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**THE MODERATING ROLE OF ORGANIZATIONAL
CULTURE ON THE RELATIONSHIP BETWEEN
EMOTIONAL INTELLIGENCE AND
TRANSFORMATIONAL LEADERSHIP**



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UUM
Universiti Utara Malaysia

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INTELLIGENCE AND TRANSFORMATIONAL LEADERSHIP**



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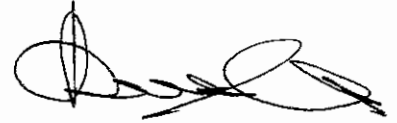
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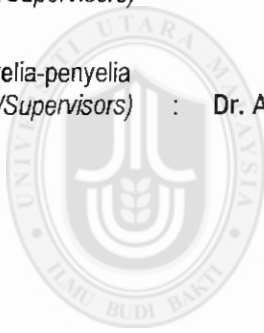
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ABSTRACT

The purpose of this empirical research is to examine the interrelated influences among emotional intelligence, organizational culture, and transformational leadership. In particular, the current study investigated the effect of emotional intelligence as a predictor of transformational leadership. The potential moderating effects of organizational culture on the relationships between the dimensions of emotional intelligence and transformational leadership were also examined. Data was collected from a sample of 333 academic leaders in 18 public universities in peninsular Malaysia. Transformational leadership was measured by using the Multifactor Leadership Questionnaire (MLQ-5x Short), emotional intelligence, using the Wong and Law Emotional Intelligence Scale (WLEIS), and organizational culture, using the Organizational Culture Assessment Instrument (OCAI). Structural equation modeling by means of partial least square bootstrapping resampling was used for hypotheses testing. Methodological improvements were made to overcome some of the challenges identified by past research that examined emotional intelligence and leadership. These concerns included common method variance, smaller sample sizes, relatively lower construct reliability, and researching sole organizations. The statistical results revealed a significantly positive relationship between transformational leadership and three of the independent variables, namely, self-emotion appraisal, others emotional appraisal, and use of emotion. The study of organizational culture as a moderator between the dimensions of emotional intelligence and transformational leadership was also unprecedented. Generally, organizational culture played an important role in moderating this relationship. However, the moderating effect of organizational culture as a whole construct, and clan and hierarchy type cultures were found significant only on the relationship between regulation of emotion and transformational leadership while adhocracy type culture negatively moderated the relationship between others emotional appraisal and transformational leadership. The results of this study contribute to the present pool of knowledge about the interrelationships of emotional intelligence, organizational culture and transformational leadership, showing that the power of leaders' emotional intelligence on transformational leadership is expressed through a third moderating variable, organizational culture. Theoretically, the study is hopeful to further understandings of the predictive power of emotional intelligence dimensions on transformational leadership, as well as contribute insights as to the conditional effect of organizational culture on the relationship. The findings of the study will also help practitioners improve the selection and development of leaders.

Keywords: Transformational Leadership, Emotional Intelligence, Organizational Culture, Higher Education

ABSTRAK

Tujuan kajian empirikal ini ialah untuk meneliti pengaruh yang saling mengait di antara kecerdasan emosi, budaya organisasi dan kepimpinan transformasi. Khususnya kajian ini meneliti kesan pengukuran kecerdasan emosi sebagai peramal kepada kepimpinan transformasi. Potensi kesan-kesan pengantara budaya organisasi ke atas hubungan di antara dimensi-dimensi kecerdasan emosi dengan kepimpinan transformasi juga telah diteliti. Data telah dipungut daripada sampel 333 pemimpin akademik di 18 universiti awam di Semenanjung Malaysia. Kepimpinan transformasi telah diukur menggunakan Multifactor Leadership Questionnaire (MLQ-5x Short), kecerdasan emosi menggunakan Wong and Law Emotional Intelligence Scale (WLEIS), dan budaya organisasi menggunakan Organizational Culture Assessment Instrument (OCAI). Kuasa Dua Terkecil Separa-permodelan Persamaan Struktur persampelan semula telah digunakan untuk menguji hipotesis-hipotesis. Penambahbaikan metodologi telah dilakukan untuk mengatasi beberapa cabaran yang dikenalpasti oleh pengkaji-pengkaji lepas apabila meneliti kecerdasan emosi dan kepimpinan. Keperihatinan itu termasuk kaedah biasa varians, saiz sampel yang kecil, kebolehpercayaan dan kontruk yang relatifnya kecil, dan menyelidiki organisasi tunggal. Dapatan statistik menunjukkan hubungan signifikan positif antara kepimpinan transformasi dengan tiga daripada pembolehubah-pembolehubah bebas iaitu penilai emosi diri, penilai emosi lain dan penggunaan emosi. Penggunaan budaya organisasi sebagai penyederhana di antara dimensi kecerdasan emosi dan kepimpinan transformasi juga tidak pernah dilakukan sebelum ini. Umumnya budaya organisasi telah memainkan peranan penting dalam menyederhana hubungan ini. Bagaimanapun kesan penyederhanaan budaya organisasi sebagai kontruk keseluruhan, dan jenis budaya puak dan hierarkaki hanya signifikan ke atas hubungan antara peraturan emosi dengan kepimpinan transformasi manakala jenis budaya adokrasi menyederhana secara negatif hubungan antara penilaian emosi lain dengan kepimpinan transformasi. Dapatan kajian ini menyumbang kepada pengetahuan semasa mengenai perhubungan kecerdasan emosi, budaya organisasi dan kepimpinan transformasi, dengan menunjukkan bahawa kuasa kecerdasan emosi pemimpin-pemimpin ke atas kepimpinan transformasi dinyatakan melalui variabel penyederhana ketiga, budaya organisasi. Secara teorinya, kajian ini diharap akan meningkatkan kefahaman kuasa peramal dimensi kecerdasan emosi ke atas kepimpinan transformasi di samping menyumbang pandangan kepada kesan bersyarat budaya organisasi ke atas hubungan tersebut. Dapatan kajian ini juga akan membantu pengamal-pengamal dalam meningkatkan lagi pemilihan dan pembangunan pemimpin-pemimpin.

Kata Kunci: Kepimpinan transformasional, kecerdasan emosi, budaya organisasi, pendidikan tinggi

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LIST OF ABBREVIATIONS

AKEPT	Akademik Kepimpinan Pengajian Tinggi
ECI	Emotional Competency Inventory
EI	Emotional Intelligence
EQ	Emotional Quotient
EQ-I	Bar-On Emotional Quotient Inventory
HEIs	Higher Education Institutions
HTMT	Heterotrait-monotrait
IQ	Intelligence Quotient
JTP	Jabatan Pendidikan Tinggi
KMO	Kaiser-Meyer-Olkin
LPI	Leadership Practices Inventory
MEIS	Multifactor Emotional Intelligence Scale
MLQ	Multifactors Leadership Questionnaire
MoHE	Ministry of Higher Education
MSCEIT	Mayor-Salovey-Caruso Emotional Intelligence Test
OC	Organizational Culture
SmartPLS	Partial Least Squares software
SPSS	Statistical Package for Social Science
TVET	Technical and Vocational Education and Training
TL	Transformational leadership



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CHAPTER ONE

INTRODUCTION

1.1 Background

The goal of becoming a highly developed nation with highly educated skilled work force is the reason why the Malaysian government encourages greater contribution from the service sector to the economy. It is seen as a move that is in line with more developed countries where the service sector forms a major structural component of its economy (Cheen, 2015). Evidently, Malaysia's service sector contribution to GDP has markedly gone up in the past few years, climbing from 40.1% (1998) to 55.4% (2014). The service sector is now targeted to contribute as much as 66.5% to GDP by they year 2020 (Malaysia, 2010). As an important part of the service sector, higher education has seen many changes in the last few years to overcome challenges pertaining to competition from internationalization, limited research funding, higher tuition, and increased accountability to government (Khurana, 2010). Today, universities are expected to produce more highly skilled graduates and quality research to meet the demands of the 'knowledge economy' created by the recent and very fast technological advances (Deem, Hillyard, & Reed, 2007; Thorp & Goldstein, 2013). Education has long been the single biggest spending item for the government of Malaysia in order to achieve its declared national plan for 2020 and beyond to advance higher education institutions (HEIs) and transform Malaysia into an education hub.

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APPENDIX A

Research Questionnaire



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KEDAH AMAN MAKMUR + BERSAMA MEMACU TRANSFORMASI

UUM/OYAGSB/R-4/4/1
9 December 2015

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that **Hussein-Elhakim Al Issa (Matric No: 95999)** is a bonafied student of Doctor of Philosophy (PhD), Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia. He is conducting a research entitled "**Moderating Role of Organizational Culture on the Relationship Between Emotional Intelligence and Leadership**" under the supervision of Prof. Dr. Rosli Mahmood.

In this regard, I hope that you could kindly provide assistance and cooperation for him to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"SCHOLARSHIP, VIRTUE, SERVICE"

Yours faithfully


ROZITA BINTI RAMLI
Assistant Registrar
for Dean
Othman Yeop Abdullah Graduate School of Business

C.C - Supervisor
Student's File (95999)



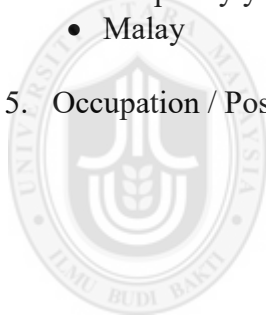
My name is Hussein-Elhakim Al Issa. This survey is part of my PhD research in management at UUM. Your input is much appreciated and will duly aid in the pursuit and contribution of knowledge. All information provided in this survey will be treated as strictly confidential, no organization or individuals will be identified

in any research report, and all information collected will be used purely for the purpose of academic research. There are no “right” or “wrong” answers. Please reflect carefully and answer all questions as honestly as possible.

If you have any questions about the survey, please email me at: htalissa@hotmail.com

Section A - Demographics:

1. Please specify the highest level of education you have completed.
 - Master degree
 - PhD degree
 - Other (please specify)
2. Please specify age group:
 - Less than 30
 - 30 - 40
 - Over 40
3. Please specify your gender.
 - Female
 - Male
4. Please specify your race/ethnicity.
 - Malay
 - Chinese
 - Indian
 - Other
5. Occupation / Position _____



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Section B – Transformational Leadership:

This section describes your leadership style as you perceive it. If an item is irrelevant or if you are unsure or do not know the answer, leave the answer blank.

Twenty descriptive statements are listed on the following pages. Judge how frequently each statement fits you. The word “other” may mean your peers, clients, direct reports, supervisor, and/or all of these individuals. Use the following rating scale:

Not at All	Once in a While	Sometimes	Fairly Often	Frequently, if not always
1	2	3	4	5

1	I re-examine the critical assumption to question whether they are appropriate	1	2	3	4	5
2	I talk about my most important values and beliefs	1	2	3	4	5
3	I seek differing perspectives when solving problems	1	2	3	4	5
4	I talk optimistically about the future	1	2	3	4	5
5	I instill pride in others for being associated with me	1	2	3	4	5
6	I talk enthusiastically about what needs to be accomplished	1	2	3	4	5
7	I specify the importance of having strong sense of purpose	1	2	3	4	5
8	I spend time teaching and coaching	1	2	3	4	5
9	I go beyond self-interest for the good of the group	1	2	3	4	5
10	I treat others as individuals rather than just as a member of the group	1	2	3	4	5
11	I act in ways that build other’s respect for me	1	2	3	4	5
12	I consider the moral and ethical consequences of decision	1	2	3	4	5
13	I display a sense of power and confident	1	2	3	4	5
14	I articulate a compelling vision of the future	1	2	3	4	5
15	I consider an individual as having different needs, abilities and aspirations from other	1	2	3	4	5
16	I get others to look at problems from many different angels	1	2	3	4	5
17	I help other to develop their strength	1	2	3	4	5

18	I suggest new ways of looking at how to complete assignments	1	2	3	4	5
19	I emphasize the importance of having a collective sense of mission	1	2	3	4	5
20	I express confidence that goal will be achieved	1	2	3	4	5



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Section C – Emotional Intelligence:

Please select the circle number on the right hand columns to indicate your agreement with the following statements regarding your emotional intelligence:

strongly disagree	disagree	neither disagree nor agree	agree	strongly agree			
1	2	3	4	5			
	Self-emotion appraisal		1	2	3	4	5
1	I have a good sense of why I have certain feelings most of the time.						
2	I have good understanding of my own emotions.						
3	I really understand what I feel.						
4	I always know whether or not I am happy.						
	Regulation of emotion						
5	I am able to control my temper so that I can handle difficulties rationally.						
6	I am quite capable of controlling my own emotions.						
7	I can always calm down quickly when I am very angry.						
8	I have good control of my own emotions.						
	Use of emotion						
9	I always set goals for myself and then try my best to achieve them.						
10	I always tell myself I am a competent person.						
11	I am a self-motivating person.						
12	I would always encourage myself to try my best.						
	Others emotion appraisal						
13	I always know my friends' emotions.						

14	I am a good observer of others' emotions.					
15	I am sensitive to the feelings and emotions of others.					
16	I have good understanding of the emotions of people around me.					



