.12**	-0.60	
LF	-.53**	-.39**	-.46**	-.47**	-.42**	-.46**	-.17**	.62**	-0.79

^a N=495, Numbers in parentheses are reliability scores (we have data about the followers rated their direct ;leaders).

* p < .05

** p < .01

Table 11e-1 (South Africa, Self Report)

Inter-correlations among MLQ Factor Scores ^a

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
II(A)	-0.62											
II(B)	.56**	-0.62										
IM	.59**	.62**	-0.70									
IS	.51**	.57**	.53**	-0.60								
IC	.48**	.49**	.44**	.54**	-0.61							
CR	.55**	.54**	.53**	.48**	.47**	-0.61						
MBEA	.22**	.21**	.08**	.12**	.06*	.21**	-0.70					
MBEP	-.23**	-.19**	-.23**	-.20**	-.17**	-.21**	-0.01	-0.61				
LF	-.32**	-.30**	-.34**	-.26**	-.28**	-.29**	0.01	.52**	-0.65			
EE	.54**	.54**	.56**	.50**	.51**	.53**	.15**	-.24**	-.35**	-0.69		
EFF	.54**	.49**	.51**	.45**	.44**	.51**	.23**	-.21**	-.39**	.62**	-0.66	
SAT	.49**	.40**	.43**	.40**	.42**	.43**	.17**	-.20**	-.29**	.54**	.59**	-0.60

^a N=1143, Numbers in parentheses are reliability scores.

* p < .05; ** p < .01

Table 11e-2 (South Africa, Rater Level = Higher)

Inter-correlations among MLQ Factor Scores ^a

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
II(A)	-0.78											
II(B)	.72**	-0.78										
IM	.72**	.72**	-0.84									
IS	.68**	.66**	.64**	-0.81								
IC	.70**	.66**	.58**	.65**	-0.68							
CR	.72**	.73**	.70**	.64**	.65**	-0.75						
MBEA	.38**	.44**	.34**	.40**	.36**	.46**	-0.77					
MBEP	-.46**	-.41**	-.39**	-.38**	-.31**	-.37**	-.21**	-0.62				
LF	-.57**	-.48**	-.47**	-.48**	-.44**	-.53**	-.027	.66**	-0.76			
EE	.66**	.61**	.61**	.63**	.66**	.67**	.38**	-.34**	-.46**	-0.86		
EFF	.76**	.65**	.62**	.69**	.66**	.71**	.42**	-.47**	-.63**	.77**	-0.84	
SAT	.75**	.65**	.63**	.63**	.63**	.68**	.37**	-.47**	-.62**	.65**	.79**	-0.64

^a N=1036, Numbers in parentheses are reliability scores.

* p < .05; ** p < .01

Table 11e-3 (South Africa, Rater Level = Same)

Inter-correlations among MLQ Factor Scores ^a

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
II(A)	-0.76											
II(B)	.69**	-0.75										
IM	.67**	.71**	-0.79									
IS	.69**	.68**	.64**	-0.75								
IC	.69**	.64**	.59**	.66**	-0.67							
CR	.65**	.67**	.64**	.64**	.66**	-0.72						
MBEA	.27**	.34**	.25**	.36**	.26**	.39**	-0.70					
MBEP	-.40**	-.30**	-.31**	-.32**	-.26**	-.27**	-.04	-0.65				
LF	-.51**	-.39**	-.40**	-.38**	-.37**	-.41**	-.11**	.63**	-0.75			
EE	.67**	.62**	.62**	.64**	.67**	.65**	.30**	-.30**	-.40**	-0.78		
EFF	.75**	.65**	.63**	.65**	.64**	.69**	.31**	-.37**	-.52**	.73**	-0.79	
SAT	.72**	.55**	.54**	.59**	.58**	.57**	.20**	-.35**	-.48**	.64**	.74**	-0.67

^a N=1297, Numbers in parentheses are reliability scores.

* p < .05

** p < .01

Table 11e-4 (South Africa, Rater Level = Lower)
Inter-correlations among MLQ Factor Scores ^a
N=2245, Numbers in parentheses are reliability scores.

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
II(A)	-0.78											
II(B)	.69**	-0.68										
IM	.71**	.72**	-0.73									
IS	.68**	.65**	.65**	-0.67								
IC	.70**	.62**	.60**	.65**	-0.72							
CR	.73**	.68**	.70**	.67**	.67**	-0.70						
MBEA	.23**	.31**	.20**	.30**	.19**	.30**	-0.68					
MBEP	-.36**	-.29**	-.34**	-.29**	-.23**	-.31**	-0.04	-0.65				
LF	-.47**	-.37**	-.43**	-.40**	-.38**	-.41**	-.05*	.59**	-0.69			
EE	.72**	.63**	.67**	.66**	.68**	.69**	.22**	-.30**	-.40**	-0.77		
EFF	.76**	.65**	.69**	.69**	.67**	.73**	.26**	-.38**	-.51**	.74**	-0.80	
SAT	.74**	.59**	.64**	.64**	.64**	.68**	.16**	-.37**	-.48**	.70**	.77**	-0.75

* p < .05; ** p < .01

Table 11e-5 (South Africa, Rater Level = Other)
Inter-correlations among MLQ Factor Scores ^a

	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT
II(A)	-0.73											
II(B)	0.67	-0.71										
IM	0.70	.73**	-0.79									
IS	0.66	.63**	.65**	-0.71								
IC	0.68	.58**	.59**	.68**	-0.66							
CR	0.70	.66**	.70**	.35**	.66**	-0.73						
MBEA	.29**	.38**	.31**	0.35	.26**	.35**	-0.73					
MBEP	-.35**	-.25**	-.29**	-.29**	-.21**	-.31**	-.08**	-0.62				
LF	-.46**	-.36**	-.40**	-.37**	-.37**	-.42**	-.15**	.58**	-0.68			
EE	.70**	.61**	.67**	.67**	.63**	.67**	.30**	-.29**	-.41**	-0.75		
EFF	.75**	.67**	.68**	.66**	.64**	.71**	.32**	-.34**	-.46**	.77**	-0.81	
SAT	.70**	.61**	.62**	.62**	.62**	.66**	.23**	-.37**	-.48**	.71**	.76**	-0.75

^a N=1514, Numbers in parentheses are reliability scores.

* p < .05; ** p < .01

Table 12.1 Overall fit Measures among Several Factor Models (South Africa)

Fit measure	Model			
	One-factor model	Two-factor model	Three-factor model	Nine-factor model (full model)
GFI*	0.80	0.80	0.84	0.93
AGFI**	0.78	0.79	0.82	0.91
CFI***	0.78	0.79	0.81	0.92
RMSEA****	0.07	0.07	0.07	0.05

*Goodness of fit index

**Adjusted Goodness of Fit Index

***Comparative Fit Index

****Root Mean Squared Error of Approximation

Table 12.2: Item Loadings with the Nine-Factor Model (South Africa)

Item	Factor II(A)	Item	Factor II(B)	Item	Factor IM	Item	Factor IS	Item	Factor IC
II(A)10	0.67	II(B) 6	0.48	IM9	0.63	IS2	0.53	IC15	0.63
II(A)18	0.64	II(B)14	0.74	IM13	0.72	IS8	0.53	IC19	0.41
II(A)21	0.74	II(B)23	0.59	IM26	0.71	IS30	0.74	IC29	0.47
II(A)25	0.59	II(B)34	0.69	IM36	0.74	IS32	0.75	IC31	0.76

Item	Factor CR	Item	Factor MBEA	Item	Factor MBEP	Item	Factor LF
CR1	0.49	MBEA4	0.59	MBEP3	0.56	LF5	0.66
CR11	0.62	MBEA22	0.68	MBEP12	0.74	LF7	0.55
CR16	0.68	MBEA24	0.53	MBEP17	0.25	LF28	0.64
CR35	0.68	MBEA27	0.58	MBEP20	0.69	LF33	0.62

Table 13.1: Overall Fit Measures Among Several Factor Models (Oceania)

Fit measure	Model			
	One-factor model	Two-factor model	Three-factor model	Nine-factor model (full model)
GFI*	0.75	0.75	0.76	0.92
AGFI**	0.67	0.72	0.72	0.91
CFI***	0.68	0.71	0.73	0.91
RMSEA****	0.09	0.08	0.08	0.05

*Goodness of fit index

**Adjusted Goodness of Fit Index

***Comparative Fit Index

****Root Mean Squared Error of Approximation

Table 13.2: Item Loadings with the Nine-Factor Model (Oceania)

Item	Factor II(A)	Item	Factor II(B)	Item	Factor IM	Item	Factor IS	Item	Factor IC
II(A)10	0.71	II(B) 6	0.51	IM9	0.72	IS2	0.54	IC15	0.66
II(A)18	0.67	II(B)14	0.76	IM13	0.77	IS8	0.67	IC19	0.57
II(A)21	0.76	II(B)23	0.57	IM26	0.75	IS30	0.79	IC29	0.65
II(A)25	0.45	II(B)34	0.73	IM36	0.74	IS32	0.77	IC31	0.69

Item	Factor CR	Item	Factor MBEA	Item	Factor MBEP	Item	Factor LF
CR1	0.49	MBEA4	0.60	MBEP3	0.59	LF5	0.67
CR11	0.60	MBEA22	0.68	MBEP12	0.78	LF7	0.55
CR16	0.67	MBEA24	0.70	MBEP17	0.34	LF28	0.65
CR35	0.69	MBEA27	0.65	MBEP20	0.76	LF33	0.66

Table 14.1: Overall Fit Measures Among Several Factor Models (Europe)

Fit measure	Model			
	One-factor model	Two-factor model	Three-factor model	Nine-factor model (full model)
GFI*	0.74	0.81	0.82	0.92
AGFI**	0.71	0.79	0.79	0.91
CFI***	0.71	0.74	0.75	0.91
RMSEA****	0.08	0.07	0.07	0.05

*Goodness of fit index

**Adjusted Goodness of Fit Index

***Comparative Fit Index

****Root Mean Squared Error of Approximation

Table 14.2: Item Loadings with the Nine-Factor Model (Europe)

Item	Factor II(A)	Item	Factor II(B)	Item	Factor IM	Item	Factor IS	Item	Factor IC
II(A)10	0.73	II(B) 6	0.45	IM9	0.70	IS2	0.52	IC15	0.67
II(A)18	0.69	II(B)14	0.75	IM13	0.76	IS8	0.60	IC19	0.59
II(A)21	0.81	II(B)23	0.55	IM26	0.74	IS30	0.76	IC29	0.65
II(A)25	0.44	II(B)34	0.73	IM36	0.73	IS32	0.74	IC31	0.79

Item	Factor CR	Item	Factor MBEA	Item	Factor MBEP	Item	Factor LF
CR1	0.51	MBEA 4	0.65	MBEP3	0.62	LF5	0.68
CR11	0.57	MBEA22	0.61	MBEP12	0.80	LF7	0.52
CR16	0.64	MBEA24	0.70	MBEP17	0.34	LF28	0.65
CR35	0.69	MBEA27	0.66	MBEP20	0.73	LF33	0.64

Table 15.1: Overall Fit Measures Among Several Factor Models (US)

Fit measure	Model			
	One-factor model	Two-factor model	Three-factor model	Nine-factor model (full model)
GFI*	0.74	0.78	0.78	0.92
AGFI**	0.71	0.75	0.76	0.91
CFI***	0.71	0.74	0.75	0.91
RMSEA****	0.08	0.08	0.08	0.05

*Goodness of fit index

**Adjusted Goodness of Fit Index

***Comparative Fit Index

****Root Mean Squared Error of Approximation

Table 15.2: Item Loadings with the Nine-Factor Model (US)

