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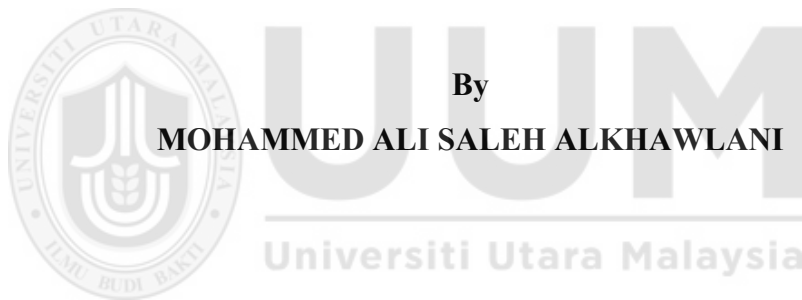


**FACTORS INFLUENCING CRISIS MANAGEMENT IN YEMENI
ORGANIZATIONS: THE MEDIATING EFFECT OF
DECISION-MAKING**



**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
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**FACTORS INFLUENCING CRISIS MANAGEMENT IN YEMENI
ORGANIZATIONS: THE MEDIATING EFFECT OF
DECISION-MAKING**



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School of Business Management,
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In Fulfilment of the Requirement for the Degree of Doctor of Philosophy**



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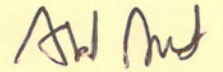
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ABSTRACT

Crisis management plays an essential role in assisting organizations to handle a crisis whilst day-to-day activities are being carried out. However, the main challenge to avoid or at least to reduce the consequences of the crisis is the choosing of the proper leadership and decision. The aim of this study is to examine the mediating effect of decision-making on the relationship between transformational leadership style, organizational culture, and crisis management as well as the influence of crisis communication strategy on crisis management in Yemen organizations. A cross-sectional survey was conducted among 281 large private organizations in Yemen through the self-administered questionnaire. Structural Equation Modelling using Amos v25 was employed in the data analysis. The findings indicated that transformational leadership style, crisis communication strategy and decision-making had a significant influence on crisis management. On the other hand, the direct effect of organizational culture on crisis management was not significant. The result also indicated that both transformational leadership style and organizational culture had a significant effect on decision-making. More important, the findings further revealed that decision-making had a mediating effect on the relationship between transformational leadership style, organizational culture and crisis management. In practical terms, the results of the current study offer several implications for managers and policymakers regarding the important role of the factors enhancing crisis management in Yemen organizations. Specifically, the research successfully reveals that transformational leadership style has the ability to transfer their enthusiasm, high power and inspirational motivation to their subordinates, which leads to better interaction during a crisis. Moreover, crisis communication strategy, as a first response strategy, plays an essential role to reduce the consequences of the crisis. Limitations for the current study are highlighted as well as the recommendation for future study.

Keywords: Transformational leadership style, Organizational culture, Crisis communication strategy, Decision making, and Crisis management

ABSTRAK

Pengurusan krisis memainkan peranan penting dalam membantu organisasi untuk menangani krisis, pada masa yang sama menjalankam aktiviti hariannya. Namun, halangan utama untuk mengelakkan atau sekurang-kurangnya mengurangkan kesan daripada krisis adalah dengan memilih kepimpinan yang sesuai dan keputusan yang dibuat. Kajian ini bertujuan menyelidik kesan pengantaraan pembuatan keputusan ke atas hubungan di antara gaya kepimpinan transformasi, budaya organisasi dan pengurusan krisis selain pengaruh strategi komunikasi krisis terhadap pengurusan krisis dalam organisasi di Yaman. Tinjauan keratan rentas dijalankan di 281 buah organisasi swasta yang besar di Yaman melalui soal selidik yang ditadbir sendiri. Model Persamaan Berstruktur berasaskan Amos v25 digunakan untuk menganalisis data. Dapattannya menunjukkan bahawa gaya kepimpinan transformasi, strategi komunikasi krisis dan pembuatan keputusan mempunyai pengaruh positif yang signifikan ke atas pengurusan krisis. Sebaliknya, kesan langsung budaya organisasi ke atas pengurusan krisis adalah tidak signifikan. Dapatan kajian juga menunjukkan bahawa gaya kepimpinan transformasi dan budaya organisasi masing-masing mempunyai kesan yang signifikan terhadap pembuatan keputusan. Lebih penting lagi, dapatan kajian ini selanjutnya menunjukkan bahawa pembuatan keputusan mempunyai kesan pengantaraan ke atas hubungan antara gaya kepimpinan transformasi, budaya organisasi dan pengurusan krisis. Dari segi praktik, hasil kajian ini memberikan beberapa implikasi kepada pengurus dan penggubal dasar tentang kepentingan peranan faktor-faktor yang meningkatkan pengurusan krisis dalam organisasi di Yaman. Secara khususnya, kajian ini berjaya mendedahkan bahawa gaya kepimpinan transformasi mempunyai keupayaan untuk menyalurkan semangat, kekuatan yang tinggi serta motivasi inspirasi kepada pekerja, yang seterusnya membawa kepada interaksi yang lebih baik semasa krisis berlaku. Tambahan pula, strategi komunikasi krisis, sebagai strategi tindak balas pertama, memainkan peranan penting untuk mengurangkan kesan akibat krisis. Selain itu, batasan kajian ini dan cadangan untuk kajian pada masa hadapan juga dibincangkan.