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Section D - Organizational Culture:

Please assign a number on the right hand column to indicate your agreement with the following statements about your organizational culture:

Strongly disagree	Disagree	neither disagree nor agree	Agree	Strongly agree
1	2	3	4	5

1	The organization is a very personal place. It is like an extended family. People seem to share a lot of personal information and features.	
2	The organization is a very dynamic entrepreneurial place. People are willing to stick out their necks and take risks.	
3	The organization is a very results-oriented. A major concern is getting the job done. People are very competitive and achievement-oriented.	
4	The organization is a very controlled and structured place. Formal procedures generally govern what people do.	
5	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	
6	The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking.	
7	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	
8	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	
9	The management style in the organization is characterized by teamwork, consensus, and participation.	
10	The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness.	
11	The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.	

12	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	
13	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.	
14	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	
15	The glue that holds the organization together is an emphasis on achievement and goal accomplishment.	
16	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.	
17	The organisation emphasizes human development. High trust, openness, and participation persist.	
18	The organisation emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	
19	The organisation emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	
20	The organisation emphasizes permanence and stability. Efficiency, control, and smooth operations are important.	
21	The organisation defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	
22	The organisation defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	
23	The organisation defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	
24	The organisation defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.	
	Total	

Thank You

APPENDIX B

SPSS Output

Statistics						
		education	age	gender	ethnicity	position
N	Valid	333	333	333	333	333
	Missing	0	0	0	0	0

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Master degree	51	15.3	15.3	15.3
	PhD degree	282	84.7	84.7	100.0
	Total	333	100.0	100.0	

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30 - 40	104	31.2	31.2	31.2
	over 40	229	68.8	68.8	100.0
	Total	333	100.0	100.0	

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	female	126	37.8	37.8	37.8
	male	207	62.2	62.2	100.0
	Total	333	100.0	100.0	

Ethnicity					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	304	91.3	91.3	91.3
	Chinese	11	3.3	3.3	94.6
	Indian	13	3.9	3.9	98.5
	Other	5	1.5	1.5	100.0
	Total	333	100.0	100.0	

Position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	HOD/manager	241	72.4	72.4	72.4
	Dean	30	9.0	9.0	81.4
	Deputy Dean	46	13.8	13.8	95.2
	Director	10	3.0	3.0	98.2
	Deputy Director	6	1.8	1.8	100.0
	Total	333	100.0	100.0	

Pearson Correlations (n = 333)							
		Mean_T L	Mean_SE A	Mean_OE A	Mean_UO E	Mean_RO E	Mean_O C
Pearson Correlation	Mean_TL	1.000	.383	.299	.478	.315	.268
	Mean_SEA	.383	1.000	.403	.529	.598	.241
	Mean_OEA	.299	.403	1.000	.334	.374	.237
	Mean_UOE	.478	.529	.334	1.000	.481	.245
	Mean_ROE	.315	.598	.374	.481	1.000	.263

	Mean_OC	.268	.241	.237	.245	.263	1.000
Sig. (1-tailed)	Mean_TL	.	.000	.000	.000	.000	.000
	Mean_SE A	.000	.	.000	.000	.000	.000
	Mean_OE A	.000	.000	.	.000	.000	.000
	Mean_UO E	.000	.000	.000	.	.000	.000
	Mean_RO E	.000	.000	.000	.000	.	.000
	Mean_OC	.000	.000	.000	.000	.000	.
	N	Mean_TL	333	333	333	333	333
Mean_SE A		333	333	333	333	333	333
Mean_OE A		333	333	333	333	333	333
Mean_UO E		333	333	333	333	333	333
Mean_RO E		333	333	333	333	333	333
Mean_OC		333	333	333	333	333	333

Outliers Output (Mahalanobis/Cook's distance):

	Mahalanobis	Cook		Mahalanobis	Cook		Mahalanobis	Cook
1	40.28	0.02	31	40.95	0.00	61	81.25	0.02
2	43.00	0.01	32	55.90	0.00	62	64.84	0.00
3	93.69	0.02	33	47.19	0.00	63	72.69	0.01
4	81.54	0.04	34	112.43	0.02	64	141.40	0.00
5	104.52	0.01	35	110.10	0.01	65	73.92	0.01
6	63.45	0.01	36	40.48	0.00	66	58.82	0.00
7	97.25	0.01	37	38.03	0.00	67	70.06	0.01
8	39.93	0.00	38	110.70	0.01	68	67.68	0.00
9	40.58	0.00	39	80.03	0.00	69	52.63	0.00
10	17.44	0.00	40	79.94	0.00	70	64.88	0.01
11	42.63	0.01	41	77.95	0.00	71	76.85	0.00
12	45.92	0.01	42	49.06	0.01	72	59.53	0.00
13	35.89	0.00	43	67.88	0.01	73	75.28	0.00
14	40.36	0.01	44	75.82	0.00	74	46.52	0.00
15	30.06	0.00	45	104.40	0.01	75	36.94	0.00
16	41.28	0.00	46	78.91	0.00	76	103.41	0.00
17	41.28	0.00	47	68.56	0.00	77	56.41	0.00
18	65.01	0.01	48	38.72	0.00	78	102.35	0.00
19	55.33	0.01	49	50.08	0.01	79	36.01	0.00
20	98.84	0.01	50	37.91	0.00	80	89.99	0.00
21	32.70	0.00	51	47.69	0.01	81	45.72	0.00
22	43.25	0.01	52	113.39	0.01	82	43.63	0.00
23	65.20	0.00	53	49.99	0.01	83	34.87	0.00
24	131.63	0.03	54	77.55	0.01	84	111.18	0.00
25	51.24	0.01	55	44.28	0.00	85	25.15	0.00
26	113.59	0.03	56	46.36	0.00	86	42.12	0.00
27	42.99	0.00	57	81.85	0.00	87	70.90	0.00
28	65.22	0.00	58	69.78	0.01	88	38.17	0.00
29	37.42	0.01	59	58.15	0.01	89	55.41	0.00
30	52.35	0.01	60	82.13	0.00	90	57.19	0.00

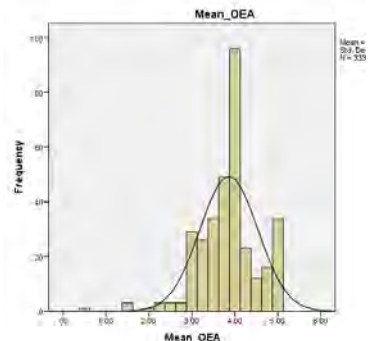
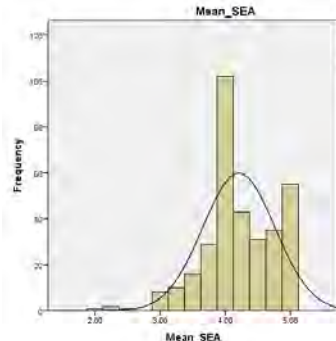
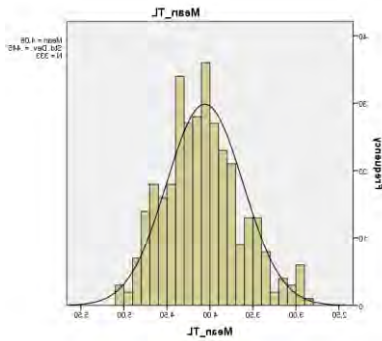
	Mahalanobis	Cook		Mahalanobis	Cook		Mahalanobis	Cook
91	81.71	0.01	121	13.97	0.00	151	57.23	0.00
92	71.87	0.01	122	40.66	0.00	152	51.57	0.00
93	24.63	0.00	123	52.23	0.00	153	54.83	0.00
94	40.24	0.01	124	66.63	0.00	154	54.29	0.00
95	48.17	0.00	125	51.27	0.00	155	47.68	0.00
96	48.90	0.00	126	90.76	0.01	156	60.77	0.00
97	39.65	0.00	127	71.95	0.00	157	103.69	0.00
98	54.89	0.00	128	27.16	0.00	158	78.25	0.00
99	65.21	0.01	129	21.22	0.00	159	36.29	0.00
100	17.26	0.00	130	66.08	0.00	160	23.49	0.00
101	91.80	0.01	131	38.90	0.00	161	108.97	0.00
102	75.11	0.00	132	11.56	0.00	162	94.91	0.00
103	36.58	0.00	133	78.75	0.00	163	45.30	0.00
104	73.95	0.00	134	31.05	0.00	164	67.74	0.00
105	36.67	0.00	135	56.74	0.00	165	44.73	0.00
106	46.08	0.00	136	51.45	0.00	166	43.04	0.00
107	30.48	0.00	137	57.61	0.00	167	151.34	0.00
108	109.84	0.01	138	28.41	0.00	168	42.87	0.00
109	42.00	0.00	139	113.86	0.00	169	67.64	0.00
110	161.92	0.00	140	13.76	0.00	170	30.96	0.00
111	38.84	0.00	141	49.34	0.00	171	26.48	0.00
112	58.15	0.00	142	52.15	0.00	172	63.05	0.00
113	33.27	0.00	143	91.08	0.00	173	94.29	0.00
114	89.81	0.01	144	58.24	0.00	174	78.77	0.00
115	35.37	0.00	145	37.38	0.00	175	68.32	0.00
116	60.80	0.00	146	41.52	0.00	176	90.80	0.01
117	43.01	0.00	147	38.33	0.00	177	112.73	0.00
118	42.32	0.00	148	14.10	0.00	178	53.76	0.00
119	44.69	0.00	149	34.94	0.00	179	107.15	0.00
120	42.70	0.00	150	46.83	0.00	180	27.24	0.00

	Mahalanobis	Cook		Mahalanobis	Cook		Mahalanobis	Cook
181	47.83	0.00	211	36.02	0.00	241	48.35	0.00
182	126.72	0.01	212	64.89	0.00	242	94.99	0.00
183	58.18	0.00	213	53.42	0.00	243	51.91	0.00
184	42.87	0.00	214	50.79	0.00	244	89.42	0.00
185	34.07	0.00	215	42.51	0.00	245	28.39	0.00
186	91.84	0.00	216	67.48	0.01	246	40.45	0.00
187	75.71	0.00	217	121.94	0.00	247	77.59	0.00
188	59.57	0.00	218	39.77	0.00	248	98.17	0.00
189	57.72	0.00	219	107.02	0.03	249	64.87	0.00
190	61.10	0.00	220	57.24	0.00	250	56.59	0.00
191	109.19	0.00	221	51.53	0.00	251	74.01	0.00
192	56.78	0.00	222	54.07	0.00	252	59.39	0.00
193	29.78	0.00	223	35.76	0.00	253	42.35	0.00
194	123.12	0.01	224	32.72	0.00	254	82.17	0.01
195	47.57	0.00	225	31.36	0.00	255	32.56	0.00
196	43.39	0.00	226	29.19	0.00	256	78.96	0.02
197	79.17	0.00	227	35.75	0.00	257	60.44	0.01
198	70.28	0.00	228	25.08	0.00	258	48.73	0.00
199	23.58	0.00	229	31.22	0.00	259	56.33	0.00
200	58.58	0.00	230	43.88	0.00	260	51.50	0.00
201	56.81	0.00	231	76.79	0.01	261	52.88	0.00
202	59.35	0.00	232	60.06	0.00	262	108.77	0.00
203	30.08	0.00	233	57.34	0.00	263	48.31	0.00
204	62.40	0.00	234	51.36	0.00	264	105.49	0.01
205	55.13	0.00	235	70.71	0.00	265	56.45	0.02
206	86.78	0.00	236	77.26	0.00	266	42.27	0.00
207	13.13	0.00	237	70.77	0.00	267	38.20	0.00
208	88.04	0.00	238	47.43	0.00	268	32.83	0.00
209	74.67	0.00	239	89.81	0.00	269	95.28	0.01
210	36.14	0.00	240	55.46	0.00	270	62.97	0.00

	Mahalanobis	Cook		Mahalanobis	Cook		Mahalanobis	Cook
271	53.55	0.00	301	67.99	0.02	331	50.70	0.01
272	56.56	0.00	302	63.50	0.01	332	58.46	0.01
273	28.16	0.00	303	37.39	0.01	333	31.04	0.00
274	70.91	0.01	304	70.32	0.01			
275	108.51	0.03	305	61.92	0.00			
276	91.33	0.01	306	9.33	0.00			
277	47.11	0.01	307	52.46	0.01			
278	119.05	0.02	308	32.26	0.00			
279	51.42	0.00	309	34.71	0.00			
280	74.75	0.00	310	50.92	0.01			
281	71.94	0.00	311	48.99	0.00			
282	57.57	0.00	312	14.07	0.00			
283	56.33	0.00	313	82.52	0.03			
284	40.86	0.01	314	71.96	0.01			
285	40.21	0.00	315	62.50	0.00			
286	98.81	0.00	316	149.79	0.00			
287	53.23	0.00	317	90.06	0.01			
288	34.48	0.00	318	65.49	0.00			
289	97.85	0.03	319	34.78	0.00			
290	51.79	0.00	320	33.33	0.00			
291	47.98	0.01	321	35.54	0.01			
292	49.27	0.00	322	118.37	0.00			
293	45.04	0.00	323	32.27	0.00			
294	32.87	0.00	324	39.86	0.01			
295	47.50	0.00	325	51.85	0.01			
296	39.23	0.01	326	23.23	0.00			
297	60.76	0.00	327	29.73	0.01			
298	65.48	0.00	328	77.89	0.00			
299	57.28	0.00	329	47.18	0.00			
300	47.78	0.00	330	115.33	0.02			

Results of Normality Assessment (n=333)