Item	Factor II(A)	Item	Factor II(B)	Item	Factor IM	Item	Factor IS	Item	Factor IC
II(A)10	0.73	II(B) 6	0.45	IM9	0.7	IS2	0.52	IC15	0.67
II(A)18	0.69	II(B)14	0.75	IM13	0.76	IS8	0.6	IC19	0.59
II(A)21	0.81	II(B)23	0.55	IM26	0.74	IS30	0.76	IC29	0.65
II(A)25	0.44	II(B)34	0.73	IM36	0.73	IS32	0.74	IC31	0.79

Item	Factor CR	Item	Factor MBEA	Item	Factor MBEP	Item	Factor LF
CR1	0.51	MBEA 4	0.65	MBEP3	0.62	LF5	0.68
CR11	0.57	MBEA22	0.61	MBEP12	0.80	LF7	0.52
CR16	0.64	MBEA24	0.70	MBEP17	0.34	LF28	0.65
CR35	0.69	MBEA27	0.66	MBEP20	0.73	LF33	0.64

Table 16.1: Comparison of Overall Fit Measures Among Several Factor Models by Levels (South Africa)

Table 8.1: One-factor model

Fit measure	Rater (self)	Rater (above)	Rater (same)	Rater (below)	Rater (not specified)
GFI*	0.80	0.73	0.76	0.80	0.79
AGFI**	0.78	0.70	0.73	0.77	0.77
CFI***	0.67	0.76	0.74	0.78	0.77
RMSEA****	0.07	0.08	0.08	0.07	0.07

*Goodness of fit index

**Adjusted Goodness of Fit Index

***Comparative Fit Index

****Root Mean Squared Error of Approximation

Table 16.2: Two-factor model

Fit measure	Rater (self)	Rater (above)	Rater (same)	Rater (below)	Rater (not specified)
GFI*	0.82	0.74	0.77	0.80	0.80
AGFI**	0.80	0.72	0.74	0.78	0.77
CFI***	0.70	0.77	0.76	0.79	0.77
RMSEA****	0.07	0.08	0.08	0.07	0.07

*Goodness of fit index

**Adjusted Goodness of Fit Index

***Comparative Fit Index

****Root Mean Squared Error of Approximation

Table 16.3: Three-factor model

Fit measure	Rater (self)	Rater (above)	Rater (same)	Rater (below)	Rater (not specified)
GFI*	0.83	0.78	0.80	0.83	0.82
AGFI**	0.81	0.74	0.78	0.80	0.80
CFI***	0.71	0.79	0.78	0.80	0.79
RMSEA****	0.07	0.08	0.07	0.07	0.07

*Goodness of fit index

**Adjusted Goodness of Fit Index

***Comparative Fit Index

****Root Mean Squared Error of Approximation

Table 16.4: Nine-factor model (full model)

Fit measure	Rater (self)	Rater (above)	Rater (same)	Rater (below)	Rater (not specified)
GFI*	0.90	0.87	0.89	0.91	0.91
AGFI**	0.88	0.85	0.87	0.89	0.89
CFI***	0.85	0.89	0.89	0.90	0.90
RMSEA****	0.05	0.06	0.05	0.05	0.05

*Goodness of fit index

**Adjusted Goodness of Fit Index

***Comparative Fit Index

****Root Mean Squared Error of Approximation

Table 16.5: Item Loadings with the Nine-Factor Model (South Africa)

Rater Level: Self

Item	Factor II(A)	Item	Factor II(B)	Item	Factor IM	Item	Factor IS	Item	Factor IC
II(A)10	0.55	II(B) 6	0.47	IM9	0.55	IS2	0.44	IC15	0.51
II(A)18	0.47	II(B)14	0.66	IM13	0.67	IS8	0.42	IC19	0.35
II(A)21	0.59	II(B)23	0.44	IM26	0.6	IS30	0.58	IC29	0.35
II(A)25	0.56	II(B)34	0.61	IM36	0.63	IS32	0.64	IC31	0.67

Item	Factor CR	Item	Factor MBEA	Item	Factor MBEP	Item	Factor LF
CR1	0.29	MBEA 4	0.55	MBEP3	0.57	LF5	0.67
CR11	0.59	MBEA22	0.72	MBEP12	0.62	LF7	0.49
CR16	0.57	MBEA24	0.63	MBEP17	0.17	LF28	0.55
CR35	0.53	MBEA27	0.55	MBEP20	0.64	LF33	0.53

Table 16.6: Rater Level: Above

Item	Factor II(A)	Item	Factor II(B)	Item	Factor IM	Item	Factor IS	Item	Factor IC
II(A)10	0.75	II(B) 6	0.64	IM9	0.68	IS2	0.66	IC15	0.62
II(A)18	0.68	II(B)14	0.78	IM13	0.78	IS8	0.64	IC19	0.49
II(A)21	0.75	II(B)23	0.60	IM26	0.77	IS30	0.79	IC29	0.43
II(A)25	0.60	II(B)34	0.75	IM36	0.77	IS32	0.77	IC31	0.74

Item	Factor CR	Item	Factor MBEA	Item	Factor MBEP	Item	Factor LF
CR1	0.46	MBEA 4	0.70	MBEP3	0.61	LF5	0.69
CR11	0.72	MBEA22	0.71	MBEP12	0.76	LF7	0.58
CR16	0.73	MBEA24	0.64	MBEP17	0.34	LF28	0.70
CR35	0.71	MBEA27	0.63	MBEP20	0.74	LF33	0.68

Table 16.7: Rater Level: Same

Factor		Factor		Factor		Factor		Factor	
Item	II(A)	Item	II(B)	Item	IM	Item	IS	Item	IC
II(A)10	0.69	II(B) 6	0.52	IM9	0.61	IS2	0.51	IC15	0.67
II(A)18	0.67	II(B)14	0.76	IM13	0.69	IS8	0.57	IC19	0.42
II(A)21	0.74	II(B)23	0.63	IM26	0.73	IS30	0.77	IC29	0.46
II(A)25	0.58	II(B)34	0.71	IM36	0.72	IS32	0.73	IC31	0.72

Item	Factor CR	Item	Factor MBEA	Item	Factor MBEP	Item	Factor LF
CR1	0.49	MBEA 4	0.59	MBEP3	0.59	LF5	0.66
CR11	0.61	MBEA22	0.68	MBEP12	0.75	LF7	0.59
CR16	0.72	MBEA24	0.59	MBEP17	0.23	LF28	0.68
CR35	0.71	MBEA27	0.56	MBEP20	0.69	LF33	0.68

Table 16.8: Rater Level: Below

Item	Factor II(A)	Item	Factor II(B)	Item	Factor IM	Item	Factor IS	Item	Factor IC
II(A)10	0.72	II(B) 6	0.41	IM9	0.62	IS2	0.53	IC15	0.63
II(A)18	0.67	II(B)14	0.72	IM13	0.69	IS8	0.47	IC19	0.41
II(A)21	0.79	II(B)23	0.59	IM26	0.70	IS30	0.75	IC29	0.47
II(A)25	0.58	II(B)34	0.66	IM36	0.74	IS32	0.78	IC 31	0.78

Item	Factor CR	Item	Factor MBEA	Item	Factor MBEP	Item	Factor LF
CR1	0.56	MBEA 4	0.58	MBEP3	0.52	LF5	0.65
CR11	0.57	MBEA22	0.62	MBEP12	0.74	LF7	0.55
CR16	0.68	MBEA24	0.62	MBEP17	0.22	LF28	0.59
CR35	0.67	MBEA27	0.59	MBEP20	0.67	LF33	0.62

Table 16.9: Rater Level: Not specified

Item	Factor II(A)	Item	Factor II(B)	Item	Factor IM	Item	Factor IS	Item	Factor IC
II(A)10	0.63	II(B) 6	0.44	IM9	0.60	IS2	0.51	IC15	0.63
II(A)18	0.58	II(B)14	0.75	IM13	0.73	IS8	0.51	IC19	0.39
II(A)21	0.72	II(B)23	0.62	IM26	0.71	IS30	0.69	IC29	0.46
II(A)25	0.63	II(B)34	0.69	IM36	0.74	IS32	0.73	IC31	0.74

Item	Factor CR	Item	Factor MBEA	Item	Factor MBEP	Item	Factor LF
CR1	0.51	MBEA 4	0.56	MBEP3	0.57	LF5	0.64
CR11	0.63	MBEA22	0.68	MBEP12	0.77	LF7	0.53
CR16	0.69	MBEA24	0.68	MBEP17	0.26	LF28	0.63
CR35	0.68	MBEA27	0.60	MBEP20	0.66	LF33	0.57

Table 17: Comparison of Overall Fit Measures Among Several Factor Models by Levels (Oceania)

Table 17.1: One-factor model

Fit measure	Rater (self)	Rater (above)	Rater (same)	Rater (below)	Rater (other)
GFI*	0.75	0.64	0.70	0.74	0.74
AGFI**	0.72	0.60	0.66	0.71	0.71
CFI***	0.58	0.67	0.69	0.69	0.72
RMSEA****	0.08	0.10	0.09	0.08	0.08

*Goodness of fit index

**Adjusted Goodness of Fit Index

***Comparative Fit Index

****Root Mean Squared Error of Approximation

Table 17.2: Two-factor model

Fit measure	Rater (self)	Rater (above)	Rater (same)	Rater (below)	Rater (not specified)
GFI*	0.79	0.74	0.74	0.76	0.76
AGFI**	0.76	0.71	0.71	0.73	0.73
CFI***	0.64	0.73	0.72	0.71	0.75
RMSEA****	0.08	0.09	0.09	0.08	0.08

*Goodness of fit index

**Adjusted Goodness of Fit Index

***Comparative Fit Index

****Root Mean Squared Error of Approximation

Table 17.3: Three-factor model

Fit measure	Rater (self)	Rater (above)	Rater (same)	Rater (below)	Rater (not specified)
GFI*	0.79	0.74	0.75	0.77	0.77
AGFI**	0.76	0.71	0.72	0.75	0.74
CFI***	0.65	0.73	0.74	0.73	0.76
RMSEA****	0.07	0.09	0.08	0.08	0.08

*Goodness of fit index

**Adjusted Goodness of Fit Index

***Comparative Fit Index

****Root Mean Squared Error of Approximation

Table 17.4: Nine-factor model (full model)

Fit measure	Rater (self)	Rater (above)	Rater (same)	Rater (below)	Rater (not specified)
GFI*	0.91	0.92	0.91	0.91	0.90
AGFI**	0.89	0.91	0.89	0.90	0.88
CFI***	0.87	0.93	0.91	0.90	0.90
RMSEA****	0.05	0.05	0.05	0.05	0.05

*Goodness of fit index

**Adjusted Goodness of Fit Index

***Comparative Fit Index

****Root Mean Squared Error of Approximation

Table 17.5: Item Loadings with the Nine-Factor Model
Rater Level: Self

Item	Factor II(A)	Item	Factor II(B)	Item	Factor IM	Item	Factor IS	Item	Factor IC
II(A)10	0.56	II(B) 6	0.53	IM9	0.62	IS2	0.48	IC15	0.53
II(A)18	0.49	II(B)14	0.80	IM13	0.71	IS8	0.50	IC19	0.35
II(A)21	0.56	II(B)23	0.39	IM26	0.75	IS30	0.74	IC29	0.42
II(A)25	0.56	II(B)34	0.74	IM36	0.63	IS32	0.63	IC31	0.74

Item	Factor CR	Item	Factor MBEA	Item	Factor MBEP	Item	Factor LF
CR1	0.22	MBEA4	0.65	MBEP3	0.61	LF5	0.51
CR11	0.57	MBEA22	0.71	MBEP12	0.72	LF7	0.42
CR16	0.65	MBEA24	0.61	MBEP17	0.28	LF28	0.59
CR35	0.45	MBEA27	0.70	MBEP20	0.68	LF33	0.63