Kata kunci: Gaya kepimpinan transformasi, budaya organisasi, strategi krisis komunikasi, pembuatan keputusan, dan pengurusan krisis

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LIST OF ABBREVIATIONS

AGSIW	Arab Gulf States Institute in Washington
Amos	Analysis of a Moment Structures
AVE	Average Variance Extracted
BP	British Petroleum
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CMT	Crisis Management Team
CR	Composite Reliability
ILO	International Labour Organization
GCC	Gulf Cooperation Council
GDP	Gross Domestic Production
MLQ	Multifactor Leadership Questionnaire
SCCT	Situational Crisis Communication Theory
SEM	Structural Equation Modelling
SMEs	Small and Medium-Sized Enterprises
SPSS	Statistical Package for Social Science
UNDP	United Nations Development Programme
UUM	Universiti Utara Malaysia
USA	United States of America

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The private sector is a key factor in economic development, being a major contributor to national income and the principal job creator and employer. The private sector provides around 90% of employment in the developing world (including formal and informal jobs), delivers critical goods and services and contributes to tax revenues and the efficient flow of capital (Avis, 2016; Cain, 2014). Particularly, the large private organizations which consider as an important factor in enhances the direct positive effects of jobs created, and the reductions of unemployment (Hornychova & Damborsky, 2014). Also, the technology transfer, contributing to higher productivity and competitiveness of the economy is considered as another positive effect of large organizations (Srholec & Plojhar, 2004)

In Yemen the private sector is considered as the engine of the economic growth, it plays an important role in steering the wheels of economic activities. It is a strategic partner and a stakeholder of the government in community development and provision of goods and services. The private sector is a major contributor to the countries national income, a job creator and employment (El Taraboulsi-McCarthy, Majid, & Willitts-King, 2017; Nasser & Osberg, 2018).

However, Yemeni private sector is witnessing deterioration according to the reports issues by UNDP (2015, 2017), who argued that over a quarter (26%) of all businesses have closed since March 2015 with 17% of large organizations. In addition, the cut down of the Gross Domestic Product (GDP) is estimated at 28 percent, besides the

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Appendices



Appendix A
QUESTIONNAIRE



Dear Sir/ Madam

This questionnaire has been developed to investigate the mediating effects of decision making on the relationship between transformational Leadership, Organisational Culture, Crisis Communication strategy, and Crisis Management in Yemen.

You have been selected to participate in this research being undertaken by myself; Mohammed Ali Alkhawlani, a PhD student of the College of Business, University Utara Malaysia.

Please be assured that the information you provide is strictly confidential and for academic purposes only. Please complete all questions in the survey and return it directly to the researcher.

Thank you in advance for your precious time and cooperation. If you have any questions, please do not hesitate to contact us.

Yours sincerely,

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QUESTIONNAIRE

Instructions:

This questionnaire is divided into six sections (A, B, C, D, E and F). Please indicate thoughtfully and truthfully your judgment on the various aspects related to this research.

Please tick (√) on the appropriate circle according to your information.

Section (A): Demographic Profile	
Gender	<input type="radio"/> Male <input type="radio"/> Female
Age	<input type="radio"/> 25 - 29 years old <input type="radio"/> 30 – 39 years old <input type="radio"/> 40 – 49 years old <input type="radio"/> above 50 years old
The Education levels	<input type="radio"/> Diploma <input type="radio"/> Bachelors <input type="radio"/> Master <input type="radio"/> PhD/ Doctorate <input type="radio"/> Others
Occupation	<input type="radio"/> Executive Office <input type="radio"/> Assistant Executive Office <input type="radio"/> Crisis management Manager <input type="radio"/> Others (Please specify)
Years of working Job experience	<input type="radio"/> Below 5 years <input type="radio"/> 5 years – 10 years <input type="radio"/> 11 years – 15 years <input type="radio"/> Above 16 years

The following questions are to find out the degree of your agreement or disagreement to statements. Please respond to each statement and designate your level of agreement or disagreement by choosing an appropriate number pertaining to only one answer on the scale that best describes your opinion.