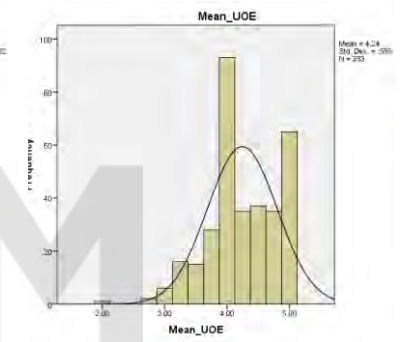
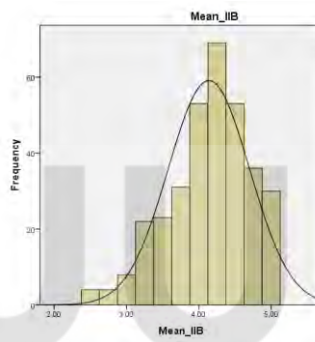
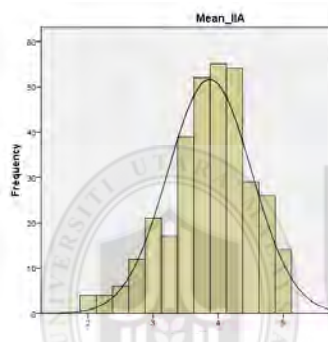
Histograms



Transformational Leadership (TL)

Self-emotion Appraisal (SEA)

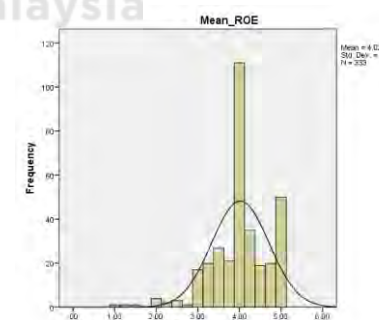
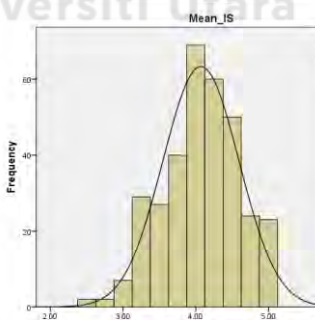
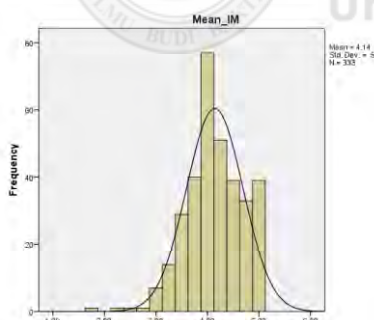
Others Emotional Appraisal (OEA)



Idealized Influence (attributed) (IIA)

Idealized Influence (behavior) (IIB)

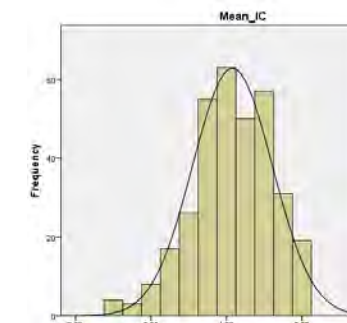
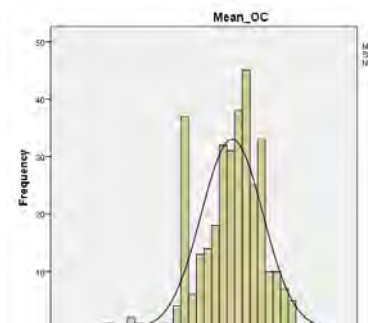
Use of Emotion (UOE)



Inspirational Motivation (IM)

Intellectual Stimulation (IS)

Regulation of Emotion (ROE)

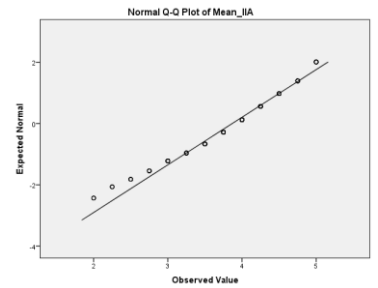
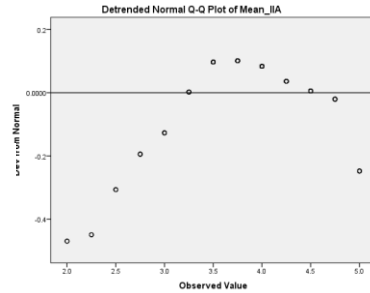


Organizational Culture (OC)

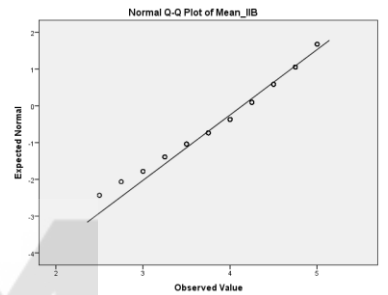
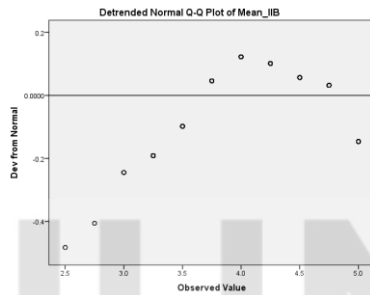
Individualized Consideration (IC)

Normality Q-Q and De-trended Q-Q Plots

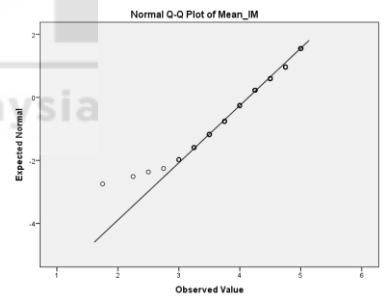
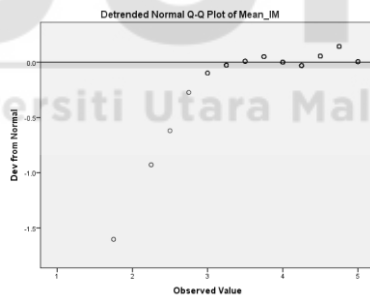
Idealized Influence (attributed) (IIA)



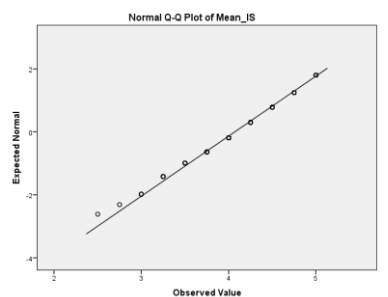
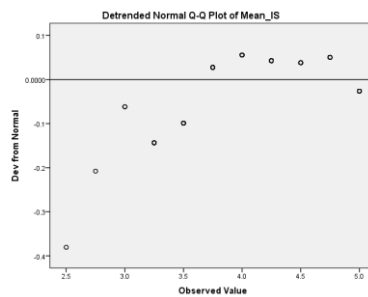
Idealized Influence (behavior) (IIB)



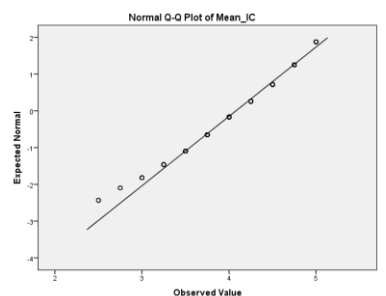
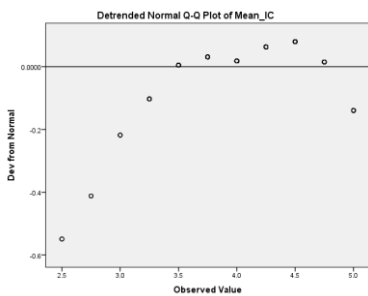
Inspirational Motivation (IM)



Intellectual Stimulation (IS)

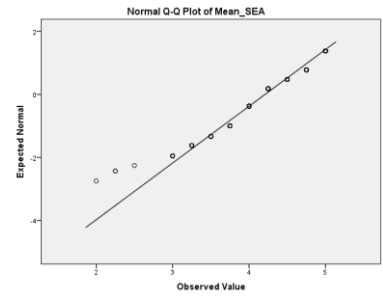
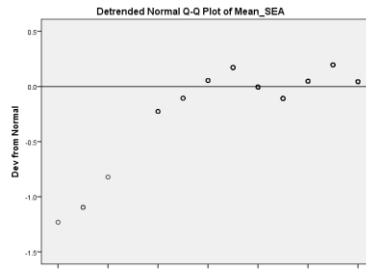


Individualized Consideration (IC)

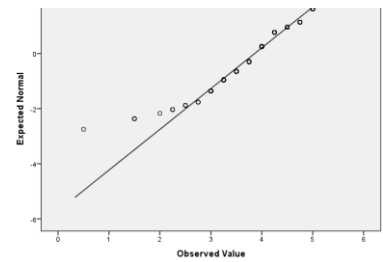
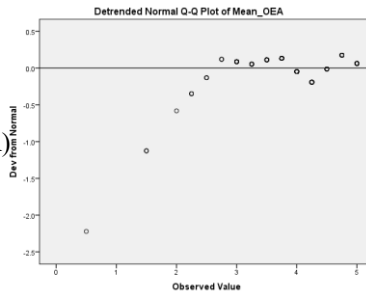


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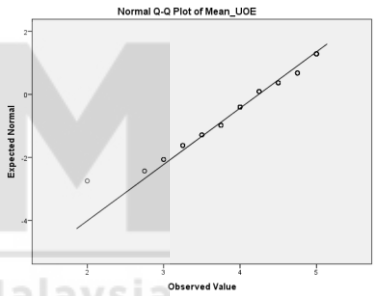
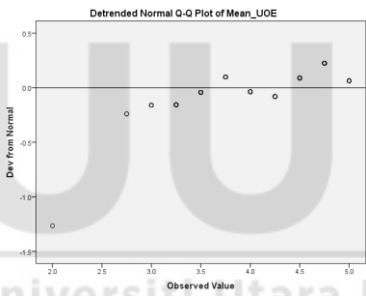
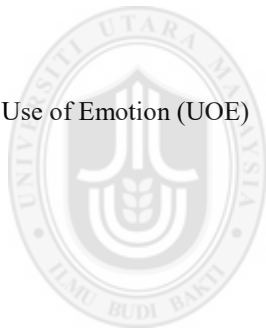
Self-emotion Appraisal (SEA)



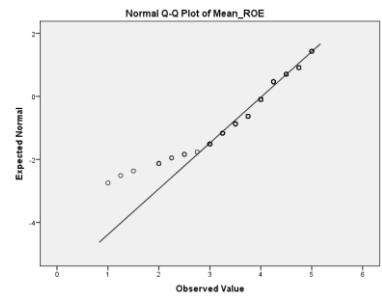
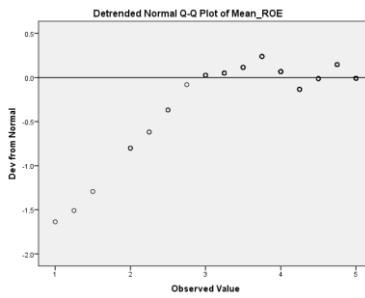
Others Emotional Appraisal (OEA)



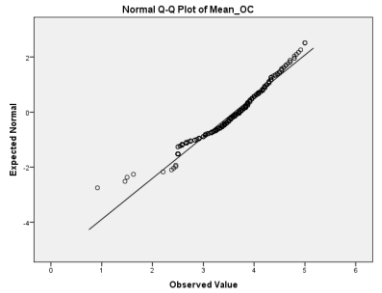
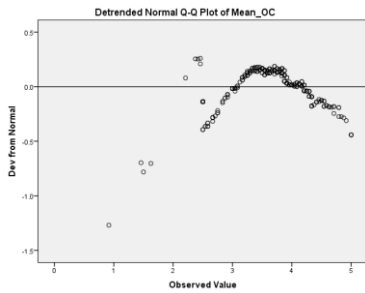
Use of Emotion (UOE)



Regulation of Emotion (ROE)



Organizational Culture (OC)



Univariate Skewness and Kurtosis Statistics (n=333):