Table 17.6: Rater Level: Above

Item	Factor II(A)	Item	Factor II(B)	Item	Factor IM	Item	Factor IS	Item	Factor IC
II(A)10	0.69	II(B) 6	0.63	IM9	0.78	IS2	0.61	IC15	0.67
II(A)18	0.69	II(B)14	0.76	IM13	0.81	IS8	0.72	IC19	0.62
II(A)21	0.71	II(B)23	0.61	IM26	0.77	IS30	0.78	IC29	0.66
II(A)25	0.56	II(B)34	0.78	IM36	0.81	IS32	0.78	IC31	0.79

Item	Factor CR	Item	Factor MBEA	Item	Factor MBEP	Item	Factor LF
CR1	0.42	MBEA4	0.62	MBEP3	0.59	LF5	0.71
CR11	0.65	MBEA22	0.75	MBEP12	0.82	LF7	0.65
CR16	0.69	MBEA24	0.73	MBEP17	0.43	LF28	0.66
CR35	0.73	MBEA27	0.66	MBEP20	0.76	LF33	0.71

Table 17.7: Rater Level: Same

Item	Factor II(A)	Item	Factor II(B)	Item	Factor IM	Item	Factor IS	Item	Factor IC
II(A)10	0.75	II(B) 6	0.49	IM9	0.72	IS2	0.61	IC15	0.66
II(A)18	0.69	II(B)14	0.75	IM13	0.75	IS8	0.69	IC19	0.61
II(A)21	0.78	II(B)23	0.56	IM26	0.77	IS30	0.79	IC29	0.65
II(A)25	0.48	II(B)34	0.75	IM36	0.76	IS32	0.78	IC31	0.78

Item	Factor CR	Item	Factor MBEA	Item	Factor MBEP	Item	Factor LF
CR1	0.51	MBEA4	0.64	MBEP3	0.61	LF5	0.69
CR11	0.62	MBEA22	0.69	MBEP12	0.77	LF7	0.56
CR16	0.68	MBEA24	0.72	MBEP17	0.36	LF28	0.68
CR35	0.71	MBEA27	0.68	MBEP20	0.75	LF33	0.66

Table 17.8: Rater Level: Below

Item	Factor II(A)	Item	Factor II(B)	Item	Factor IM	Item	Factor IS	Item	Factor IC
II(A)10	0.70	II(B) 6	0.48	IM9	0.69	IS2	0.45	IC15	0.67
II(A)18	0.64	II(B)14	0.77	IM13	0.76	IS8	0.62	IC19	0.52
II(A)21	0.76	II(B)23	0.55	IM26	0.74	IS30	0.79	IC29	0.66
II(A)25	0.36	II(B)34	0.68	IM36	0.70	IS32	0.77	IC31	0.81

Item	Factor CR	Item	Factor MBEA	Item	Factor MBEP	Item	Factor LF
CR1	0.50	MBEA4	0.57	MBEP3	0.54	LF5	0.61
CR11	0.58	MBEA22	0.63	MBEP12	0.72	LF7	0.42
CR16	0.68	MBEA24	0.69	MBEP17	0.30	LF28	0.59
CR35	0.67	MBEA27	0.62	MBEP20	0.75	LF33	0.63

Table 17.9: Rater Level: Not Specified

Item	Factor II(A)	Item	Factor II(B)	Item	Factor IM	Item	Factor IS	Item	Factor IC
II(A)10	0.75	II(B) 6	0.45	IM9	0.71	IS2	0.55	IC15	0.63
II(A)18	0.69	II(B)14	0.76	IM13	0.79	IS8	0.67	IC19	0.57
II(A)21	0.79	II(B)23	0.56	IM26	0.76	IS30	0.78	IC29	0.65
II(A)25	0.46	II(B)34	0.72	IM36	0.73	IS32	0.75	IC31	0.77

Item	Factor CR	Item	Factor MBEA	Item	Factor MBEP	Item	Factor LF
CR1	0.55	MBEA4	0.56	MBEP3	0.59	LF5	0.67
CR11	0.59	MBEA22	0.68	MBEP12	0.82	LF7	0.51
CR16	0.67	MBEA24	0.7	MBEP17	0.22	LF28	0.62
CR35	0.67	MBEA27	0.63	MBEP20	0.77	LF33	0.65

Table 18: Comparison of Overall Fit Measures Among Several Factor Models by Levels in Europe

Table 18.1: One-factor model

Fit measure	Rater (self)	Rater (above)	Rater (same)	Rater (below)	Rater (not specified)
GFI*	0.80	0.76	0.75	0.78	0.73
AGFI**	0.77	0.73	0.71	0.76	0.70
CFI***	0.62	0.69	0.68	0.73	0.68
RMSEA****	0.07	0.08	0.08	0.08	0.08

*Goodness of fit index

**Adjusted Goodness of Fit Index

***Comparative Fit Index

****Root Mean Squared Error of Approximation

Table 18.2: Two-factor model

Fit measure	Rater (self)	Rater (above)	Rater (same)	Rater (below)	Rater (not specified)
GFI*	0.80	0.79	0.80	0.80	0.75
AGFI**	0.78	0.77	0.77	0.78	0.72
CFI***	0.63	0.73	0.73	0.75	0.70
RMSEA****	0.07	0.08	0.08	0.07	0.08

*Goodness of fit index

**Adjusted Goodness of Fit Index

***Comparative Fit Index

****Root Mean Squared Error of Approximation

Table 18.3: Three-factor model

Fit measure	Rater (self)	Rater (above)	Rater (same)	Rater (below)	Rater (not specified)
GFI*	0.81	0.80	0.80	0.82	0.76
AGFI**	0.79	0.77	0.77	0.79	0.73
CFI***	0.66	0.74	0.74	0.77	0.72
RMSEA****	0.07	0.07	0.07	0.07	0.08

*Goodness of fit index

**Adjusted Goodness of Fit Index

***Comparative Fit Index

****Root Mean Squared Error of Approximation

Table 18.4: Nine-factor model (full model)

Fit measure	Rater (self)	Rater (above)	Rater (same)	Rater (below)	Rater (not specified)
GFI*	0.89	0.91	0.92	0.93	0.88
AGFI**	0.88	0.90	0.91	0.91	0.86
CFI***	0.84	0.90	0.91	0.91	0.90
RMSEA****	0.05	0.05	0.05	0.05	0.05

*Goodness of fit index

**Adjusted Goodness of Fit Index

***Comparative Fit Index

****Root Mean Squared Error of Approximation

Table 18.5: Item Loadings with the Nine-Factor Model

Rater Level: Self

Item	Factor II(A)	Item	Factor II(B)	Item	Factor IM	Item	Factor IS	Item	Factor IC
II(A)10	0.56	II(B) 6	0.42	IM9	0.67	IS2	0.44	IC15	0.51
II(A)18	0.40	II(B)14	0.87	IM13	0.66	IS8	0.44	IC19	0.22
II(A)21	0.48	II(B)23	0.36	IM26	0.74	IS30	0.63	IC29	0.42
II(A)25	0.55	II(B)34	0.68	IM36	0.65	IS32	0.60	IC31	0.66

Item	Factor CR	Item	Factor MBEA	Item	Factor MBEP	Item	Factor LF
CR1	0.24	MBEA 4	0.61	MBEP3	0.55	LF5	0.53
CR11	0.46	MBEA22	0.68	MBEP12	0.62	LF7	0.33
CR16	0.58	MBEA24	0.59	MBEP17	0.31	LF28	0.61
CR35	0.54	MBEA27	0.70	MBEP20	0.62	LF33	0.53

Table 18.6: Rater Level: Above

Item	Factor II(A)	Item	Factor II(B)	Item	Factor IM	Item	Factor IS	Item	Factor IC
II(A)10	0.73	II(B) 6	0.52	IM9	0.73	IS2	0.56	IC15	0.56
II(A)18	0.60	II(B)14	0.71	IM13	0.74	IS8	0.61	IC19	0.41
II(A)21	0.69	II(B)23	0.47	IM26	0.76	IS30	0.73	IC29	0.54
II(A)25	0.51	II(B)34	0.68	IM36	0.70	IS32	0.70	IC31	0.66

Item	Factor CR	Item	Factor MBEA	Item	Factor MBEP	Item	Factor LF
CR1	0.38	MBEA 4	0.62	MBEP3	0.50	LF5	0.71
CR11	0.54	MBEA22	0.69	MBEP12	0.77	LF7	0.62
CR16	0.61	MBEA24	0.66	MBEP17	0.50	LF28	0.60
CR35	0.66	MBEA27	0.61	MBEP20	0.67	LF33	0.65

Table 18.7: Rater Level: Same

Item	Factor II(A)	Item	Factor II(B)	Item	Factor IM	Item	Factor IS	Item	Factor IC
II(A)10	0.68	II(B) 6	0.48	IM9	0.69	IS2	0.56	IC15	0.61
II(A)18	0.65	II(B)14	0.69	IM13	0.70	IS8	0.61	IC19	0.40
II(A)21	0.67	II(B)23	0.46	IM26	0.76	IS30	0.75	IC29	0.56
II(A)25	0.52	II(B)34	0.67	IM36	0.73	IS32	0.72	IC31	0.70

Item	Factor CR	Item	Factor MBEA	Item	Factor MBEP	Item	Factor LF
CR1	0.39	MBEA 4	0.66	MBEP3	0.59	LF5	0.70
CR11	0.50	MBEA22	0.65	MBEP12	0.78	LF7	0.59
CR16	0.59	MBEA24	0.63	MBEP17	0.42	LF28	0.69
CR35	0.63	MBEA27	0.66	MBEP20	0.71	LF33	0.61

Table 18.8: Rater Level: Below

Item	Factor II(A)	Item	Factor II(B)	Item	Factor IM	Item	Factor IS	Item	Factor IC
II(A)10	0.71	II(B) 6	0.44	IM9	0.68	IS2	0.52	IC15	0.68
II(A)18	0.59	II(B)14	0.71	IM13	0.72	IS8	0.56	IC19	0.43
II(A)21	0.71	II(B)23	0.48	IM26	0.75	IS30	0.77	IC29	0.62
II(A)25	0.61	II(B)34	0.66	IM36	0.69	IS32	0.74	IC31	0.81

Item	Factor CR	Item	Factor MBEA	Item	Factor MBEP	Item	Factor LF
CR1	0.47	MBEA 4	0.62	MBEP3	0.49	LF5	0.73
CR11	0.55	MBEA22	0.59	MBEP12	0.76	LF7	0.59
CR16	0.66	MBEA24	0.59	MBEP17	0.34	LF28	0.69
CR35	0.63	MBEA27	0.63	MBEP20	0.63	LF33	0.62

Table 18.9: Rater Level: Not specified

Item	Factor II(A)	Item	Factor II(B)	Item	Factor IM	Item	Factor IS	Item	Factor IC
II(A)10	0.68	II(B) 6	0.48	IM9	0.72	IS2	0.57	IC15	0.65
II(A)18	0.58	II(B)14	0.69	IM13	0.74	IS8	0.64	IC19	0.41
II(A)21	0.7	II(B)23	0.45	IM26	0.79	IS30	0.71	IC29	0.55
II(A)25	0.54	II(B)34	0.66	IM36	0.7	IS32	0.68	IC31	0.73

Item	Factor CR	Item	Factor MBEA	Item	Factor MBEP	Item	Factor LF
CR1	0.45	MBEA 4	0.57	MBEP3	0.44	LF5	0.65
CR11	0.45	MBEA22	0.61	MBEP12	0.77	LF7	0.56
CR16	0.61	MBEA24	0.61	MBEP17	0.46	LF28	0.61
CR35	0.63	MBEA27	0.71	MBEP20	0.77	LF33	0.59

Table 19: Comparison of Overall Fit Measures Among Several Factor Models by Levels in the U.S.