Please read each statement carefully and tick (✓) for each item that represent your answer.

Section (B): Crisis Management	1 Strongly Disagree	2 Disagree	3 Neither Agree or Disagree	4 Agree	5 Strongly Agree
1. There is a special unit in our organization to observe crises indicators.	1	2	3	4	5
2. The senior management is focused to detect the signs of risks which are expected to be the crises indicators.	1	2	3	4	5
3. There is interest in the process of classifying the crises indicators.	1	2	3	4	5
4. There are qualified teams working on analysing the crises indicators.	1	2	3	4	5
5. The external workplace has been surveyed comprehensively to recognize the expected crises indicators.	1	2	3	4	5
6. The organization chart is flexible to allow usefulness when dealing with occurred crises.	1	2	3	4	5
7. An effective team has been designed to solve several expected crises.	1	2	3	4	5
8. Appropriate support is provided to assist responsible party to plan in diagnosing the expected crises	1	2	3	4	5
9. Clear management briefing has specified the process of dealing with the expected crises.	1	2	3	4	5
10. Provide possible resources required (materials, human, technology, information) in preparing to face the expected crises.	1	2	3	4	5
11. Cooperative effort is available between institutions and government related agencies in crises' management area.	1	2	3	4	5
12. There are sufficient programs in crises' management area, supported by consistent auditing.	1	2	3	4	5
13. There are scheduled meetings to perform simulated test in dealing with the expected crises.	1	2	3	4	5
14. Sufficient programs are made available in our organization in crises' management area.	1	2	3	4	5
15. Successfully control crises in place when arise from spreading continuously in a timely manner.	1	2	3	4	5
16. Fast action taken has resulted in reducing harmful effects of the crises.	1	2	3	4	5
17. Time management is a crucial factor being taken into account when dealing with crises.	1	2	3	4	5
18. There is adequate capacity to mobilize the necessary material to contain the crisis.	1	2	3	4	5
19. Effective communication medium is available to detect factors effecting crises.	1	2	3	4	5
20. Top management responds to the distribution of tasks over an appropriate period at the crisis time.	1	2	3	4	5

21. Special unit equipped with latest technology is available to detect harmful effects of crises.	1	2	3	4	5
22. Even when dealing in crises period, top management has taken appropriate action to ensure daily operational tasks is performed in timely manner as per usual practice.	1	2	3	4	5
23. Top management is responsible to reduce the harmful effects of crises as well as stopping the crises from continuously occurring.	1	2	3	4	5
24. In order to cure the effects, top management has provided various assistance to sites affected by crisis	1	2	3	4	5
25. Top management has provided sufficient assistance to directors to solve crises.	1	2	3	4	5
26. Benefits to future are expected based on lesson learnt from previous crises faced by top management.	1	2	3	4	5
27. Top management is responsible to evaluate crises management plan for future improvement.	1	2	3	4	5
28. Top management is responsible to ensure lesson learnt from previous experience being collected for future benefits.	1	2	3	4	5
29. Top management is responsible to learn from other agencies on method to deal with crises.	1	2	3	4	5
Section (C): Transformational leadership	1 Strongly Disagree	2 Disagree	3 Neither Agree or Disagree	4 Agree	5 strongly Agree
30. I instill pride in others for being associated with leader.	1	2	3	4	5
31. I go beyond self-interest for the good of the group.	1	2	3	4	5
32. I act in ways that build others' respect for me.	1	2	3	4	5
33. I display a sense of confidence.	1	2	3	4	5
34. I talk about my most important values.	1	2	3	4	5
35. I specify the importance of having a strong sense of purpose.	1	2	3	4	5
36. I consider the ethical consequences of decisions.	1	2	3	4	5
37. I emphasize the importance of having a collective sense of mission.	1	2	3	4	5
38. I talk optimistically about the future.	1	2	3	4	5
39. I talk enthusiastically about what needs to be accomplished.	1	2	3	4	5
40. I articulate a compelling vision of the future.	1	2	3	4	5