Std. error of skewness: .134

Std. error of kurtosis: .266

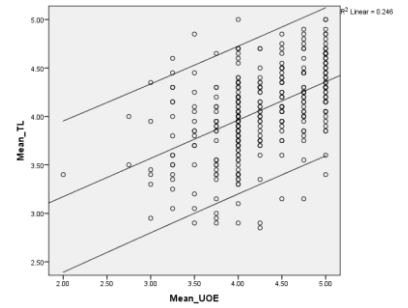
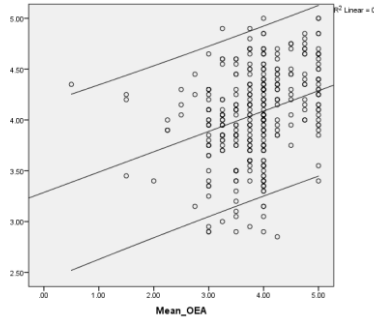
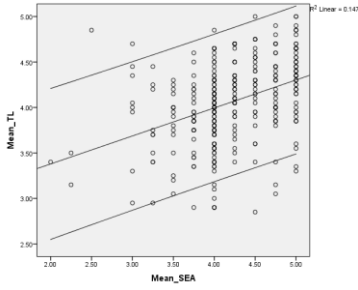
	Min.	Max.	Mean	Std. Deviation	Skewness	Kurtosis
IIA1	1	5	3.72	1.043	-0.8	0.276
IIA2	1	5	4.15	0.919	-1.239	1.65
IIA3	1	5	3.74	1.038	-0.994	0.839
IIA4	1	5	3.86	0.846	-0.514	0.229
IIB1	1	5	3.77	0.981	-0.786	0.472
IIB2	1	5	4.21	0.74	-0.811	0.89
IIB3	1	5	4.42	0.705	-1.209	1.865
IIB4	1	5	4.16	0.744	-0.701	0.657
IM1	1	5	4.13	0.737	-0.714	1.104
IM2	1	5	4.17	0.74	-0.991	2.209
IM3	1	5	4.01	0.756	-0.514	0.566
IM4	3	5	4.26	0.66	-0.346	-0.76
IS1	1	5	3.95	0.771	-0.593	0.71
IS2	1	5	4.02	0.799	-0.507	-0.017
IS3	2	5	4.14	0.738	-0.626	0.278
IS4	2	5	4.17	0.691	-0.345	-0.472
IC1	2	5	4.11	0.734	-0.683	0.578
IC2	1	5	3.72	1.094	-0.809	0.116
IC3	1	5	4.21	0.819	-1.061	1.406
IC4	2	5	4.28	0.678	-0.579	-0.008
SEA1	2	5	4.14	0.652	-0.536	0.887
SEA2	0	5	4.20	0.712	-1.260	4.505
SEA3	1	5	4.21	0.694	-0.802	1.446
SEA4	1	5	4.29	0.692	-0.849	1.247
OEA1	2	5	3.70	0.799	-0.119	-0.465
OEA2	0	5	3.85	0.814	-0.770	1.575
OEA3	0	5	4.00	0.736	-0.956	2.983
OEA4	0	5	3.89	0.782	-0.830	2.309
UOE1	2	5	4.23	0.707	-0.677	0.348
UOE2	2	5	4.14	0.686	-0.414	-0.026
UOE3	2	5	4.26	0.675	-0.654	0.520
UOE4	2	5	4.35	0.644	-0.612	0.044
ROE1	0	5	4.00	0.805	-0.982	2.070
ROE2	0	5	4.05	0.788	-1.267	4.036
ROE3	0	5	3.98	0.819	-0.897	1.686

ROE4	0	5	4.05	0.769	-1.048	2.755
DC1	0	5	3.47	1.037	-0.722	0.296
DC2	0	5	3.24	0.971	-0.464	0.104
DC3	1	5	3.61	1.058	-0.820	0.261
DC4	1	5	3.52	1.002	-0.650	0.094
OL1	1	5	3.80	1.003	-0.878	0.619
OL2	0	5	3.50	0.914	-0.770	0.881
OL3	0	5	3.26	1.099	-0.533	-0.182
OL4	0	5	3.75	1.034	-0.993	0.758
ME1	0	5	3.92	1.067	-1.285	1.436
ME2	0	5	3.34	1.046	-0.690	0.222
ME3	1	5	3.52	0.959	-0.561	0.240
ME4	0	5	3.62	0.980	-0.790	0.687
OG1	0	5	3.81	1.143	-1.103	1.034
OG2	0	5	3.69	1.017	-1.019	1.183
OG3	0	5	3.79	1.003	-1.004	1.110
OG4	0	5	3.66	0.997	-0.861	0.691
SE1	0	5	3.75	1.081	-1.024	0.941
SE2	0	5	3.66	1.057	-1.005	1.139
SE3	0	5	3.57	1.005	-0.794	0.722
SE4	0	5	3.65	1.023	-0.848	0.527
SC1	0	5	3.90	1.105	-1.283	1.586
SC2	0	5	3.41	1.013	-0.622	0.485
SC3	0	5	3.56	1.056	-0.842	0.856
SC4	0	5	3.67	1.018	-1.002	1.105

Multicollinearity Coefficients:

Model	Unstandardized Coefficient		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	1.857	.196		9.490	.000	1.472	2.241					
	Mean_SEA	.095	.051	.119	1.890	.060	-.004	.195	.384	.104	.088	.545	1.836
	Mean_OEA	.069	.035	.105	2.007	.046	.001	.137	.304	.110	.093	.787	1.271
	Mean_UOE	.295	.045	.371	6.487	.000	.206	.385	.496	.338	.302	.662	1.510
	Mean_ROE	-.004	.039	-.006	-.095	.925	-.081	.074	.316	-.005	-.004	.584	1.711
	Mean_OC	.082	.033	.124	2.513	.012	.018	.146	.266	.138	.117	.895	1.117

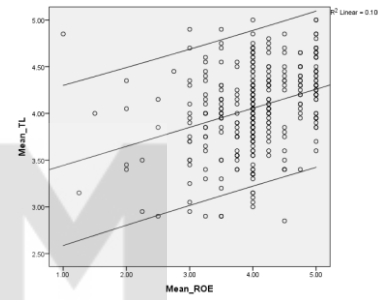
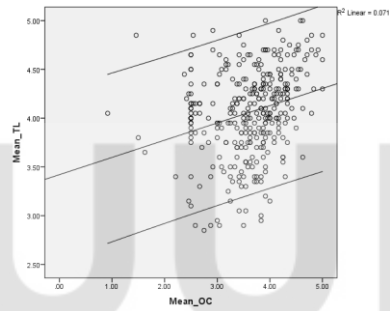
Homoscedasticity Plots:



Self-emotion Appraisal (SEA)

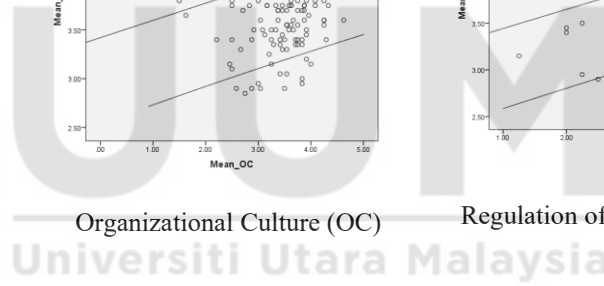
Others Emotional Appraisal (OEA)

Use of Emotion (UOE)



Organizational Culture (OC)

Regulation of Emotion (ROE)



Harman's single factor test (CMV)

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of	Cumulative %	Total	% of	Cumulative %
		Variance			Variance	
1	13.909	23.182	23.182	13.909	23.182	23.182
2	6.726	11.209	34.392	6.726	11.209	34.392
3	3.620	6.033	40.424	3.620	6.033	40.424
4	2.352	3.921	44.345	2.352	3.921	44.345
5	1.860	3.099	47.445	1.860	3.099	47.445
6	1.659	2.765	50.209	1.659	2.765	50.209
7	1.537	2.561	52.771	1.537	2.561	52.771
8	1.391	2.318	55.089	1.391	2.318	55.089
9	1.333	2.222	57.311	1.333	2.222	57.311
10	1.299	2.165	59.476	1.299	2.165	59.476
11	1.173	1.956	61.431	1.173	1.956	61.431
12	1.077	1.796	63.227	1.077	1.796	63.227
13	1.006	1.676	64.903	1.006	1.676	64.903
14	.984	1.640	66.543			
15	.928	1.547	68.089			
16	.911	1.519	69.608			
17	.828	1.379	70.987			
18	.801	1.335	72.322			
19	.766	1.276	73.598			
20	.718	1.196	74.795			
21	.707	1.179	75.973			
22	.688	1.147	77.121			
23	.669	1.115	78.236			
24	.644	1.074	79.310			
25	.630	1.050	80.360			
26	.590	.983	81.343			
27	.566	.944	82.287			
28	.556	.927	83.214			
29	.545	.909	84.123			

30	.512	.853	84.976			
31	.506	.843	85.819			
32	.497	.828	86.647			
33	.469	.781	87.428			
34	.453	.755	88.183			
35	.417	.695	88.879			
36	.411	.685	89.564			
37	.401	.668	90.232			
38	.380	.634	90.866			
39	.369	.615	91.481			
40	.352	.586	92.068			
41	.344	.574	92.641			
42	.326	.543	93.185			
43	.313	.521	93.706			
44	.308	.514	94.219			
45	.304	.507	94.726			
46	.276	.459	95.186			
47	.271	.452	95.638			
48	.265	.442	96.080			
49	.254	.423	96.503			
50	.246	.410	96.912			
51	.230	.384	97.296			
52	.226	.377	97.673			
53	.208	.347	98.020			
54	.204	.340	98.360			
55	.200	.333	98.694			
56	.175	.292	98.985			
57	.173	.289	99.274			
58	.164	.273	99.547			
59	.149	.249	99.796			
60	.122	.204	100.000			

Extraction Method: Principal Component Analysis.

Organizational Culture's Indicators' Pearson Correlations

		Correlations																							
		DC1	DC2	DC3	DC4	OL1	OL2	OL3	OL4	ME1	ME2	ME3	ME4	OG1	OG2	OG3	OG4	SE1	SE2	SE3	SE4	SC1	SC2	SC3	SC4
DC1	Pearson Correlation	1	.298**	.103*	.110*	.269**	.205**	.235**	.259**	.254**	.199**	.160**	.271**	.234**	.246**	.259**	.219**	.317**	.286**	.164**	.265**	.169**	.255**	.197**	.255**
	Sig. (1-tailed)		.000	.030	.022	.000	.000	.000	.000	.000	.000	.002	.000	.000	.000	.000	.000	.000	.000	.001	.000	.001	.000	.000	.000
	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333
DC2	Pearson Correlation	.298**	1	.235**	.081	.281**	.483**	.213**	.283**	.235**	.316**	.309**	.243**	.345**	.390**	.251**	.184**	.320**	.323**	.292**	.238**	.267**	.316**	.250**	.332**
	Sig. (1-tailed)	.000		.000	.071	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333
DC3	Pearson Correlation	.103*	.235**	1	.468**	.469**	.358**	.213**	.449**	.456**	.240**	.440**	.247**	.358**	.373**	.397**	.289**	.405**	.267**	.426**	.329**	.447**	.333**	.283**	.408**
	Sig. (1-tailed)	.030	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333
DC4	Pearson Correlation	.110*	.081	.468**	1	.273**	.155**	.334**	.350**	.325**	.153**	.341**	.382**	.218**	.200**	.367**	.396**	.235**	.202**	.279**	.349**	.302**	.324**	.254**	.301**
	Sig. (1-tailed)	.022	.071	.000		.000	.002	.000	.000	.000	.003	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333
OL1	Pearson Correlation	.269**	.281**	.469**	.273**	1	.447**	.155**	.586**	.712**	.206**	.397**	.424**	.554**	.430**	.484**	.281**	.603**	.437**	.391**	.512**	.591**	.345**	.276**	.480**
	Sig. (1-tailed)	.000	.000	.000	.000		.000	.002	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333
OL2	Pearson Correlation	.205**	.483**	.358**	.155**	.447**	1	.348**	.425**	.374**	.511**	.522**	.370**	.376**	.501**	.402**	.292**	.420**	.543**	.435**	.359**	.420**	.518**	.419**	.453**
	Sig. (1-tailed)	.000	.000	.000	.002	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000

SE4	Pearson Correlation	.265**	.238**	.329**	.349**	.512**	.359**	.342**	.562**	.506**	.334**	.469**	.538**	.482**	.378**	.600**	.614**	.525**	.467**	.463**	1	.563**	.456**	.407**	.639**
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333
SC1	Pearson Correlation	.169**	.267**	.447**	.302**	.591**	.420**	.165**	.641**	.672**	.288**	.424**	.500**	.677**	.464**	.522**	.412**	.662**	.491**	.402**	.563**	1	.378**	.308**	.549**
	Sig. (1-tailed)	.001	.000	.000	.000	.000	.000	.001	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	
	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333
SC2	Pearson Correlation	.255**	.316**	.333**	.324**	.345**	.518**	.400**	.421**	.380**	.501**	.461**	.440**	.359**	.429**	.448**	.399**	.393**	.573**	.574**	.456**	.378**	1	.595**	.483**
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	
	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333
SC3	Pearson Correlation	.197**	.250**	.283**	.254**	.276**	.419**	.328**	.358**	.305**	.319**	.486**	.359**	.331**	.437**	.439**	.335**	.327**	.528**	.634**	.407**	.308**	.595**	1	.466**
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	
	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333
SC4	Pearson Correlation	.255**	.332**	.408**	.301**	.480**	.453**	.343**	.562**	.500**	.369**	.505**	.520**	.488**	.476**	.575**	.466**	.582**	.493**	.495**	.639**	.549**	.483**	.466**	1
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