Table 199.1: One-factor model

Fit measure	Rater (self)	Rater (above)	Rater (same)	Rater (below)	Rater (not specified)
GFI*	0.78	0.72	0.74	0.73	0.75
AGFI**	0.76	0.68	0.71	0.70	0.72
CFI***	0.58	0.68	0.72	0.73	0.75
RMSEA****	0.08	0.09	0.08	0.08	0.08

*Goodness of fit index

**Adjusted Goodness of Fit Index

***Comparative Fit Index

****Root Mean Squared Error of Approximation

Table 19.2: Two-factor model

Fit measure	Rater (self)	Rater (above)	Rater (same)	Rater (below)	Rater (not specified)
GFI*	0.81	0.76	0.78	0.77	0.78
AGFI**	0.79	0.73	0.75	0.74	0.75
CFI***	0.63	0.73	0.75	0.76	0.77
RMSEA****	0.07	0.08	0.08	0.08	0.08

*Goodness of fit index

**Adjusted Goodness of Fit Index

***Comparative Fit Index

****Root Mean Squared Error of Approximation

Table 19.3: Three-factor model

Fit measure	Rater (self)	Rater (above)	Rater (same)	Rater (below)	Rater (not specified)
GFI*	0.81	0.76	0.79	0.78	0.79
AGFI**	0.79	0.73	0.76	0.75	0.76
CFI***	0.64	0.73	0.76	0.77	0.78
RMSEA****	0.07	0.08	0.08	0.08	0.08

*Goodness of fit index

**Adjusted Goodness of Fit Index

***Comparative Fit Index

****Root Mean Squared Error of Approximation

Table 19.4: Nine-factor model (full model)

Fit measure	Rater (self)	Rater (above)	Rater (same)	Rater (below)	Rater (not specified)
GFI*	0.93	0.91	0.92	0.91	0.91
AGFI**	0.91	0.89	0.90	0.90	0.89
CFI***	0.89	0.91	0.91	0.91	0.91
RMSEA****	0.05	0.05	0.05	0.05	0.05

*Goodness of fit index

**Adjusted Goodness of Fit Index

***Comparative Fit Index

****Root Mean Squared Error of Approximation

Table 19.5: Item Loadings with the Nine-Factor Model
Rater Level: Self

Item	Factor II(A)	Item	Factor II(B)	Item	Factor IM	Item	Factor IS	Item	Factor IC
II(A)10	0.58	II(B) 6	0.48	IM9	0.63	IS2	0.42	IC15	0.56
II(A)18	0.39	II(B)14	0.71	IM13	0.72	IS8	0.48	IC19	0.37
II(A)21	0.57	II(B)23	0.36	IM26	0.70	IS30	0.68	IC29	0.49
II(A)25	0.53	II(B)34	0.68	IM36	0.63	IS32	0.66	IC31	0.74

Item	Factor CR	Item	Factor MBEA	Item	Factor MBEP	Item	Factor LF
CR1	0.24	MBEA 4	0.60	MBEP3	0.58	LF5	0.53
CR11	0.56	MBEA22	0.70	MBEP12	0.71	LF7	0.38
CR16	0.60	MBEA24	0.63	MBEP17	0.33	LF28	0.57
CR35	0.52	MBEA27	0.69	MBEP20	0.68	LF33	0.54

Table 19.6: Rater Level: Above

Item	Factor II(A)	Item	Factor II(B)	Item	Factor IM	Item	Factor IS	Item	Factor IC
II(A)10	0.78	II(B) 6	0.53	IM9	0.74	IS2	0.59	IC15	0.60
II(A)18	0.67	II(B)14	0.77	IM13	0.77	IS8	0.63	IC19	0.56
II(A)21	0.80	II(B)23	0.53	IM26	0.74	IS30	0.76	IC29	0.59
II(A)25	0.48	II(B)34	0.74	IM36	0.72	IS32	0.73	IC31	0.70

Item	Factor CR	Item	Factor MBEA	Item	Factor MBEP	Item	Factor LF
CR1	0.45	MBEA 4	0.70	MBEP3	0.65	LF5	0.70
CR11	0.61	MBEA22	0.68	MBEP12	0.83	LF7	0.51
CR16	0.63	MBEA24	0.71	MBEP17	0.39	LF28	0.62
CR35	0.65	MBEA27	0.69	MBEP20	0.77	LF33	0.65

Table 19.7: Rater Level: Same

Item	Factor II(A)	Item	Factor II(B)	Item	Factor IM	Item	Factor IS	Item	Factor IC
II(A)10	0.75	II(B) 6	0.45	IM9	0.71	IS2	0.56	IC15	0.66
II(A)18	0.69	II(B)14	0.74	IM13	0.74	IS8	0.62	IC19	0.58
II(A)21	0.82	II(B)23	0.55	IM26	0.74	IS30	0.76	IC29	0.63
II(A)25	0.48	II(B)34	0.73	IM36	0.73	IS32	0.75	IC31	0.77

Item	Factor CR	Item	Factor MBEA	Item	Factor MBEP	Item	Factor LF
CR1	0.50	MBEA 4	0.66	MBEP3	0.63	LF5	0.67
CR11	0.55	MBEA22	0.65	MBEP12	0.79	LF7	0.54
CR16	0.63	MBEA24	0.69	MBEP17	0.36	LF28	0.66
CR35	0.68	MBEA27	0.66	MBEP20	0.75	LF33	0.64

Table 19.8: Rater Level: Below

Item	Factor II(A)	Item	Factor II(B)	Item	Factor IM	Item	Factor IS	Item	Factor IC
II(A)10	0.75	II(B) 6	0.42	IM9	0.69	IS2	0.52	IC15	0.70
II(A)18	0.71	II(B)14	0.75	IM13	0.77	IS8	0.58	IC19	0.63
II(A)21	0.83	II(B)23	0.58	IM26	0.75	IS30	0.78	IC29	0.68
II(A)25	0.44	II(B)34	0.73	IM36	0.75	IS32	0.74	IC31	0.82

Item	Factor CR	Item	Factor MBEA	Item	Factor MBEP	Item	Factor LF
CR1	0.58	MBEA 4	0.65	MBEP3	0.62	LF5	0.70
CR11	0.58	MBEA22	0.56	MBEP12	0.82	LF7	0.54
CR16	0.66	MBEA24	0.72	MBEP17	0.32	LF28	0.68
CR35	0.71	MBEA27	0.66	MBEP20	0.73	LF33	0.66

Table 19.9: Rater Level: Not specified

Item	Factor II(A)	Item	Factor II(B)	Item	Factor IM	Item	Factor IS	Item	Factor IC
II(A)10	0.76	II(B) 6	0.42	IM9	0.70	IS2	0.55	IC15	0.66
II(A)18	0.71	II(B)14	0.75	IM13	0.77	IS8	0.61	IC19	0.61
II(A)21	0.83	II(B)23	0.58	IM26	0.76	IS30	0.75	IC29	0.63
II(A)25	0.46	II(B)34	0.73	IM36	0.73	IS32	0.74	IC31	0.80

Factor		Factor		Factor		Factor	
Item	CR	Item	MBEA	Item	MBEP	Item	LF
CR1	0.58	MBEA 4	0.62	MBEP3	0.60	LF5	0.66
CR11	0.52	MBEA22	0.58	MBEP12	0.79	LF7	0.54
CR16	0.63	MBEA24	0.70	MBEP17	0.39	LF28	0.66
CR35	0.68	MBEA27	0.66	MBEP20	0.73	LF33	0.62

Table 20a: Percentiles for Individual Scores Based on Others' ratings (US, total)

N =	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT	
	27285	27285	27285	27285	27285	27285	27285	27285	27285	27285	27285	27285	
Percentile	MLQ Scores									Outcomes			Percentile
5	1.50	1.50	1.50	1.50	1.25	1.50	1.50	0.00	0.00	1.00	1.75	1.50	5
10	2.00	1.75	2.00	1.75	1.75	2.00	2.00	0.00	0.00	1.67	2.00	2.00	10
20	2.25	2.25	2.25	2.25	2.25	2.25	2.25	0.35	0.00	2.00	2.50	2.50	20
30	2.75	2.50	2.50	2.50	2.50	2.50	2.50	0.50	0.25	2.33	2.75	3.00	30
40	2.75	2.75	2.75	2.75	2.75	2.75	2.75	0.75	0.25	2.67	3.00	3.00	40
50	3.00	3.00	3.00	2.75	2.75	3.00	3.00	1.00	0.50	2.74	3.25	3.00	50
60	3.25	3.25	3.25	3.00	3.00	3.00	3.00	1.04	0.75	3.00	3.25	3.50	60
70	3.50	3.50	3.43	3.25	3.25	3.25	3.25	1.25	0.92	3.33	3.50	3.50	70
80	3.50	3.75	3.50	3.43	3.43	3.43	3.43	1.54	1.23	3.67	3.75	4.00	80
90	3.75	3.75	3.75	3.75	3.75	3.75	3.75	2.00	1.50	4.00	4.00	4.00	90
95	4.00	4.00	4.00	3.75	3.75	3.75	3.75	2.50	2.00	4.00	4.00	4.00	95

Legend:

II(A) = Idealized Influence (Attributed)
 II(B) = idealized influence (behavior)
 IM = Inspirational Motivation
 IS = Intellectual Stimulation
 IC = Individualized Consideration
 CR = Contingent Reward
 MBEA = Management-by-Exception (Active)
 MBEP = Management-by-Exception (Passive)
 LF = Laissez-Faire
 EE = Extra Effort
 EFF = Effectiveness
 SAT = Satisfaction

Key of Frequency:

4.0 = Frequently, if not always
 3.0 = Fairly often
 2.0 = Sometimes
 1.0 = Once in a while
 0.0 = Not at all

Table 20b: Percentiles for Individual Scores Based on Others' Ratings (US, Self Report)

N =	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT	
	3755	3755	3755	3755	3755	3755	3755	3755	3755	3755	3755	3755	
Percentile	MLQ Scores									Outcomes			Percentile
5	2.00	2.00	2.00	2.00	2.25	2.00	0.25	0.25	0.00	1.92	2.25	2.00	5
10	2.25	2.25	2.25	2.25	2.50	2.25	0.50	0.25	0.00	2.00	2.50	2.50	10
20	2.50	2.50	2.50	2.50	2.75	2.50	1.00	0.50	0.25	2.33	2.75	2.50	20
30	2.75	2.75	2.75	2.75	3.00	2.75	1.00	0.75	0.25	2.45	3.00	3.00	30
40	2.75	3.00	3.00	2.75	3.00	3.00	1.25	0.85	0.50	2.67	3.00	3.00	40
50	3.00	3.00	3.00	3.00	3.25	3.00	1.50	1.00	0.50	2.74	3.25	3.00	50
60	3.00	3.25	3.25	3.00	3.25	3.25	1.75	1.25	0.75	3.00	3.25	3.00	60
70	3.25	3.25	3.50	3.25	3.50	3.25	2.00	1.25	0.75	3.00	3.50	3.50	70
80	3.50	3.50	3.50	3.50	3.50	3.50	2.25	1.50	1.00	3.33	3.50	3.50	80
90	3.50	3.75	3.75	3.75	3.75	3.75	2.75	2.00	1.25	3.67	3.75	4.00	90
95	3.75	4.00	4.00	3.75	4.00	3.75	3.00	2.25	1.50	4.00	4.00	4.00	95