41. I express confidence that goals will be achieved.	1	2	3	4	5
42. I re-examine critical assumptions to question whether they are appropriate.	1	2	3	4	5
43. I seek differing perspectives when solving problems.	1	2	3	4	5
44. I get others to look at problems from many different angles.	1	2	3	4	5
45. I suggest new ways of looking at how to complete assignments.	1	2	3	4	5
46. I spend time teaching.	1	2	3	4	5
47. I treat others as individuals rather than just as a member of a group.	1	2	3	4	5
48. I consider an individual as having different needs, abilities from others.	1	2	3	4	5
49. I help other to develop their strengths.	1	2	3	4	5
Section (D): Organizational Culture	1 Strongly Disagree	2 Disagree	3 Neither Agree or Disagree	4 Agree	5 strongly Agree
50. Most employees are highly involved in their work.	1	2	3	4	5
51. Decisions are usually made at the level where the best information is available.	1	2	3	4	5
52. Information is widely shared so that everyone can get the information he or she needs when it's needed.	1	2	3	4	5
53. Cooperation across different parts of the organization is actively encouraged.	1	2	3	4	5
54. People work like they are part of a team.	1	2	3	4	5
55. Work is organized so that each person can see the relationship between his job and the goals of the organization.	1	2	3	4	5
56. There is continuous investment in the skills of employees.	1	2	3	4	5
57. Authority is delegated so that people can act on their own.	1	2	3	4	5
58. The capabilities of people are viewed as an important source of competitive advantage.	1	2	3	4	5
59. There is a clear set of values that governs the way we do business.	1	2	3	4	5
60. There is a clear agreement about the right way and the wrong way to do things.	1	2	3	4	5
61. It is easy to coordinate projects across different parts of the organization.	1	2	3	4	5
62. There is good alignment of goals across levels.	1	2	3	4	5

63. The managers “practice what they preach.	1	2	3	4	5
64. There is a characteristic management style.	1	2	3	4	5
65. People from different parts of the organization share a common perspective.	1	2	3	4	5
66. There is a "strong culture.	1	2	3	4	5
67. It is easy to reach consensus, even on difficult issues.	1	2	3	4	5
68. Respond well to competitors in the business environment.	1	2	3	4	5
69. New to do work are continually adopted.	1	2	3	4	5
70. Different parts of the organization often cooperate to create change.	1	2	3	4	5
71. Customer comments often lead to changes.	1	2	3	4	5
72. Customer input directly influences our decisions.	1	2	3	4	5
73. Encourage direct contact with customers by our people.	1	2	3	4	5
74. View failure as an opportunity for learning.					
75. Learning is an important objective in our day-to-day work.	1	2	3	4	5
76. make certain that the "right hand knows what the left hand is doing.	1	2	3	4	5
77. There is a “clear mission that gives direction to our work.	1	2	3	4	5
78. There is a long-term purpose”.	1	2	3	4	5
79. Strategy leads other organizations to change the way they compete in the industry.	1	2	3	4	5
80. Leaders set goals that are ambitious, but realistic.					
81. Continuously track our progress against our stated goals”.					
Section (E): Crisis Communication Strategy	1 Strongly Disagree	2 Disagree	3 Neither Agree or Disagree	4 Agree	5 Strongly Agree
82. Our organization Issued a denial of the accused.	1	2	3	4	5
83. Our organization state that this event is a due to public policy change.	1	2	3	4	5
84. Our organization stated that it lacked the resources or had no ability to prevent the event that happened.	1	2	3	4	5
85. Our organization stated that the event stems from its good intentions.	1	2	3	4	5

86. Our organization showed regards to express feelings.	1	2	3	4	5
87. Our organization reduced the outside attack by emphasizing former positive records or favourable actions.	1	2	3	4	5
88. Our organization stated that the event is not as serious as outside view.	1	2	3	4	5
89. Our organization stated that it is one of the victims.	1	2	3	4	5
90. Our organization apologized for forgiveness.	1	2	3	4	5
91. Our organization compared the event with other similar or more offensive crisis event.	1	2	3	4	5
92. Our organization reframed the facets or the causes of the event in a more advantageous angle.	1	2	3	4	5
93. Our organization promised to right the wrong actions for the future.	1	2	3	4	5
94. Our organization attacked the accuser or the accusation.	1	2	3	4	5
95. Our organization admitted the accused act.	1	2	3	4	5
96. Our organization promised to compensate the victims	1	2	3	4	5
97. Our organization promise to change the corporate public policy.	1	2	3	4	5
98. Our organization provided the public with instructive information.	1	2	3	4	5
99. Our organization provided the public with adaptive information.	1	2	3	4	5
100. Our organization built a new issue to disperse the attack focus.	1	2	3	4	5
Section (F): Decision making	1 Strongly Disagree	2 Disagree	3 Neither Agree or Disagree	4 Agree	5 Strongly Agree
101. Double-check the information sources to be sure the right facts before making decisions.	1	2	3	4	5
102. Making decisions in a logical way.	1	2	3	4	5
103. Decision making requires careful thought.	1	2	3	4	5
104. When making a decision, considering various options in terms of a specified goal.	1	2	3	4	5
105. Having a rational basis for making decisions.	1	2	3	4	5
106. When making decisions, tend to rely on the intuition of leader.	1	2	3	4	5
107. When making a decision, it is more important to feel the decision is right than to have a rational reason for it.	1	2	3	4	5