Transformational Leadership's Indicators' Pearson Correlations

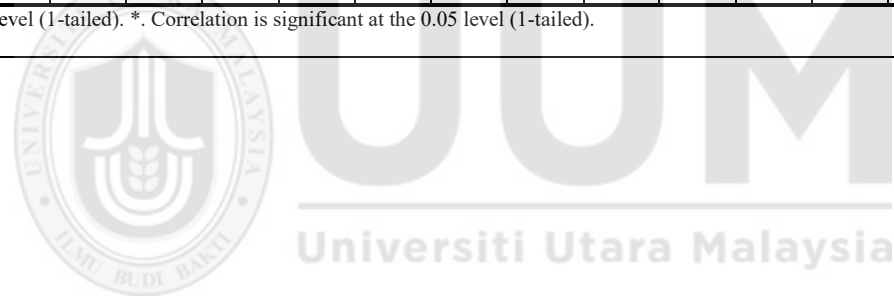
		Correlations																			
		IIA1	IIA2	IIA3	IIA4	IIB1	IIB2	IIB3	IIB4	IM1	IM2	IM3	IM4	IS1	IS2	IS3	IS4	IC1	IC2	IC3	IC4
IIA 1	Pearson Correlation	1	.151*	.317*	.270*	.145*	.202*	.094*	.080	.225*	.220*	.185*	.173*	.223*	.193*	.065	.141*	.111*	.034	.089	.195*
	Sig. (1-tailed)		.003	.000	.000	.004	.000	.044	.073	.000	.000	.000	.001	.000	.000	.119	.005	.021	.270	.052	.000
	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333
IIA 2	Pearson Correlation	.151*	1	.281*	.217*	.223*	.347*	.284*	.335*	.322*	.362*	.354*	.287*	.329*	.290*	.272*	.273*	.203*	.234*	.247*	.359*
	Sig. (1-tailed)	.003		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333
IIA 3	Pearson Correlation	.317*	.281*	1	.330*	.204*	.335*	.288*	.212*	.143*	.318*	.343*	.258*	.255*	.251*	.191*	.233*	.073	.193*	.226*	.217*
	Sig. (1-tailed)	.000	.000		.000	.000	.000	.000	.000	.004	.000	.000	.000	.000	.000	.000	.000	.091	.000	.000	.000
	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333
IIA 4	Pearson Correlation	.270*	.217*	.330*	1	.262*	.312*	.228*	.312*	.257*	.340*	.533*	.308*	.235*	.121*	.237*	.256*	.204*	.101*	.159*	.356*
	Sig. (1-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.014	.000	.000	.000	.033	.002	.000
	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333

IIB 1	Pearson Correlation Sig. (1-tailed) N	.145* .004 333	.223* .000 333	.204* .000 333	.262* .000 333	1 .000 333	.347* .000 333	.177* .001 333	.248* .000 333	.326* .000 333	.344* .000 333	.347* .000 333	.296* .000 333	.132* .008 333	.234* .000 333	.218* .000 333	.245* .000 333	.191* .000 333	.042 .222 333	.064 .121 333	.301* .000 333
IIB 2	Pearson Correlation Sig. (1-tailed) N	.202* .000 333	.347* .000 333	.335* .000 333	.312* .000 333	.347* .000 333	1 .000 333	.452* .000 333	.437* .000 333	.351* .000 333	.595* .000 333	.487* .000 333	.458* .000 333	.282* .000 333	.363* .000 333	.344* .000 333	.401* .000 333	.261* .000 333	.175* .001 333	.240* .000 333	.362* .000 333
IIB 3	Pearson Correlation Sig. (1-tailed) N	.094* .044 333	.284* .000 333	.288* .000 333	.228* .000 333	.177* .001 333	.452* .000 333	1 .000 333	.404* .000 333	.160* .002 333	.318* .000 333	.300* .000 333	.377* .000 333	.170* .001 333	.319* .000 333	.273* .000 333	.282* .000 333	.149* .003 333	.266* .000 333	.283* .000 333	.319* .000 333
IIB 4	Pearson Correlation Sig. (1-tailed) N	.080 .073 333	.335* .000 333	.212* .000 333	.312* .000 333	.248* .000 333	.437* .000 333	.404* .000 333	1 .000 333	.242* .000 333	.412* .000 333	.405* .000 333	.504* .000 333	.276* .000 333	.338* .000 333	.427* .000 333	.464* .000 333	.249* .000 333	.128* .010 333	.411* .000 333	.458* .000 333
IM1	Pearson Correlation Sig. (1-tailed) N	.225* .000 333	.322* .000 333	.143* .004 333	.257* .000 333	.326* .000 333	.351* .000 333	.160* .002 333	.242* .000 333	1 .000 333	.424* .000 333	.388* .000 333	.349* .000 333	.223* .000 333	.297* .000 333	.277* .000 333	.264* .000 333	.162* .002 333	.009 .435 333	.104* .029 333	.373* .000 333
IM2	Pearson Correlation Sig. (1-tailed) N	.220* .000 333	.362* .000 333	.318* .000 333	.340* .000 333	.344* .000 333	.595* .000 333	.318* .000 333	.412* .000 333	.424* .000 333	1 .000 333	.504* .000 333	.465* .000 333	.225* .000 333	.355* .000 333	.378* .000 333	.428* .000 333	.271* .000 333	.169* .001 333	.246* .000 333	.431* .000 333
IM3	Pearson Correlation Sig. (1-tailed)	.185* .000	.354* .000	.343* .000	.533* .000	.347* .000	.487* .000	.300* .000	.405* .000	.388* .000	.504* .000	1 .000	.485* .000	.305* .000	.239* .000	.425* .000	.424* .000	.313* .000	.159* .002	.231* .000	.531* .000

	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	
IM4	Pearson Correlation	.173*	.287*	.258*	.308*	.296*	.458*	.377*	.504*	.349*	.465*	.485*	1	.268*	.313*	.402*	.516*	.200*	.099*	.350*	.496*
	Sig. (1-tailed)	.001	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.035	.000	.000
	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333
IS1	Pearson Correlation	.223*	.329*	.255*	.235*	.132*	.282*	.170*	.276*	.223*	.225*	.305*	.268*	1	.339*	.191*	.224*	.185*	.105*	.221*	.308*
	Sig. (1-tailed)	.000	.000	.000	.000	.008	.000	.001	.000	.000	.000	.000	.000		.000	.000	.000	.000	.027	.000	.000
	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333
IS2	Pearson Correlation	.193*	.290*	.251*	.121*	.234*	.363*	.319*	.338*	.297*	.355*	.239*	.313*	.339*	1	.321*	.336*	.083	.122*	.255*	.283*
	Sig. (1-tailed)	.000	.000	.000	.014	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.066	.013	.000	.000
	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333
IS3	Pearson Correlation	.065	.272*	.191*	.237*	.218*	.344*	.273*	.427*	.277*	.378*	.425*	.402*	.191*	.321*	1	.510*	.228*	.066	.417*	.569*
	Sig. (1-tailed)	.119	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.115	.000	.000
	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333
IS4	Pearson Correlation	.141*	.273*	.233*	.256*	.245*	.401*	.282*	.464*	.264*	.428*	.424*	.516*	.224*	.336*	.510*	1	.165*	.151*	.385*	.614*
	Sig. (1-tailed)	.005	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.001	.003	.000	.000
	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333
IC1	Pearson Correlation	.111*	.203*	.073	.204*	.191*	.261*	.149*	.249*	.162*	.271*	.313*	.200*	.185*	.083	.228*	.165*	1	.043	.117*	.253*
	Sig. (1-tailed)	.021	.000	.091	.000	.000	.000	.003	.000	.002	.000	.000	.000	.000	.066	.000	.001		.218	.016	.000
	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333
IC2	Pearson Correlation	.034	.234*	.193*	.101*	.042	.175*	.266*	.128*	.009	.169*	.159*	.099*	.105*	.122*	.066	.151*	.043	1	.267*	.130*

	Sig. (1-tailed)	.270	.000	.000	.033	.222	.001	.000	.010	.435	.001	.002	.035	.027	.013	.115	.003	.218		.000	.009
	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333
IC3	Pearson Correlation	.089	.247*	.226*	.159*	.064	.240*	.283*	.411*	.104*	.246*	.231*	.350*	.221*	.255*	.417*	.385*	.117*	.267*	1	.434*
	Sig. (1-tailed)	.052	.000	.000	.002	.121	.000	.000	.000	.029	.000	.000	.000	.000	.000	.000	.000	.016	.000		.000
	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333
IC4	Pearson Correlation	.195*	.359*	.217*	.356*	.301*	.362*	.319*	.458*	.373*	.431*	.531*	.496*	.308*	.283*	.569*	.614*	.253*	.130*	.434*	1
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.009	.000		
	N	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333	333

** . Correlation is significant at the 0.01 level (1-tailed). * . Correlation is significant at the 0.05 level (1-tailed).



SMARTPLS Output

Measurement Model

Outer Loadings and Cross Loadings (Item Level Reliability)

	Clan	Adho	Hier	Mrkt	OEA	ROE	SEA	UOE	IC	IIA	IIB	IM	IS
DC1	0.411	0.338	0.269	0.321	0.281	0.135	0.082	0.103	0.034	0.063	0.066	0.055	-0.012
ME1	0.854	0.506	0.531	0.64	0.174	0.198	0.152	0.193	0.199	0.164	0.204	0.262	0.241
OG1	0.827	0.562	0.526	0.58	0.131	0.19	0.233	0.215	0.213	0.148	0.179	0.194	0.173
OL1	0.81	0.492	0.51	0.581	0.105	0.153	0.103	0.163	0.152	0.126	0.221	0.252	0.175
SC1	0.843	0.549	0.541	0.674	0.13	0.245	0.227	0.237	0.208	0.133	0.219	0.222	0.271
SE1	0.856	0.573	0.55	0.661	0.157	0.151	0.204	0.152	0.195	0.12	0.217	0.219	0.177
DC2	0.384	0.611	0.371	0.332	0.133	0.149	0.119	0.132	0.108	0.1	0.127	0.158	0.094
ME2	0.338	0.699	0.486	0.437	0.055	0.142	0.137	0.074	0.043	0.094	0.015	0.075	0.06
OG2	0.601	0.77	0.615	0.518	0.078	0.221	0.126	0.166	0.152	0.075	0.142	0.195	0.149
OL2	0.495	0.803	0.573	0.481	0.16	0.203	0.177	0.179	0.206	0.186	0.171	0.23	0.192
SC2	0.447	0.761	0.642	0.565	0.143	0.177	0.16	0.234	0.198	0.156	0.133	0.234	0.176
SE2	0.591	0.807	0.63	0.567	0.19	0.219	0.239	0.219	0.147	0.131	0.124	0.174	0.157
DC3	0.485	0.396	0.614	0.467	0.119	0.163	0.125	0.185	0.199	0.186	0.246	0.205	0.253
ME3	0.501	0.607	0.819	0.552	0.205	0.16	0.175	0.151	0.173	0.145	0.188	0.235	0.196

OG3	0.644	0.607	0.784	0.693	0.147	0.167	0.158	0.181	0.156	0.116	0.205	0.221	0.187
OL3	0.213	0.406	0.565	0.409	0.135	0.11	0.108	0.131	0.056	0.095	0.058	0.046	0.087
SC3	0.381	0.596	0.727	0.495	0.244	0.149	0.192	0.165	0.163	0.112	0.17	0.225	0.166
SE3	0.467	0.633	0.819	0.557	0.195	0.214	0.143	0.222	0.196	0.152	0.213	0.257	0.185
DC4	0.309	0.243	0.451	0.549	0.138	0.094	0.075	0.111	0.098	0.194	0.195	0.151	0.207
ME4	0.565	0.532	0.501	0.768	0.126	0.165	0.169	0.074	0.062	0.074	0.152	0.131	0.106
OG4	0.444	0.442	0.521	0.737	0.173	0.122	0.115	0.122	0.13	0.096	0.079	0.101	0.111
OL4	0.736	0.549	0.575	0.78	0.176	0.22	0.188	0.155	0.198	0.16	0.19	0.244	0.226
SC4	0.619	0.602	0.647	0.802	0.128	0.135	0.195	0.165	0.103	0.093	0.148	0.145	0.194
SE4	0.625	0.524	0.612	0.842	0.181	0.201	0.184	0.179	0.149	0.094	0.176	0.189	0.182
OEA1	0.211	0.178	0.191	0.202	0.792	0.364	0.356	0.278	0.229	0.16	0.15	0.261	0.204
OEA2	0.15	0.132	0.159	0.154	0.886	0.297	0.354	0.316	0.224	0.223	0.207	0.233	0.169
OEA3	0.171	0.147	0.228	0.184	0.87	0.317	0.354	0.266	0.176	0.22	0.272	0.211	0.197
OEA4	0.138	0.138	0.247	0.164	0.906	0.307	0.355	0.289	0.211	0.256	0.266	0.249	0.195
ROE1	0.184	0.233	0.201	0.163	0.328	0.874	0.522	0.396	0.245	0.198	0.229	0.284	0.229
ROE2	0.156	0.139	0.146	0.143	0.244	0.883	0.51	0.464	0.263	0.217	0.26	0.265	0.245
ROE3	0.203	0.239	0.175	0.202	0.319	0.848	0.478	0.394	0.218	0.248	0.248	0.305	0.256
ROE4	0.257	0.268	0.258	0.233	0.402	0.861	0.544	0.41	0.19	0.206	0.236	0.267	0.194