Legend:

II(A) = Ic Key of Frequency: 4.0 = Frequently, if not always
 II(B) = idealized influence (behavior)3.0 = Fairly often
 IM = Inspirational Motivation2.0 = Sometimes
 IS = Intellectual Stimulation1.0 = Once in a while
 IC = Individualized Consideration0.0 = Not at all
 CR = Contingent Reward
 MBEA = Management-by-Exception (Active)
 MBEP = Management-by-Exception (Passive)
 LF = Laissez-Faire
 EE = Extra Effort
 EFF = Effectiveness
 SAT = Satisfaction

Table 20c: Percentiles for Individual Scores Based on Others' Ratings (US, Rater Level = Higher)

N =	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT	
	4268	4268	4268	4268	4268	4268	4268	4268	4268	4268	4268	4268	
Percentile	MLQ Scores									Outcomes			Percentile
5	1.75	1.75	1.50	1.50	1.50	1.75	0.25	0.00	0.00	1.33	1.75	1.50	5
10	2.00	2.00	1.75	1.75	2.00	2.00	0.50	0.25	0.00	1.67	2.00	2.00	10
20	2.50	2.50	2.25	2.18	2.25	2.43	0.95	0.35	0.00	2.00	2.50	2.50	20
30	2.75	2.75	2.50	2.41	2.50	2.62	1.25	0.50	0.25	2.33	3.00	3.00	30
40	2.95	2.95	2.75	2.50	2.75	2.75	1.50	0.75	0.25	2.67	3.04	3.00	40
50	3.00	3.00	2.90	2.75	2.97	3.00	1.70	1.00	0.50	2.74	3.25	3.08	50
60	3.25	3.25	3.00	3.00	3.00	3.00	1.95	1.03	0.75	2.82	3.50	3.50	60
70	3.50	3.50	3.25	3.00	3.25	3.25	2.21	1.25	0.92	3.00	3.50	3.50	70
80	3.50	3.50	3.50	3.25	3.96	3.47	2.50	1.50	1.17	3.33	3.75	3.50	80
90	3.75	3.75	3.75	3.50	3.67	3.62	2.88	2.00	1.50	3.67	4.00	4.00	90
95	4.00	4.00	4.00	3.75	3.75	3.75	3.25	2.50	2.00	4.00	4.00	4.00	95

Legend:

II(A) = Ic Key of Frequency: 4.0 = Frequently, if not always
 II(B) = idealized influence (behavior) 3.0 = Fairly often
 IM = Inspirational Motivation 2.0 = Sometimes
 IS = Intellectual Stimulation 1.0 = Once in a while
 IC = Individualized Consideration 0.0 = Not at all
 CR = Contingent Reward
 MBEA = Management-by-Exception (Active)
 MBEP = Management-by-Exception (Passive)
 LF = Laissez-Faire
 EE = Extra Effort
 EFF = Effectiveness
 SAT = Satisfaction

Table 20d: Percentiles for Individual Scores Based on Others' Ratings (US, Rater Level = Same)

N =	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT	
	5185	5185	5185	5185	5185	5185	5185	5185	5185	5185	5185	5185	
Percentile	MLQ Scores									Outcomes			Percentile
5	1.50	1.50	1.50	1.50	1.50	1.75	0.25	0.00	0.00	0.00			5
10	2.00	1.75	1.75	1.75	1.75	2.00	0.50	0.11	0.00	1.66			10
20	2.25	2.25	2.25	2.25	2.25	2.37	1.00	0.35	0.00	2.00			20
30	2.67	2.50	2.50	2.50	2.50	2.60	1.25	0.50	0.25	2.23			30
40	2.75	2.75	2.75	2.75	2.75	2.75	1.50	0.75	0.25	2.67			40
50	3.00	2.75	3.00	2.75	3.00	3.06	1.75	1.00	0.50	2.73			50
60	3.25	3.00	3.00	3.00	3.00	3.25	2.00	1.04	0.75	3.00			60
70	3.50	3.25	3.25	3.25	3.25	3.25	2.25	1.25	1.00	3.33			70
80	3.50	3.28	3.28	3.34	3.34	3.50	2.50	1.50	1.17	3.34			80
90	3.75	3.75	3.75	3.75	3.75	3.75	2.87	2.00	1.50	3.67			90
95	4.00	3.75	4.00	4.00	4.00	4.77	3.25	2.50	2.50	4.00			95

Legend:

II(A) = Ic Key of Frequency: 4.0 = Frequently, if not always
 II(B) = idealized influence (behavior) 3.0 = Fairly often
 IM = Inspirational Motivation 2.0 = Sometimes
 IS = Intellectual Stimulation 1.0 = Once in a while
 IC = Individualized Consideration 0.0 = Not at all
 CR = Contingent Reward
 MBEA = Management-by-Exception (Active)
 MBEP = Management-by-Exception (Passive)
 LF = Laissez-Faire
 EE = Extra Effort
 EFF = Effectiveness
 SAT = Satisfaction

Table 20e: Percentiles for Individual Scores Based on Others' Ratings (US, Rater Level = Lower)

N =	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT	
	12118	12118	12118	12118	12118	12118	12118	12118	12118	12118	12118	12118	
Percentile	MLQ Scores									Outcomes			Percentile
5	1.25	1.25	1.50	1.50	1.00	1.29	0.25	0.00	0.00	1.00	1.50	1.00	5
10	1.75	1.75	2.00	1.75	1.50	1.75	0.50	0.00	0.00	1.33	2.00	2.00	10
20	2.25	2.21	2.25	2.25	2.00	2.25	0.75	0.25	0.00	2.00	2.00	2.50	20
30	2.50	2.50	2.75	2.50	2.50	2.50	1.11	0.50	0.25	2.33	2.50	3.00	30
40	2.75	2.54	3.00	2.75	2.75	2.75	1.37	0.75	0.25	2.67	2.75	3.00	40
50	3.00	2.75	3.00	2.75	3.00	3.00	1.62	1.00	0.50	3.00	3.00	3.50	50
60	3.25	3.00	3.25	3.00	3.17	3.13	1.87	1.00	0.75	3.00	3.25	3.50	60
70	3.50	3.25	3.50	3.25	3.25	3.25	2.25	1.25	0.93	3.33	3.50	3.67	70
80	3.75	3.46	3.75	3.50	3.50	3.50	2.50	1.70	1.25	3.67	3.52	4.00	80
90	4.00	3.75	4.00	3.75	3.75	3.75	3.00	2.00	1.75	4.00	4.00	4.00	90
95	4.00	3.75	4.00	4.00	4.00	4.00	3.25	2.50	2.00	4.00	4.00	4.00	95

Legend:

II(A) = Ic Key of Frequency: 4.0 = Frequently, if not always
 II(B) = idealized influence (behavior) 3.0 = Fairly often
 IM = Inspirational Motivation 2.0 = Sometimes
 IS = Intellectual Stimulation 1.0 = Once in a while
 IC = Individualized Consideration 0.0 = Not at all
 CR = Contingent Reward
 MBEA = Management-by-Exception (Active)
 MBEP = Management-by-Exception (Passive)
 LF = Laissez-Faire
 EE = Extra Effort
 EFF = Effectiveness
 SAT = Satisfaction

Table 20f: Percentiles for Individual Scores Based on Others' Ratings (US, Rater Level = Other)

N =	II(A) 1959	II(B) 1959	IM 1959	IS 1959	IC 1959	CR 1959	MBEA 1959	MBEP 1959	LF 1959	EE 1959	EFF 1959	SAT 1959	
Percentile	MLQ Scores									Outcomes			Percentile
5	1.25	1.25	1.25	1.25	1.25	1.50	0.25	0.00	0.00	1.00	1.50	1.50	5
10	1.75	1.75	1.75	1.75	1.75	1.81	0.50	0.00	0.00	1.33	2.00	1.91	10
20	2.25	2.21	2.25	2.11	2.23	2.25	1.00	0.25	0.00	2.00	2.50	2.50	20
30	2.50	2.50	2.50	2.43	2.48	2.50	1.25	0.50	0.25	2.34	2.75	2.50	30
40	2.75	2.66	2.75	2.59	2.66	2.75	1.50	0.75	0.35	2.67	3.00	3.00	40
50	3.00	2.75	3.00	2.75	2.82	2.82	1.67	1.00	0.50	2.74	3.07	3.00	50
60	3.25	3.00	3.02	3.00	3.00	3.00	1.95	1.24	1.00	3.00	3.25	3.50	60
70	3.50	3.16	3.25	3.18	3.25	3.25	2.24	1.35	1.25	3.00	3.50	3.50	70
80	3.50	3.32	3.50	3.25	3.50	3.50	2.50	1.75	1.26	3.49	3.75	4.00	80
90	3.75	3.75	3.75	3.75	3.75	3.75	3.00	2.00	1.75	4.00	4.00	4.00	90
95	4.00	3.75	4.00	4.00	4.00	4.00	3.25	2.50	2.18	4.00	4.00	4.00	95

Legend:

II(A) = Ic Key of Frequency: 4.0 = Frequently, if not always
 II(B) = idealized influence (behavior) 3.0 = Fairly often
 IM = Inspirational Motivation 2.0 = Sometimes
 IS = Intellectual Stimulation 1.0 = Once in a while
 IC = Individualized Consideration 0.0 = Not at all
 CR = Contingent Reward
 MBEA = Management-by-Exception (Active)
 MBEP = Management-by-Exception (Passive)
 LF = Laissez-Faire
 EE = Extra Effort
 EFF = Effectiveness
 SAT = Satisfaction

Table 21a: Percentiles for Individual Scores Based on Others' Ratings (Europe, total)

N =	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT	
	8025	8025	8025	8025	8025	8025	8025	8025	8025	8025	8025	8025	
Percentile	MLQ Scores									Outcomes			Percentile
5	1.50	1.50	1.50	1.75	1.50	1.75	1.00	0.00	0.00	1.33	1.75	1.50	5
10	1.75	1.75	1.75	2.00	1.75	2.00	1.25	0.25	0.00	1.67	2.24	2.00	10
20	2.25	2.25	2.25	2.25	2.25	2.25	1.75	0.50	0.25	2.00	2.50	2.50	20
30	2.50	2.50	2.50	2.50	2.50	2.50	2.00	0.75	0.25	2.33	2.75	2.50	30
40	2.67	2.68	2.75	2.75	2.74	2.75	2.15	0.86	0.50	2.67	2.97	3.00	40
50	2.75	2.75	2.75	2.81	2.75	2.90	2.25	1.00	0.75	2.69	3.00	3.00	50
60	3.00	3.00	3.00	3.00	3.00	3.00	2.50	1.25	0.99	3.00	3.25	3.00	60
70	3.04	3.00	3.25	3.20	3.15	3.25	2.75	1.50	1.00	3.00	3.25	3.50	70
80	3.25	3.25	3.25	3.25	3.25	3.25	3.00	1.75	1.25	3.33	3.50	3.50	80
90	3.50	3.50	3.75	3.50	3.50	3.50	3.25	2.00	1.75	3.67	3.75	4.00	90
95	3.75	3.75	4.00	3.75	3.75	3.75	3.50	2.25	2.00	4.00	4.00	4.00	95

Legend:

II(A) = Ic Key of Frequency: 4.0 = Frequently, if not always
 II(B) = idealized influence (behavior) 3.0 = Fairly often
 IM = Inspirational Motivation 2.0 = Sometimes
 IS = Intellectual Stimulation 1.0 = Once in a while
 IC = Individualized Consideration 0.0 = Not at all
 CR = Contingent Reward
 MBEA = Management-by-Exception (Active)
 MBEP = Management-by-Exception (Passive)
 LF = Laissez-Faire
 EE = Extra Effort
 EFF = Effectiveness
 SAT = Satisfaction

Table 21b: Percentiles for Individual Scores Based on Others' Ratings (Europe, Self Report)

N =	II(A) 892	II(B) 892	IM 892	IS 892	IC 892	CR 892	MBEA 892	MBEP 892	LF 892	EE 892	EFF 892	SAT 892	
Percentile	MLQ Scores									Outcomes			Percentile
5	2.00	2.00	2.00	2.25	2.25	2.25	0.75	0.00	0.00	2.00	2.25	2.00	5
10	2.25	2.25	2.25	2.50	2.50	2.25	1.25	0.25	0.00	2.00	2.50	2.50	10
20	2.50	2.50	2.50	2.75	2.75	2.63	1.50	0.50	0.00	2.33	2.75	2.50	20
30	2.50	2.75	2.75	2.75	3.00	2.75	1.75	0.50	0.25	2.67	2.75	2.50	30
40	2.75	3.00	3.00	3.00	3.00	3.00	2.00	0.75	0.50	2.67	3.00	3.00	40
50	2.75	3.00	3.00	3.00	3.25	3.00	2.25	1.00	0.50	3.00	3.00	3.00	50
60	3.00	3.25	3.25	3.25	3.25	3.25	2.50	1.00	0.75	3.00	3.25	3.00	60
70	3.13	3.25	3.25	3.25	3.50	3.25	2.75	1.25	0.75	3.00	3.25	3.34	70
80	3.25	3.50	3.50	3.50	3.50	3.50	3.00	1.50	1.00	3.33	3.50	3.50	80
90	3.50	3.75	3.75	3.75	3.75	3.75	3.25	1.75	1.25	3.67	3.75	3.50	90
95	3.75	3.75	4.00	3.75	3.75	3.75	3.50	2.00	1.50	3.67	3.75	4.00	95

Legend:

II(A) = Ic Key of Frequency: 4.0 = Frequently, if not always
 II(B) = idealized influence (behavior)3.0 = Fairly often
 IM = Inspirational Motivation2.0 = Sometimes
 IS = Intellectual Stimulation1.0 = Once in a while
 IC = Individualized Consideration0.0 = Not at all
 CR = Contingent Reward
 MBEA = Management-by-Exception (Active)
 MBEP = Management-by-Exception (Passive)
 LF = Laissez-Faire
 EE = Extra Effort
 EFF = Effectiveness
 SAT = Satisfaction

Table 21c: Percentiles for Individual Scores Based on Others' Ratings (Europe, Rater Level = Higher)

N =	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT	
	1222	1222	1222	1222	1222	1222	1222	1222	1222	1222	1222	1222	
Percentile	MLQ Scores									Outcomes			Percentile
5	1.52	1.75	1.50	1.75	1.75	2.00	1.00	0.00	0.00	1.67	2.00	1.50	5
10	2.00	2.00	1.75	2.00	2.00	2.25	1.50	0.25	0.00	2.00	2.25	2.00	10
20	2.25	2.25	2.25	2.25	2.25	2.50	1.75	0.50	0.25	2.00	2.50	2.50	20
30	2.50	2.50	2.25	2.50	2.50	2.75	2.00	0.75	0.50	2.33	2.75	2.50	30
40	2.75	2.68	2.50	2.75	2.74	2.77	2.10	1.00	0.50	2.67	2.97	2.92	40
50	2.75	2.75	2.75	2.75	2.75	3.00	2.25	1.25	0.75	2.69	3.00	3.00	50
60	3.00	3.00	3.00	3.00	2.99	3.00	2.50	1.25	1.00	2.84	3.00	3.00	60
70	3.04	3.00	3.00	3.00	3.25	3.25	2.75	1.50	1.25	3.00	3.25	3.33	70
80	3.25	3.25	3.25	3.25	3.50	3.25	3.00	1.75	1.25	3.00	3.50	3.50	80
90	3.50	3.50	3.50	3.50	3.50	3.50	3.25	2.00	1.75	3.33	3.75	3.50	90
95	3.75	3.75	3.75	3.75	3.50	3.75	3.50	2.25	2.00	3.67	3.75	4.00	95

Legend:

II(A) = Ic Key of Frequency: 4.0 = Frequently, if not always
 II(B) = idealized influence (behavior) 3.0 = Fairly often
 IM = Inspirational Motivation 2.0 = Sometimes
 IS = Intellectual Stimulation 1.0 = Once in a while
 IC = Individualized Consideration 0.0 = Not at all
 CR = Contingent Reward
 MBEA = Management-by-Exception (Active)
 MBEP = Management-by-Exception (Passive)
 LF = Laissez-Faire
 EE = Extra Effort
 EFF = Effectiveness
 SAT = Satisfaction

Table 21d: Percentiles for Individual Scores Based on Others' Ratings (Europe, Rater Level = Same)

N =	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT	
	2341	2341	2341	2341	2341	2341	2341	2341	2341	2341	2341	2341	
Percentile	MLQ Scores									Outcomes			Percentile
5	1.50	1.50	1.50	1.50	1.50	1.75	1.00	0.00	0.00	1.02	1.75	1.50	5
10	1.75	1.75	1.75	1.99	1.75	2.00	1.25	0.25	0.00	1.67	2.00	2.00	10
20	2.25	2.25	2.00	2.25	2.25	2.38	1.75	0.50	0.25	2.00	2.50	2.50	20
30	2.41	2.44	2.25	2.50	2.50	2.50	2.00	0.75	0.49	2.33	2.75	2.50	30
40	2.50	2.50	2.50	2.68	2.63	2.75	2.19	1.00	0.50	2.60	2.75	2.83	40
50	2.75	2.75	2.75	2.75	2.75	2.84	2.27	1.00	0.75	2.67	3.00	3.00	50
60	2.92	2.75	3.00	3.00	2.89	3.00	2.50	1.25	1.00	269.00	3.00	3.00	60
70	3.00	3.00	3.00	3.00	3.00	3.07	2.75	1.50	1.25	3.00	3.25	3.50	70
80	3.25	3.25	3.25	3.25	3.25	3.25	3.00	1.75	1.50	3.00	3.49	3.50	80
90	3.50	3.50	3.50	3.50	3.50	3.50	3.25	2.23	1.75	3.67	3.75	4.00	90
95	3.75	3.75	3.75	3.75	3.75	3.75	3.50	2.50	2.00	3.67	4.00	4.00	95

Legend:

II(A) = I_c Key of Frequency: 4.0 = Frequently, if not always
 II(B) = idealized influence (behavior) 3.0 = Fairly often
 IM = Inspirational Motivation 2.0 = Sometimes
 IS = Intellectual Stimulation 1.0 = Once in a while
 IC = Individualized Consideration 0.0 = Not at all
 CR = Contingent Reward
 MBEA = Management-by-Exception (Active)
 MBEP = Management-by-Exception (Passive)
 LF = Laissez-Faire
 EE = Extra Effort
 EFF = Effectiveness
 SAT = Satisfaction

Table 21e: Percentiles for Individual Scores Based on Others' Ratings (Europe, Rater Level = Lower)

N =	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT	
	3068	3068	3068	3068	3068	3068	3068	3068	3068	3068	3068	3068	
Percentile	MLQ Scores									Outcomes			Percentile
5	1.25	1.25	1.50	1.50	1.24	1.50	1.00	0.00	0.00	1.00	1.75	1.23	
10	1.63	1.75	1.75	2.00	1.50	1.75	1.25	0.25	0.00	1.67	2.00	1.50	
20	2.00	2.23	2.25	2.25	2.00	2.25	1.65	0.50	0.00	2.00	2.50	2.50	
30	2.42	2.45	2.50	2.50	2.25	2.50	2.00	0.65	0.25	2.33	2.75	2.50	
40	2.67	2.50	2.75	2.75	2.50	2.75	2.25	0.75	0.50	2.67	3.00	3.00	
50	2.75	2.75	3.00	2.99	2.75	2.82	2.32	1.00	0.69	3.00	3.00	3.00	
60	3.00	3.00	3.00	3.00	3.00	3.00	2.50	1.25	0.75	3.00	3.25	3.50	
70	3.25	3.00	3.25	3.25	3.25	3.25	2.75	1.50	1.00	3.33	3.50	3.50	
80	3.50	3.25	3.50	3.50	3.25	3.50	3.00	1.75	1.25	3.67	3.74	3.50	
90	3.75	3.50	3.75	3.75	3.50	3.75	3.25	2.00	1.75	3.67	3.75	4.00	
95	3.75	3.75	4.00	3.75	3.75	3.75	3.56	2.50	2.25	4.00	4.00	4.00	

Legend:

II(A) = Ic Key of Frequency: 4.0 = Frequently, if not always
 II(B) = idealized influence (behavior) 3.0 = Fairly often
 IM = Inspirational Motivation 2.0 = Sometimes
 IS = Intellectual Stimulation 1.0 = Once in a while
 IC = Individualized Consideration 0.0 = Not at all
 CR = Contingent Reward
 MBEA = Management-by-Exception (Active)
 MBEP = Management-by-Exception (Passive)
 LF = Laissez-Faire
 EE = Extra Effort
 EFF = Effectiveness
 SAT = Satisfaction

Table 21f: Percentiles for Individual Scores Based on Others' Ratings (Europe, Rater Level = Other)

N =	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT	
	501	501	501	501	501	501	501	501	501	501	501	501	
Percentile	MLQ Scores									Outcomes			Percentile
5	1.50	1.50	1.50	1.74	1.50	1.75	1.00	0.00	0.00	1.33	1.75	1.50	5
10	1.75	1.75	1.75	2.00	1.75	2.00	1.25	0.25	0.00	1.67	2.05	2.00	10
20	2.02	2.20	2.25	2.25	2.25	2.25	1.75	0.50	0.25	2.00	2.50	2.50	20
30	2.50	2.48	2.50	2.50	2.50	2.50	2.00	0.75	0.25	2.33	2.75	2.50	30
40	2.56	2.54	2.65	2.75	2.74	2.75	2.25	0.98	0.50	2.67	2.98	2.92	40
50	2.75	2.75	2.75	2.87	2.75	2.83	2.34	1.00	0.75	2.69	3.00	3.00	50
60	3.00	2.94	3.00	3.00	3.00	3.00	2.50	1.25	1.00	2.84	3.25	3.00	60
70	3.13	3.00	3.00	3.25	3.01	3.21	2.75	1.50	1.00	3.00	3.25	3.50	70
80	3.25	3.25	3.25	3.25	3.25	3.27	3.00	1.75	1.25	3.33	3.50	3.50	80
90	3.50	3.50	3.75	3.50	3.50	3.50	3.25	2.00	1.75	3.67	3.75	4.00	90
95	3.75	3.50	4.00	3.75	3.75	3.75	3.50	2.25	2.00	3.67	4.00	4.00	95

Legend:

II(A) = Ic Key of Frequency: 4.0 = Frequently, if not always
 II(B) = idealized influence (behavior) 3.0 = Fairly often
 IM = Inspirational Motivation 2.0 = Sometimes
 IS = Intellectual Stimulation 1.0 = Once in a while
 IC = Individualized Consideration 0.0 = Not at all
 CR = Contingent Reward
 MBEA = Management-by-Exception (Active)
 MBEP = Management-by-Exception (Passive)
 LF = Laissez-Faire
 EE = Extra Effort
 EFF = Effectiveness
 SAT = Satisfaction

Table 22a: Percentiles for Individual scores Based on Others' Ratings (Oceania, total)