SEA1	0.183	0.152	0.164	0.156	0.378	0.382	0.74	0.39	0.269	0.325	0.283	0.354	0.289
SEA2	0.189	0.178	0.161	0.157	0.302	0.558	0.835	0.464	0.207	0.205	0.261	0.257	0.199
SEA3	0.119	0.112	0.094	0.124	0.355	0.517	0.845	0.425	0.216	0.213	0.281	0.292	0.251
SEA4	0.21	0.256	0.244	0.241	0.269	0.464	0.8	0.427	0.235	0.188	0.309	0.292	0.28
UOE1	0.193	0.187	0.181	0.144	0.207	0.416	0.452	0.814	0.42	0.289	0.302	0.432	0.343
UOE2	0.15	0.123	0.13	0.075	0.31	0.376	0.419	0.788	0.298	0.318	0.294	0.34	0.244
UOE3	0.167	0.202	0.204	0.156	0.275	0.443	0.434	0.857	0.402	0.353	0.329	0.419	0.307
UOE4	0.239	0.234	0.254	0.206	0.309	0.352	0.44	0.838	0.429	0.294	0.374	0.447	0.378
IC1	0.035	0.019	-0.007	-0.012	0.096	0.094	0.089	0.277	0.517	0.229	0.302	0.317	0.211
IC3	0.142	0.14	0.167	0.118	0.127	0.124	0.219	0.32	0.722	0.293	0.364	0.316	0.464
IC4	0.25	0.215	0.242	0.196	0.259	0.3	0.281	0.413	0.874	0.438	0.508	0.607	0.652
IIA2	0.102	0.114	0.177	0.105	0.126	0.15	0.222	0.267	0.387	0.716	0.421	0.434	0.357
IIA3	0.076	0.02	0.027	0.073	0.181	0.117	0.182	0.234	0.251	0.716	0.364	0.359	0.287
IIA4	0.17	0.214	0.177	0.14	0.235	0.269	0.23	0.311	0.348	0.724	0.391	0.481	0.273
IIB1	0.069	0.038	0.109	0.001	0.181	0.149	0.237	0.205	0.271	0.321	0.565	0.429	0.299
IIB2	0.2	0.126	0.212	0.155	0.175	0.212	0.242	0.308	0.404	0.461	0.81	0.63	0.477
IIB3	0.109	0.042	0.1	0.114	0.211	0.187	0.258	0.271	0.361	0.37	0.702	0.389	0.373
IIB4	0.28	0.223	0.271	0.273	0.191	0.247	0.286	0.334	0.531	0.404	0.763	0.525	0.536

IM1	0.198	0.162	0.227	0.145	0.118	0.157	0.179	0.259	0.323	0.342	0.376	0.663	0.358
IM2	0.169	0.148	0.184	0.131	0.18	0.209	0.207	0.352	0.452	0.475	0.595	0.798	0.503
IM3	0.221	0.237	0.224	0.179	0.24	0.286	0.358	0.438	0.521	0.574	0.544	0.799	0.48
IM4	0.227	0.188	0.23	0.196	0.28	0.314	0.381	0.448	0.513	0.397	0.581	0.771	0.541
IS2	0.066	0.01	0.071	0.014	0.099	0.112	0.164	0.167	0.306	0.307	0.443	0.394	0.664
IS3	0.251	0.234	0.293	0.247	0.163	0.238	0.248	0.352	0.595	0.328	0.452	0.493	0.81
IS4	0.204	0.17	0.189	0.228	0.234	0.253	0.317	0.359	0.589	0.355	0.499	0.547	0.829



Self-Emotion Appraisal's Indicators' Pearson Correlations:

Correlations					
		SEA1	SEA2	SEA3	SEA4
SEA1	Pearson Correlation	1	.532**	.422**	.352**
	Sig. (1-tailed)		.000	.000	.000
	N	333	333	333	333
SEA2	Pearson Correlation	.532**	1	.667**	.578**
	Sig. (1-tailed)	.000		.000	.000
	N	333	333	333	333
SEA3	Pearson Correlation	.422**	.667**	1	.678**
	Sig. (1-tailed)	.000	.000		.000
	N	333	333	333	333
SEA4	Pearson Correlation	.352**	.578**	.678**	1
	Sig. (1-tailed)	.000	.000	.000	
	N	333	333	333	333
**. Correlation is significant at the 0.01 level (1-tailed).					

Others Emotional Appraisal's Indicators' Pearson Correlations:

Correlations					
		OEA1	OEA2	OEA3	OEA4
OEA1	Pearson Correlation	1	.652**	.539**	.585**
	Sig. (1-tailed)		.000	.000	.000
	N	333	333	333	333
OEA2	Pearson Correlation	.652**	1	.667**	.733**
	Sig. (1-tailed)	.000		.000	.000
	N	333	333	333	333
OEA3	Pearson Correlation	.539**	.667**	1	.772**
	Sig. (1-tailed)	.000	.000		.000
	N	333	333	333	333
OEA4	Pearson Correlation	.585**	.733**	.772**	1
	Sig. (1-tailed)	.000	.000	.000	
	N	333	333	333	333
**. Correlation is significant at the 0.01 level (1-tailed).					

Use of Emotion's Indicators' Pearson Correlations:

Correlations					
		UOE1	UOE2	UOE3	UOE4
UOE1	Pearson Correlation	1	.540**	.582**	.555**
	Sig. (1-tailed)		.000	.000	.000
	N	333	333	333	333
UOE2	Pearson Correlation	.540**	1	.605**	.529**
	Sig. (1-tailed)	.000		.000	.000
	N	333	333	333	333
UOE3	Pearson Correlation	.582**	.605**	1	.633**
	Sig. (1-tailed)	.000	.000		.000
	N	333	333	333	333
UOE4	Pearson Correlation	.555**	.529**	.633**	1
	Sig. (1-tailed)	.000	.000	.000	
	N	333	333	333	333
**. Correlation is significant at the 0.01 level (1-tailed).					

Regulation of Emotion's Indicators' Pearson Correlations:

Correlations					
		ROE1	ROE2	ROE3	ROE4
ROE1	Pearson Correlation	1	.720**	.647**	.670**
	Sig. (1-tailed)		.000	.000	.000
	N	333	333	333	333
ROE2	Pearson Correlation	.720**	1	.624**	.719**
	Sig. (1-tailed)	.000		.000	.000
	N	333	333	333	333
ROE3	Pearson Correlation	.647**	.624**	1	.664**
	Sig. (1-tailed)	.000	.000		.000
	N	333	333	333	333
ROE4	Pearson Correlation	.670**	.719**	.664**	1
	Sig. (1-tailed)	.000	.000	.000	
	N	333	333	333	333
**. Correlation is significant at the 0.01 level (1-tailed).					

HTMT (Confidence Intervals Bias Corrected)

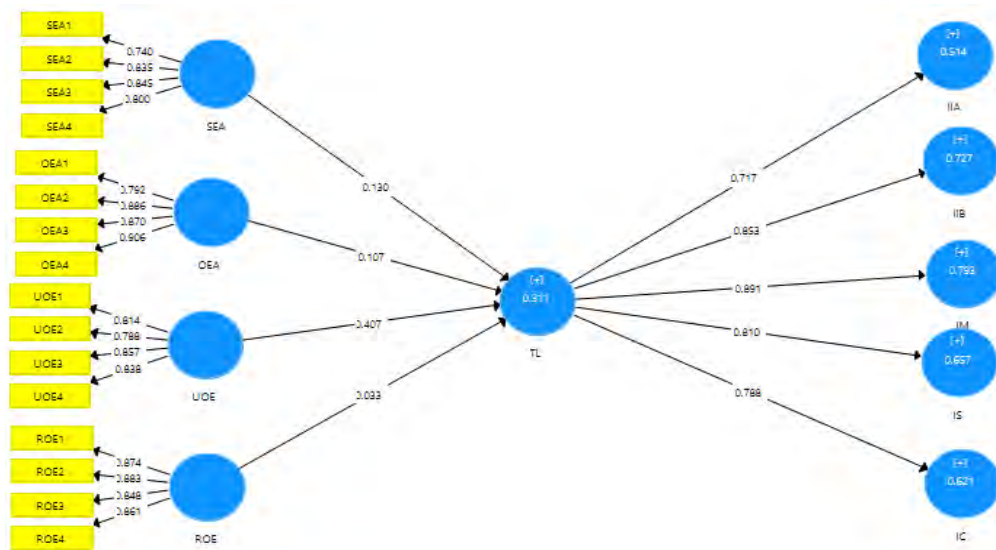
	Original Sample (O)	Sample Mean (M)	Bias	2.50%	97.50%	HTMT Result
OEA -> OC	0.26	0.267	0.007	0.167	0.389	0.278
ROE -> OC	0.287	0.293	0.005	0.173	0.431	0.302
ROE -> OEA	0.422	0.42	- 0.001	0.272	0.565	0.4185
SEA -> OC	0.274	0.284	0.01	0.198	0.419	0.3085
SEA -> OEA	0.475	0.471	- 0.004	0.361	0.566	0.4635
SEA -> ROE	0.7	0.698	- 0.002	0.602	0.779	0.6905
TL -> OC	0.326	0.345	0.019	0.287	0.464	0.3755
TL -> OEA	0.343	0.346	0.003	0.237	0.457	0.347
TL -> ROE	0.378	0.379	0.001	0.268	0.493	0.3805
TL -> SEA	0.466	0.467	0.001	0.355	0.569	0.462
UOE -> OC	0.275	0.282	0.007	0.189	0.403	0.296
UOE -> OEA	0.386	0.385	- 0.001	0.248	0.493	0.3705
UOE -> ROE	0.555	0.557	0.002	0.449	0.667	0.558
UOE -> SEA	0.636	0.636	- 0.001	0.53	0.73	0.63
UOE -> TL	0.602	0.599	- 0.003	0.491	0.681	0.586

Significance Testing Results of the Structural Model Path Coefficients (OC Dimensions)

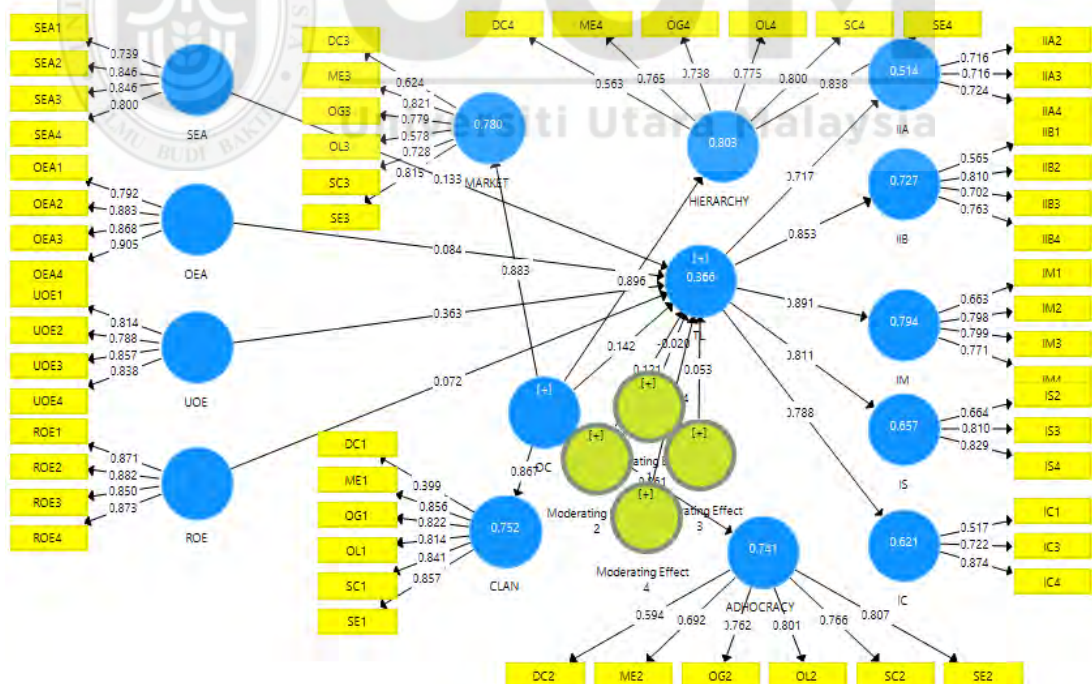
Relationships	Path coefficient	t value	p value
Self-emotion appraisal x clan OC → transformational leadership	0.042	0.690	0.490
Others emotional appraisal x clan OC → transformational leadership	-0.016	0.284	0.777
Use of emotion x clan OC → transformational leadership	0.001	0.029	0.977
Regulation of emotion x clan OC → transformational leadership	0.135	2.085	0.037
Self-emotion appraisal x adhocracy OC → transformational leadership	0.104	1.479	0.139
Others emotional appraisal x adhocracy OC → transformational leadership	-0.077	1.288	0.198
Use of emotion x adhocracy OC → transformational leadership	0.007	0.138	0.890
Regulation of emotion x adhocracy OC → transformational leadership	0.067	0.943	0.346
Self-emotion appraisal x market OC → transformational leadership	0.038	0.523	0.602
Others emotional appraisal x market OC → transformational leadership	0.020	0.343	0.737
Use of emotion x market OC → transformational leadership	-0.008	0.149	0.881
Regulation of emotion x market OC → transformational leadership	0.102	1.317	0.189
Self-emotion appraisal x hierarchy OC → transformational leadership	0.013	0.203	0.839
Others emotional appraisal x hierarchy OC → transformational leadership	-0.003	0.066	0.947
Use of emotion x hierarchy OC → transformational leadership	-0.054	0.983	0.326
Regulation of emotion x hierarchy OC → transformational leadership	0.149	1.997	0.046

Note: ***Significant at 0.01 (1-tailed), **significant at 0.05 (1-tailed), *significant at 0.1 (1-tailed).