N =	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT	
	13488	13488	13488	13488	13488	13488	13488	13488	13488	13488	13488	13488	
Percentile	MLQ Scores									Outcomes			Percentile
5	1.50	1.50	1.50	1.51	1.50	1.50	0.25	0.00	0.00	1.00	1.75	1.50	5
10	2.00	2.00	2.00	2.00	1.75	2.00	0.50	0.25	0.00	1.33	2.25	2.00	10
20	2.44	2.25	2.50	2.25	2.25	2.37	1.00	0.50	0.00	2.00	2.75	2.50	20
30	2.75	2.50	2.75	2.50	2.50	2.63	1.25	0.75	0.25	2.33	2.99	3.00	30
40	2.75	2.75	3.00	2.75	2.75	2.75	1.50	0.75	0.25	2.63	3.00	3.00	40
50	3.00	3.00	3.00	3.00	3.00	3.00	1.75	1.00	0.50	2.67	3.25	3.18	50
60	3.25	3.15	3.25	3.00	3.25	3.13	2.00	1.25	0.75	3.00	3.26	3.50	60
70	3.25	3.25	3.50	3.25	3.25	3.25	2.25	1.50	1.00	3.00	3.50	3.50	70
80	3.50	3.50	3.75	3.50	3.50	3.50	2.50	1.75	1.25	3.33	3.75	4.00	80
90	3.75	3.75	4.00	3.75	3.75	3.75	3.00	2.00	1.67	3.67	4.00	4.00	90
95	4.00	4.00	4.00	4.00	4.00	4.00	3.25	2.50	2.00	4.00	4.00	4.00	95

Legend:

II(A) = Ic Key of Frequency: 4.0 = Frequently, if not always
 II(B) = idealized influence (behavior) 3.0 = Fairly often
 IM = Inspirational Motivation 2.0 = Sometimes
 IS = Intellectual Stimulation 1.0 = Once in a while
 IC = Individualized Consideration 0.0 = Not at all
 CR = Contingent Reward
 MBEA = Management-by-Exception (Active)
 MBEP = Management-by-Exception (Passive)
 LF = Laissez-Faire
 EE = Extra Effort
 EFF = Effectiveness
 SAT = Satisfaction

Table 22b: Percentiles for Individual Scores Based on Others' Ratings (Oceania, Self Report)

N =	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT	
	1112	1112	1112	1112	1112	1112	1112	1112	1112	1112	1112	1112	
Percentile	MLQ Scores									Outcomes			Percentile
5	2.00	2.00	2.00	2.25	2.50	2.00	0.41	0.00	0.00	1.67	2.25	2.00	5
10	2.25	2.25	2.25	2.50	2.50	2.25	0.50	0.25	0.00	2.00	2.50	2.50	10
20	2.50	2.50	2.68	2.75	2.75	2.50	1.00	0.50	0.25	2.08	2.75	2.50	20
30	2.52	2.75	2.75	2.75	3.00	2.75	1.25	0.75	0.25	2.33	3.00	3.00	30
40	2.75	3.00	3.00	3.00	3.00	2.75	1.50	0.91	0.50	2.67	3.00	3.00	40
50	3.00	3.00	3.00	3.00	3.25	3.00	1.75	1.00	0.50	2.67	3.25	3.00	50
60	3.00	3.25	3.25	3.25	3.25	3.00	1.75	1.25	0.75	3.00	3.25	3.50	60
70	3.25	3.50	3.50	3.25	3.50	3.25	2.00	1.40	1.00	3.00	3.50	3.50	70
80	3.25	3.50	3.71	3.50	3.75	3.28	2.50	1.50	1.25	3.00	3.50	3.50	80
90	3.50	3.75	3.75	3.75	3.75	3.50	2.75	2.00	1.50	3.33	3.75	4.00	90
95	3.75	4.00	4.00	4.00	4.00	3.75	3.05	2.25	1.75	3.67	3.76	4.00	95

Table 22c: Percentiles for Individual Scores Based on Others' Ratings (Oceania, Rater Level = Higher)

N =	II(A) 2341	II(B) 2341	IM 2341	IS 2341	IC 2341	CR 2341	MBEA 2341	MBEP 2341	LF 2341	EE 2341	EFF 2341	SAT 2341	
Percentile	MLQ Scores									Outcomes			Percentile
5	1.75	1.50	1.50	1.75	1.75	1.80	0.50	0.00	0.00	1.33	2.00	2.00	5
10	2.00	2.00	2.00	2.00	2.00	2.25	0.75	0.25	0.00	1.67	2.27	2.00	10
20	2.50	2.50	2.50	2.50	2.50	2.50	1.00	0.50	0.00	2.00	2.75	2.50	20
30	2.75	2.75	2.75	2.75	2.75	2.75	1.25	0.75	0.25	2.33	3.00	3.00	30
40	3.00	2.99	3.00	2.75	2.93	2.92	1.50	0.75	0.25	2.67	3.01	3.00	40
50	3.00	3.00	3.00	3.00	3.00	3.00	1.75	1.00	0.50	2.67	3.25	3.19	50
60	3.25	3.25	3.25	3.25	3.25	3.25	2.00	1.25	0.75	3.00	3.50	3.50	60
70	3.50	3.50	3.50	3.25	3.25	3.28	2.25	1.50	1.00	3.00	3.50	3.50	70
80	3.50	3.50	3.75	3.50	3.50	3.50	2.50	1.75	1.25	3.33	3.75	4.00	80
90	3.75	3.75	4.00	3.75	3.75	3.75	3.00	2.00	1.50	3.67	4.00	4.00	90
95	4.00	4.00	4.00	4.00	4.00	4.00	3.25	2.49	2.00	4.00	4.00	4.00	95

Table 22d: Percentiles for Individual Scores Based on Others' Ratings (Oceania, Rater Level = Same)

N =	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT	
	4036	4036	4036	4036	4036	4036	4036	4036	4036	4036	4036	4036	
Percentile	MLQ Scores									Outcomes			Percentile
5	1.50	1.50	1.50	1.50	1.25	1.50	0.25	0.00	0.00	0.67	1.50	1.50	5
10	2.00	2.00	1.78	1.75	1.75	2.00	0.50	0.25	0.00	1.28	2.00	2.00	10
20	2.25	2.25	2.25	2.25	2.25	2.25	1.00	0.50	0.00	1.83	2.50	2.50	20
30	2.50	2.50	2.50	2.50	2.50	2.50	1.25	0.75	0.25	2.00	2.75	3.00	30
40	2.75	2.75	2.75	2.75	2.75	2.75	1.50	0.82	0.25	2.33	3.00	3.00	40
50	3.00	2.99	3.00	3.00	2.93	2.95	1.75	1.00	0.50	2.67	3.08	3.00	50
60	3.19	3.00	3.00	3.00	3.00	3.00	2.00	1.25	0.75	2.67	3.25	3.50	60
70	3.25	3.25	3.25	3.25	3.25	3.25	2.25	1.50	1.00	3.00	3.50	3.50	70
80	3.50	3.50	3.50	3.50	3.50	3.50	2.50	1.75	1.25	3.08	3.55	4.00	80
90	3.75	3.75	3.75	3.75	3.75	3.75	3.00	2.25	1.75	3.67	3.77	4.00	90
95	4.00	4.00	4.00	4.00	3.75	3.75	3.25	2.50	2.00	4.00	4.00	4.00	95

Table 22e: Percentiles for Individual Scores Based on Others' Ratings (Oceania, Rater Level = Lower)

N =	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT	
	3068	3068	3068	3068	3068	2245	2245	2245	2245	2245	2245	2245	
Percentile	MLQ Scores									Outcomes			Percentile
5	1.50	1.50	1.50	1.50	1.25	1.50	0.25	0.00	0.00	1.00	1.75	1.50	5
10	2.00	1.75	2.00	2.00	1.75	1.75	0.50	0.25	0.00	1.67	2.25	2.00	10
20	2.26	2.25	2.50	2.25	2.25	2.25	1.00	0.50	0.00	2.00	2.75	2.50	20
30	2.75	2.50	2.75	2.50	2.50	2.50	1.25	0.50	0.25	2.33	3.00	3.00	30
40	2.75	2.75	3.00	2.75	2.75	2.75	1.50	0.75	0.25	2.67	3.00	3.00	40
50	3.00	3.00	3.23	3.00	3.00	3.00	1.75	1.00	0.50	2.67	3.25	3.50	50
60	3.25	3.05	3.25	3.00	3.25	3.25	2.00	1.25	0.75	3.00	3.50	3.50	60
70	3.25	3.25	3.50	3.25	3.25	3.25	2.25	1.42	1.00	3.00	3.50	3.50	70
80	3.50	3.50	3.75	3.50	3.50	3.50	2.50	1.75	1.25	3.33	3.75	4.00	80
90	3.75	3.75	4.00	3.75	3.75	3.75	3.00	2.00	1.75	3.67	4.00	4.00	90
95	4.00	4.00	4.00	4.00	4.00	4.00	3.25	2.50	2.00	4.00	4.00	4.00	95

Table 22f: Percentiles for Individual Scores Based on Others' Ratings (Oceania, Rater Level = Other)

N =	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT	
	2061	2061	2061	2061	2061	2061	2061	2061	2061	2061	2061	2061	
Percentile	MLQ Scores									Outcomes			Percentile
5	1.50	1.50	1.50	1.50	1.50	1.50	0.25	0.00	0.00	1.00	1.75	1.50	5
10	2.00	1.80	2.00	2.00	1.75	2.00	0.72	0.25	0.00	1.33	2.25	2.00	10
20	2.50	2.25	2.50	2.25	2.25	2.50	1.00	0.43	0.00	2.00	2.75	2.50	20
30	2.75	2.50	2.75	2.50	2.50	2.75	1.43	0.57	0.25	2.33	3.00	3.00	30
40	3.00	2.75	3.00	2.75	2.75	2.87	1.68	0.75	0.25	2.63	3.09	3.00	40
50	3.17	3.00	3.00	3.00	3.00	3.00	1.79	1.00	0.50	2.67	3.25	3.50	50
60	3.25	3.00	3.25	3.00	3.08	3.25	2.00	1.25	0.75	3.00	3.31	3.50	60
70	3.50	3.25	3.50	3.25	3.25	3.28	2.25	1.39	0.95	3.00	3.50	3.50	70
80	3.75	3.50	3.75	3.50	3.50	3.50	2.50	1.75	1.25	3.33	3.75	4.00	80
90	3.76	3.75	4.00	3.75	3.75	3.75	3.00	2.00	1.75	3.67	4.00	4.00	90
95	4.00	3.75	4.00	4.00	4.00	4.00	3.25	2.50	2.00	4.00	4.00	4.00	95

Table 23: Percentiles for Individual Scores Based on Others' Ratings (Singapore)

N =	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF
	495	495	495	495	495	495	495	495	495
Percentile	MLQ Scores								
5	0.75	1.25	1.00	1.00	0.75	1.00	1.20	0.25	0.00
10	1.25	1.50	1.50	1.25	1.00	1.25	1.50	0.25	0.00
20	1.75	2.00	1.75	1.75	1.50	1.75	1.75	0.50	0.00
30	2.00	2.00	2.00	2.00	1.75	2.00	2.00	0.75	0.25
40	2.25	2.25	2.25	2.25	2.25	2.35	2.25	1.00	0.50
50	2.50	2.50	2.50	2.25	2.34	2.50	2.50	1.22	0.75
60	2.75	2.75	2.75	2.50	2.50	2.75	2.75	1.25	1.00
70	3.00	2.75	3.00	2.75	3.00	3.00	3.00	1.50	1.25
80	3.25	3.00	3.25	3.00	3.25	3.25	3.25	2.00	1.75
90	3.75	3.50	3.50	3.25	3.50	3.50	3.50	2.25	2.25
95	4.00	3.75	3.75	3.54	3.75	3.75	3.75	2.50	2.55

Table 24a: Percentiles for Individual Scores Based on Others Ratings (South Africa, total)

N =	II(A) 7323	II(B) 7323	IM 7323	IS 7323	IC 7323	CR 7323	MBEA 7323	MBEP 7323	LF 7323	EE 7323	EFF 7323	SAT 7323	
Percentile	MLQ Scores									Outcomes			Percentile
5	1.25	1.25	1.50	1.25	1.25	1.25	0.75	0.00	0.00	1.00	1.50	1.50	5
10	1.75	1.75	1.75	1.75	1.50	1.75	1.25	0.25	0.00	1.33	1.75	2.00	10
20	2.25	2.25	2.25	2.00	2.00	2.25	1.50	0.50	0.00	2.00	2.25	2.50	20
30	2.50	2.50	2.50	2.25	2.25	2.50	2.00	0.75	0.25	2.33	2.63	2.50	30
40	2.75	2.75	2.75	2.50	2.50	2.75	2.24	1.00	0.50	2.58	2.75	3.00	40
50	3.00	2.75	3.00	2.75	2.75	2.94	2.25	1.22	0.75	2.67	3.00	3.00	50
60	3.00	3.00	3.00	3.00	3.00	3.00	2.50	1.25	1.00	3.00	3.00	3.50	60
70	3.25	3.25	3.25	3.00	3.22	3.25	2.75	1.50	1.25	3.00	3.25	3.50	70
80	3.50	3.25	3.50	3.25	3.25	3.50	3.00	1.96	1.50	3.33	3.25	4.00	80
90	3.75	3.75	3.75	3.50	3.75	3.75	3.50	2.25	2.00	3.67	3.75	4.00	90
95	4.00	3.75	4.00	3.75	3.75	4.00	3.75	2.75	2.50	4.00	4.00	4.00	95

Table 24b: Percentiles for Individual Scores Based on Others' Ratings (South Africa, Self Report)

N =	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT	
	1143	1143	1143	1143	1143	1143	1143	1143	1143	1143	1143	1143	
Percentile	MLQ Scores									Outcomes			Percentile
5	2.00	2.00	2.00	2.00	2.00	2.00	0.75	0.00	0.00	1.81	2.25	2.00	5
10	2.25	2.25	2.25	2.25	2.25	2.25	1.00	0.25	0.00	2.00	2.50	2.50	10
20	2.50	2.50	2.50	2.50	2.75	2.50	1.50	0.50	0.00	2.33	2.75	2.50	20
30	2.75	2.75	2.75	2.75	2.75	2.75	2.00	0.75	0.25	2.67	2.85	3.00	30
40	3.00	3.00	3.00	2.75	3.00	3.00	2.00	0.75	0.25	2.67	3.00	3.00	40
50	3.00	3.00	3.00	3.00	3.25	3.00	2.50	1.00	0.50	3.00	3.25	3.00	50
60	3.25	3.25	3.25	3.00	3.25	3.25	2.50	1.25	0.75	3.00	3.25	3.50	60
70	3.25	3.25	3.50	3.25	3.50	3.50	2.75	1.50	1.00	3.33	3.50	3.50	70
80	3.50	3.50	3.50	3.50	3.50	3.50	3.00	1.75	1.25	3.33	3.50	3.50	80
90	3.75	3.75	3.75	3.75	3.75	3.75	3.50	2.00	1.50	3.67	3.75	4.00	90
95	4.00	3.75	4.00	3.75	4.00	4.00	3.75	2.25	2.00	4.00	4.00	4.00	95

Table 24c: Percentiles for Individual Scores Based on Others' Ratings (South Africa, Rater Level = Higher)

N =	II(A) 1033	II(B) 1033	IM 1033	IS 1033	IC 1033	CR 1033	MBEA 1033	MBEP 1033	LF 1033	EE 1033	EFF 1033	SAT 1033	
Percentile	MLQ Scores									Outcomes			Percentile
5	1.25	1.25	1.00	1.00	1.25	1.25	0.75	0.00	0.00	0.67	1.25	1.50	5
10	1.75	1.50	1.50	1.50	1.50	1.50	1.00	0.00	0.00	1.23	1.50	2.00	10
20	2.25	2.00	2.00	2.00	2.00	2.00	1.50	0.25	0.25	1.67	2.00	2.00	20
30	2.50	2.25	2.25	2.13	2.25	2.25	1.75	0.50	0.50	2.00	2.39	2.50	30
40	2.75	2.50	2.50	2.25	2.50	2.50	2.00	0.75	0.75	2.33	2.75	3.00	40
50	3.00	2.75	2.58	2.50	2.75	2.75	2.25	0.75	0.75	2.56	2.89	3.00	50
60	3.00	3.00	2.75	2.75	2.81	2.75	2.50	1.00	1.00	2.67	3.00	3.00	60
70	3.25	3.00	3.00	3.00	3.00	3.00	2.75	1.25	1.25	3.00	3.25	3.50	70
80	3.50	3.25	3.25	3.25	3.25	3.25	2.78	1.75	1.75	3.00	3.50	3.50	80
90	3.75	3.75	3.50	3.75	3.50	3.50	3.25	2.00	2.00	3.67	3.75	4.00	90
95	4.00	3.75	3.75	4.00	3.75	3.75	3.50	2.75	2.50	4.00	4.00	4.00	95

Table 24d: Percentiles for Individual Scores Based on Others' Ratings (South Africa, Rater Level = Same)

N =	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT	
	1297	1297	1297	1297	1297	1297	1297	1297	1297	1297	1297	1297	
Percentile	MLQ Scores									Outcomes			Percentile
5	1.25	1.25	1.25	1.25	1.25	1.25	0.75	0.00	0.00	1.00	1.25	1.50	5
10	1.75	1.75	1.75	1.50	1.50	1.75	1.00	0.25	0.00	1.33	1.75	2.00	10
20	2.25	2.00	2.00	2.00	2.00	2.00	1.50	0.50	0.00	1.67	2.25	2.50	20
30	2.50	2.25	2.25	2.25	2.25	2.25	1.75	0.75	0.25	2.00	2.50	2.50	30
40	2.75	2.50	2.50	2.50	2.50	2.50	2.00	1.00	0.50	2.33	2.75	3.00	40
50	2.98	2.75	2.75	2.75	2.75	2.75	2.25	1.25	0.75	2.56	2.75	3.00	50
60	3.00	3.00	3.00	2.75	2.89	3.00	2.50	1.50	1.00	2.67	3.00	3.43	60
70	3.25	3.00	3.00	3.00	3.00	3.03	2.75	1.75	1.25	3.00	3.25	3.50	70
80	3.50	3.25	3.25	3.25	3.25	3.25	3.00	2.00	1.50	3.33	3.50	3.50	80
90	3.75	3.50	3.50	3.50	3.50	3.50	3.25	2.25	2.00	3.67	3.75	4.00	90
95	4.00	3.75	3.75	3.75	3.75	3.75	3.50	2.75	2.50	4.00	4.00	4.00	95

Table 24e: Percentiles for Individual Scores Based on Others' Ratings (South Africa, Rater Level = Lower)

N =	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT	
	2245	2245	2245	2245	2245	2245	2245	2245	2245	2245	2245	2245	
Percentile	MLQ Scores									Outcomes			Percentile
5	1.25	1.50	1.32	1.25	1.00	1.25	0.75	0.00	0.00	1.00	1.25	1.38	5
10	1.75	1.75	1.75	1.75	1.50	1.75	1.25	0.00	0.00	1.33	1.75	2.00	10
20	2.25	2.25	2.25	2.00	1.75	2.25	1.75	0.50	0.00	2.00	2.25	2.50	20
30	2.50	2.50	2.50	2.25	2.25	2.50	2.00	0.75	0.25	2.33	2.75	3.00	30
40	2.75	2.75	2.75	2.50	2.50	2.75	2.25	0.75	0.50	2.67	3.00	3.00	40
50	3.00	2.75	3.00	2.75	2.75	3.00	2.50	1.00	0.75	3.00	3.00	3.00	50
60	3.25	3.00	3.25	3.00	3.00	3.00	2.75	1.25	1.00	3.00	3.25	3.50	60
70	3.50	3.25	3.25	3.25	3.00	3.25	3.00	1.50	1.25	3.33	3.50	3.50	70
80	3.50	3.50	3.50	3.50	3.25	3.50	3.25	1.75	1.50	3.67	3.75	4.00	80
90	4.00	3.65	3.75	3.75	3.50	3.75	3.50	2.25	2.00	4.00	4.00	4.00	90
95	4.00	3.75	4.00	3.75	3.75	4.00	3.75	2.75	2.50	4.00	4.00	4.00	95

Legend:

II(A) = Idealized Influence (Attributed)
 II(B) = idealized influence (behavior)
 IM = Inspirational Motivation
 IS = Intellectual Stimulation
 IC = Individualized Consideration
 CR = Contingent Reward
 MBEA = Management-by-Exception (Active)
 MBEP = Management-by-Exception (Passive)
 LF = Laissez-Faire
 EE = Extra Effort
 EFF = Effectiveness
 SAT = Satisfaction

Key of Frequency:

4.0 = Frequently, if not always
 3.0 = Fairly often
 2.0 = Sometimes
 1.0 = Once in a while
 0.0 = Not at all

Table 24f: Percentiles for Individual Scores Based on Others' Ratings (South Africa, Rater Level = Other)

N =	II(A)	II(B)	IM	IS	IC	CR	MBEA	MBEP	LF	EE	EFF	SAT	
	1514	1514	1514	1514	1514	1514	1514	1514	1514	1514	1514	1514	
Percentile	MLQ Scores									Outcomes			Percentile
5	1.25	1.25	1.50	1.25	1.00	1.25	0.75	0.00	0.00	1.00	1.25	1.00	5
10	1.75	1.75	1.75	1.75	1.50	1.75	1.25	0.25	0.00	1.33	1.75	1.50	10
20	2.25	2.00	2.00	2.00	2.00	2.25	1.50	0.50	0.25	2.00	2.25	2.00	20
30	2.50	2.25	2.50	2.25	2.25	2.50	2.00	0.75	0.50	2.33	2.50	2.50	30
40	2.75	2.50	2.75	2.50	2.50	2.75	2.25	1.00	0.75	2.35	2.75	3.00	40
50	3.00	2.75	2.75	2.75	2.75	2.75	2.30	1.25	0.75	2.67	3.00	3.00	50
60	3.00	3.00	3.00	3.00	2.75	3.00	2.50	1.50	1.00	3.00	3.00	3.50	60
70	3.25	3.00	3.25	3.00	3.00	3.25	2.75	1.75	1.50	3.00	3.25	3.50	70
80	3.50	3.25	3.50	3.25	3.25	3.50	3.00	2.00	1.75	3.33	3.50	4.00	80
90	3.75	3.50	3.75	3.50	3.75	3.75	3.50	2.50	2.25	4.00	3.75	4.00	90
95	4.00	3.75	4.00	3.75	3.75	4.00	3.75	2.75	2.50	4.00	4.00	4.00	95

Legend:

II(A) = Idealized Influence (Attributed)
 II(B) = idealized influence (behavior)
 IM = Inspirational Motivation
 IS = Intellectual Stimulation
 IC = Individualized Consideration
 CR = Contingent Reward
 MBEA = Management-by-Exception (Active)
 MBEP = Management-by-Exception (Passive)
 LF = Laissez-Faire
 EE = Extra Effort
 EFF = Effectiveness
 SAT = Satisfaction

Key of Frequency:

4.0 = Frequently, if not always
 3.0 = Fairly often
 2.0 = Sometimes
 1.0 = Once in a while
 0.0 = Not at all