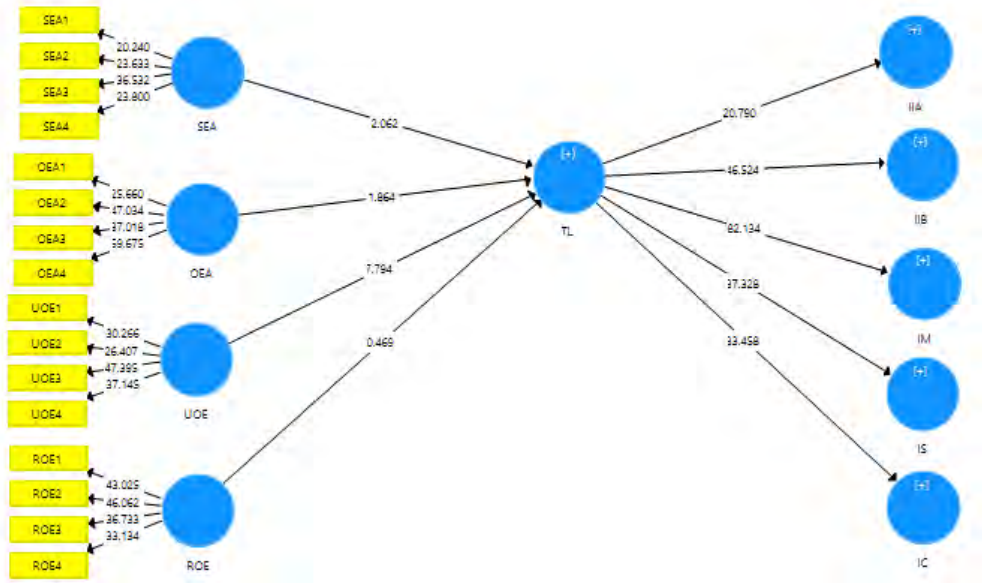
Algorithm EI – TL Model



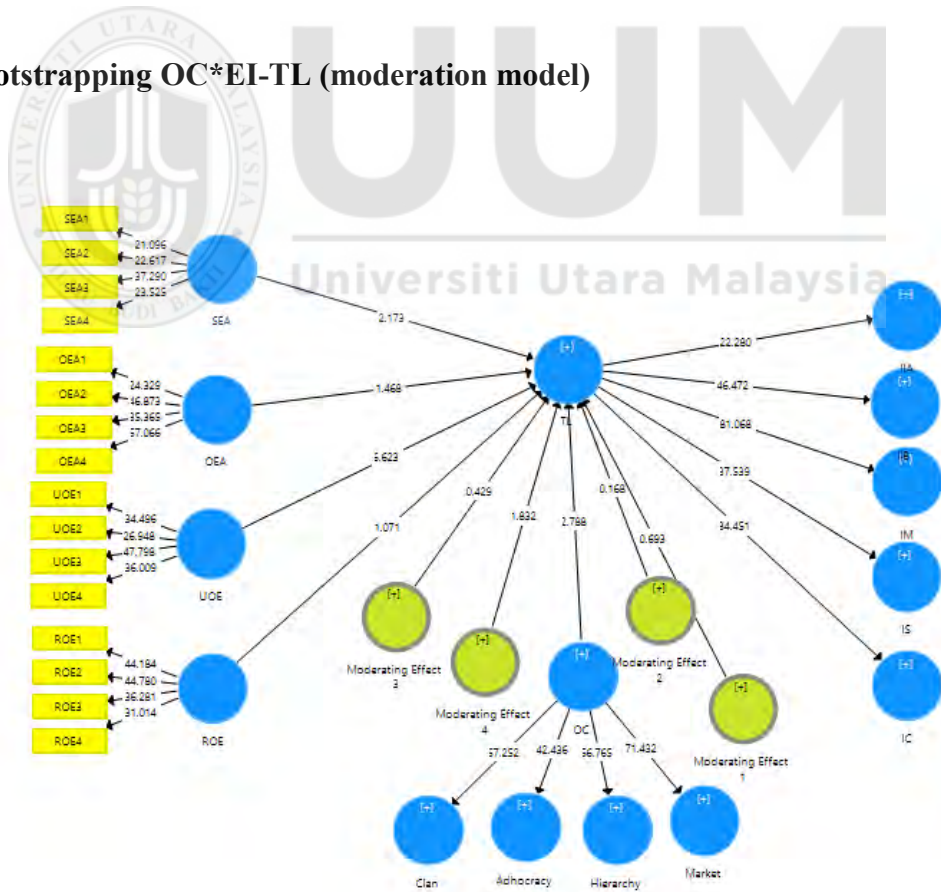
Algorithm OC*EI-TL- Model



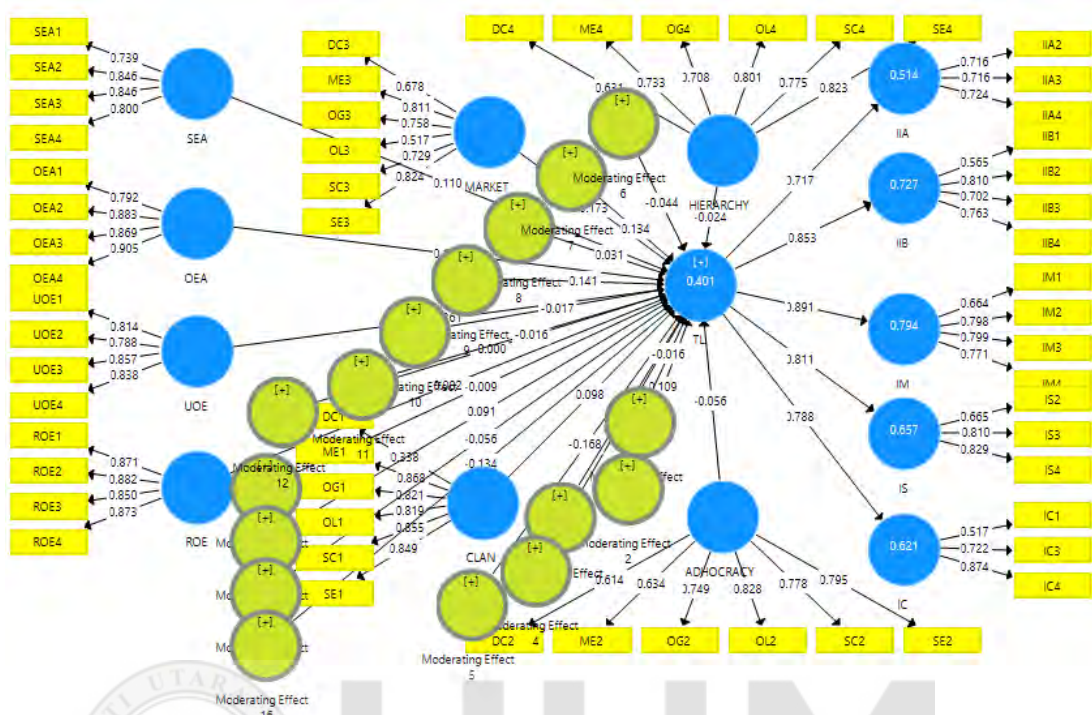
Bootstrapping EI-TL (direct relationship model)



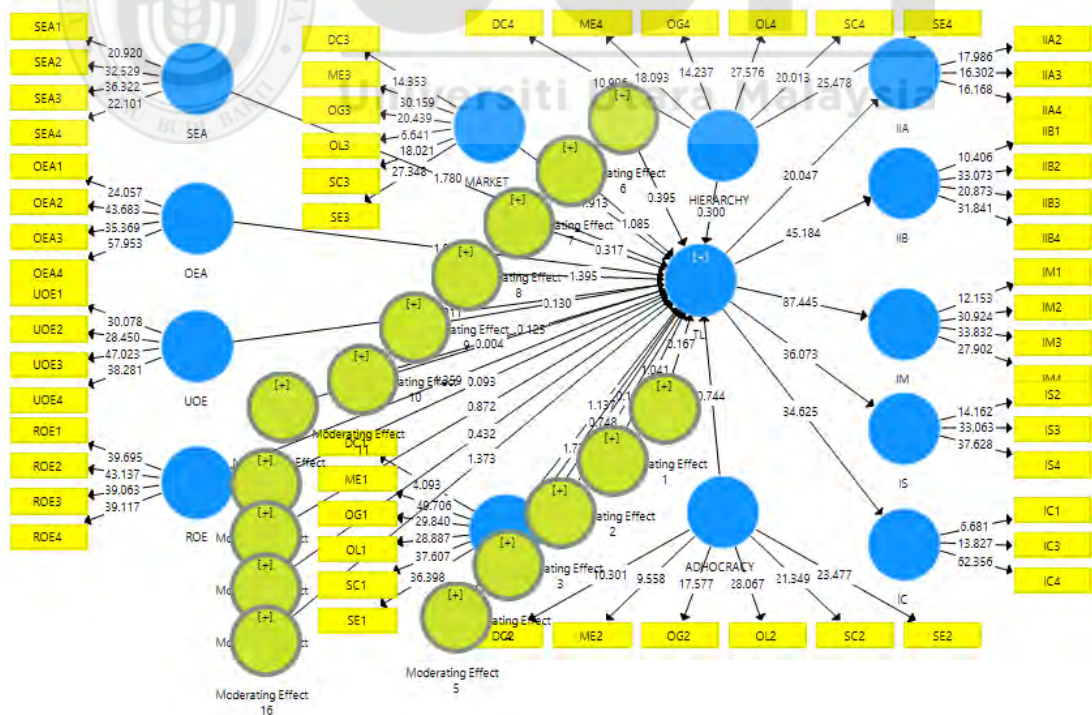
Bootstrapping OC*EI-TL (moderation model)



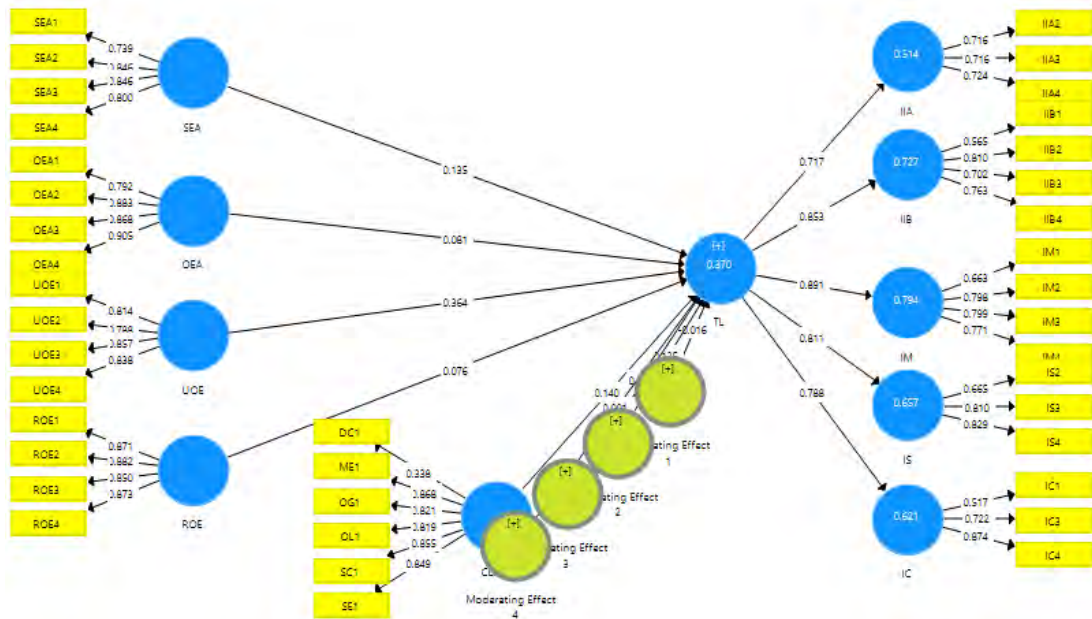
Algorithm OC dimensions



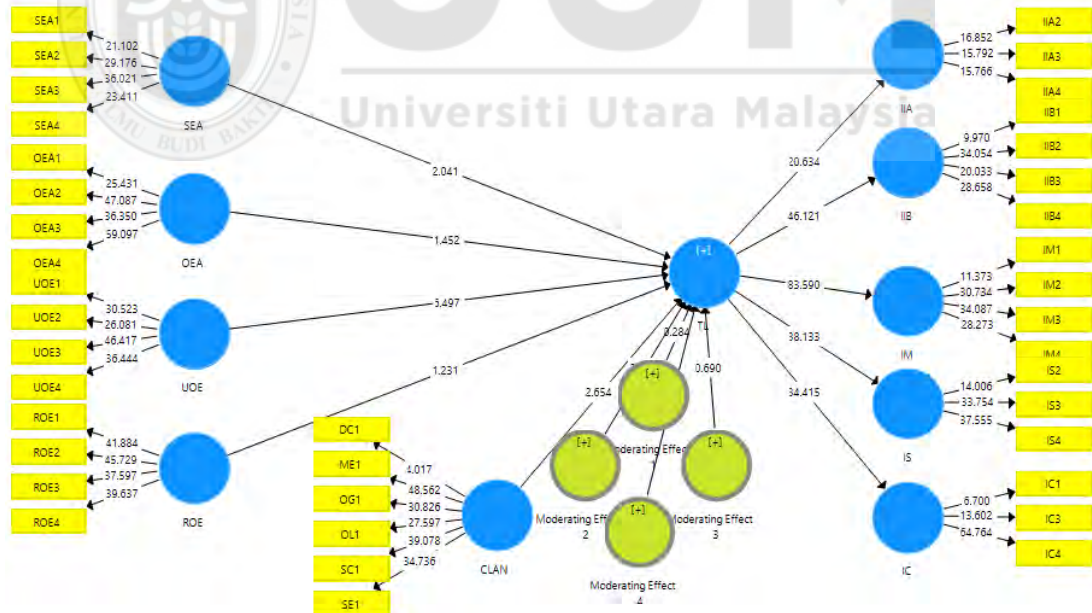
Bootstrap OC dimensions



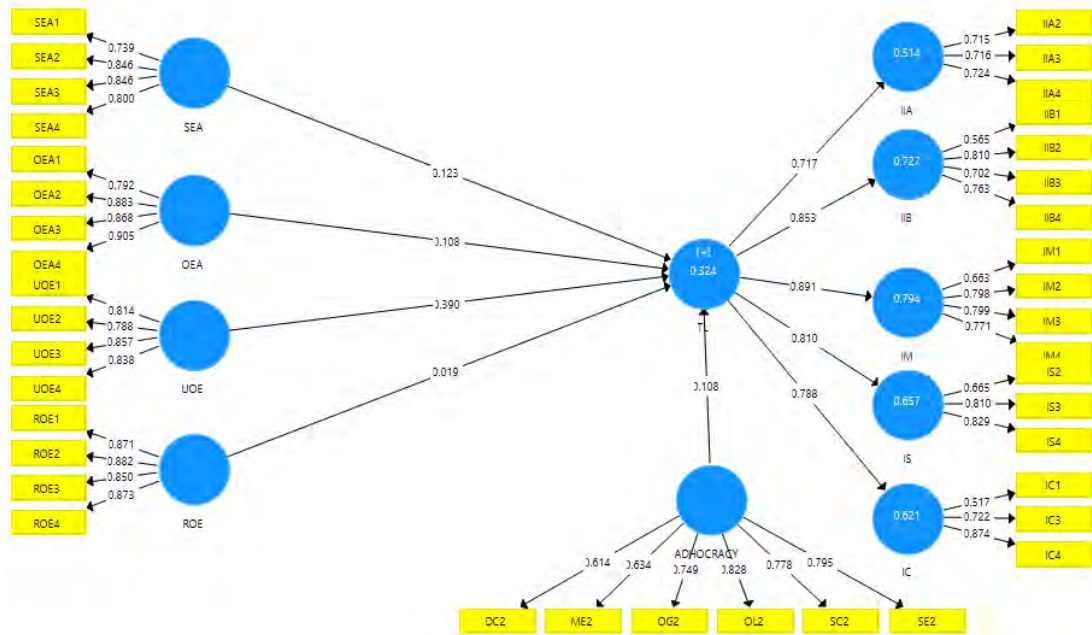
Algorithm Clan OC



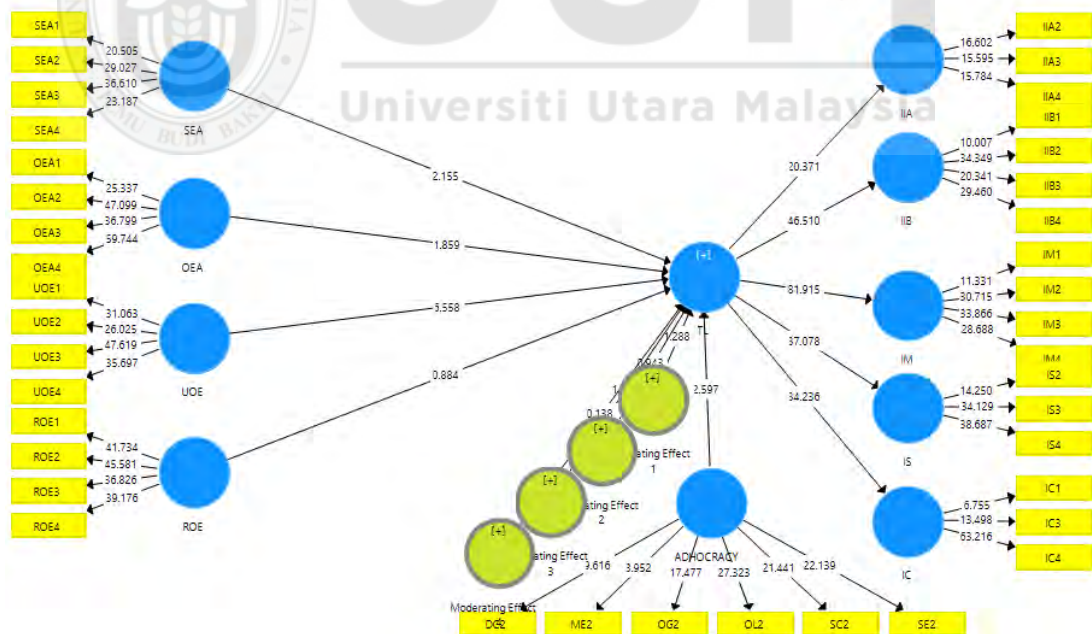
Bootstrap Clan OC



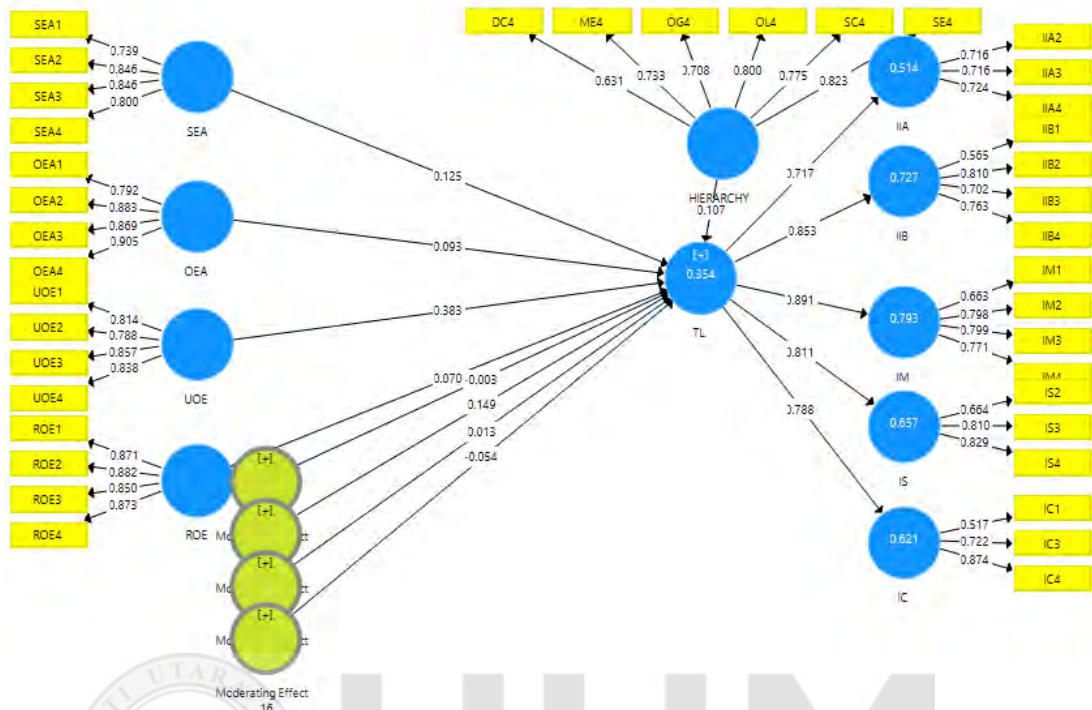
Algorithm Adhocracy OC



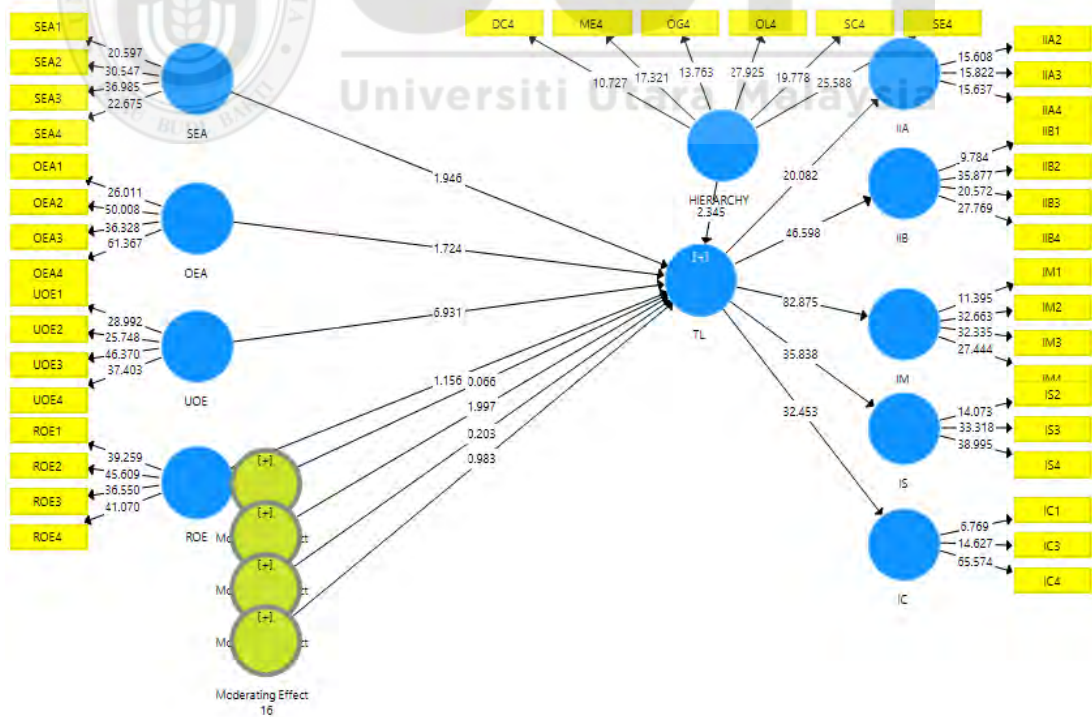
Bootstrap Adhocracy OC



Algorithm Hierarchy OC



Bootstrap Hierarchy OC



Bootstrapping

(Direct Relationships – n = 333, samples = 500) Mean, STDEV, T-Values, P-Values (direct)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
OEA -> TL	0.107	0.108	0.057	1.864	0.062
ROE -> TL	0.033	0.036	0.070	0.469	0.639
SEA -> TL	0.130	0.134	0.063	2.062	0.039
UOE -> TL	0.407	0.406	0.052	7.794	0.000

Bootstrapping Output (OC aggregated – Moderation)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Moderating Effect 1 -> TL OC*OEA	-0.020	-0.016	0.050	0.393	0.347
Moderating Effect 2 -> TL OC*ROE	0.121	0.109	0.065	1.877	0.031
Moderating Effect 3 -> TL OC*SEA	0.053	0.054	0.061	0.871	0.192
Moderating Effect 4 -> TL OC*UOE	-0.024	-0.027	0.049	0.501	0.308

Bootstrap Results (moderating effect of all OC types - full model)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Moderating Effect 1 -> TL CLAN*OEA	-0.016	-0.014	0.097	0.166	0.434
Moderating Effect 10 -> TL MKT*ROE	-0.017	-0.011	0.129	0.129	0.449
Moderating Effect 11 -> TL MKT*SEA	-0.016	-0.008	0.124	0.127	0.449
Moderating Effect 12 -> TL MKT*UOE	0.000	-0.001	0.096	0.004	0.498
Moderating Effect 13 -> TL HIERA*OEA	-0.009	-0.030	0.097	0.093	0.463
Moderating Effect 14 -> TL HIERA*ROE	0.091	0.080	0.098	0.923	0.178
Moderating Effect 15 -> TL HIERA*SEA	-0.056	-0.045	0.125	0.451	0.326
Moderating Effect 16 -> TL HIERA*UOE	-0.134	-0.128	0.100	1.346	0.089
Moderating Effect 2 -> TL CLAN*ROE	0.109	0.102	0.106	1.027	0.152
Moderating Effect 3 -> TL CLAN*SEA	0.012	0.014	0.110	0.105	0.458
Moderating Effect 4 -> TL CLAN*UOE	0.079	0.071	0.102	0.774	0.220
Moderating Effect 5 -> TL ADHOC*OEA	-0.168	-0.135	0.095	1.770	0.039
Moderating Effect 6 -> TL ADHOC*ROE	-0.044	-0.054	0.109	0.405	0.343
Moderating Effect 7 -> TL ADHOC*SEA	0.134	0.118	0.122	1.096	0.137
Moderating Effect 8 -> TL ADHOC*UOE	0.031	0.027	0.101	0.309	0.379
Moderating Effect 9 -> TL MKT*OEA	0.141	0.129	0.098	1.437	0.076

Bootstrap Results (moderating effect of OC CLAN type – individually run)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Moderating Effect 1 -> TL CLAN-OEA	-0.016	-0.019	0.057	0.284	0.777
Moderating Effect 2 -> TL CLAN-ROE	0.135	0.126	0.065	2.085	0.037
Moderating Effect 3 -> TL CLAN-SEA	0.042	0.042	0.060	0.690	0.490
Moderating Effect 4 -> TL CLAN-UOE	0.001	-0.001	0.050	0.029	0.977

Bootstrap Results (moderating effect of OC HIERARCHY type – individually run)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Moderating Effect 13 -> TL HIERA-OEA	-0.003	-0.007	0.052	0.066	0.947
Moderating Effect 14 -> TL HIERA-ROE	0.149	0.139	0.075	1.997	0.046
Moderating Effect 15 -> TL HIERA-SEA	0.013	0.015	0.064	0.203	0.839
Moderating Effect 16 -> TL HIERA-UOE	-0.054	-0.053	0.055	0.983	0.326