108. When making a decision, leader trust his inner feelings.	1	2	3	4	5
109. When making decisions, relying upon instincts.	1	2	3	4	5
110. Generally making decisions that feel right to leader.	1	2	3	4	5
111. The important decisions being made with consulting other people.	1	2	3	4	5
112. Using advice of other people in making important decisions.	1	2	3	4	5
113. Having someone steer the leader in the right direction when facing with important decisions.	1	2	3	4	5
114. Assistance of other people when making important decisions often required.	1	2	3	4	5
115. having the support of others, it is easier for leader to make important decisions	1	2	3	4	5



Appendix B

Questionnaire- Arabic Version



ألخوة و ألخوات ألعزآء

إنشأیر ألزمامة عولمن ظمامة ألاف اصلبأ قووی من أیوقت مضی لذلذی جب عول لقا دفل ال من ظمامة أنیکونوا عول درلب هذا ، وینعول أن یظنکوا م هارات خصمق لمنی هم من إعداد وإدارة وبلجاد لول للألزاممضلمة للئی لمکن أنت همد وجمو من ظمکم هم.

لذفق هتمطویر هذا السنی ان للتحقیق من اللأیر لولیر لملن مملت خاذا لقرار عول للوال قبقین من مطول ادة للتحولیه ، واللنفة للتنظیهة ، سوات ربلی حجة اللصل اللتناء ألزامم ، وإدارة ألزامم فی لملن ظمامة للیهة .

وقتم اصیل ارکلال شارک عول هذا للبحث للذی اقووب هانا م حمد عول لالخ النی ، طلب اللفقور اقلیهة إدارة ألعمال ، جام عولتارا ال طلیزیهة .

شقب أن لام عول مام للئی تقدم هاسلنکون سیرة للعلی قول أل غراض الکل ای یفقو طیر جی یعیة جعیع الیرک عول هذا السنی ان وإعلقم باشر لفلباحث .

شکر الکم قردم عول وقتکم للثمین وبعاونکم وإذا کان لولکم أي لملیة الیتریدوا فی اللصل هنا .

بفضل ولبلق وفایق اللحترام ،

لمشرف

للن اذ اللفقور . بجمو من افسب نبو هاری
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الساتب یان

5	4	3	2	1	26. يتم استخالص للدروس والتجرب من الأزمات التي واجهها الادارة سابقا.
5	4	3	2	1	27. تتولى الادارة تقييم خطط وبرامج إدارة الزمات لسبب مقصود تطويرها لتعامل مع الزمات المستقبلية.
5	4	3	2	1	28. تقوم الادارة بدمج الدروس المستفادة في خطط ادارة الزمات المستقبلية.
5	4	3	2	1	29. تتعامل الادارة على الاستفادة في أساليب معالجة الزمات التي انضمت اليها الأخرى.
وَأفَق تَمَامًا	وَأفَق	مَجِيد	الوَافِق	الوَافِق بشَدَّة	لجزء (C) من مطلق ادلتح ولية
5	4	3	2	1	1. اغرس الصبر في الآخرون لعملهم معي.
5	4	3	2	1	2. تدرج اول مصالح النية من أجل صلح الجماعة.
5	4	3	2	1	3. تفضل بفرقة بنيتي اجرام الآخرون لي.
5	4	3	2	1	4. إظهار روح القوة والتفكير.
5	4	3	2	1	5. تحدث عن أمميدي وميقي.
5	4	3	2	1	6. احدد أهمية وجود اجسام قوي يبل هدف.
5	4	3	2	1	7. غدا في العيون العوقب الخلقية قول المرحومة للقرارات.
5	4	3	2	1	8. أوكد على أهمية وجود شعور جماعي يبلهم.
5	4	3	2	1	9. تحدثت مع اول رح الميقي.
5	4	3	2	1	10. تحدثت مع ماس حول ميقي بجزاه.
5	4	3	2	1	11. فأصح عن ربية معقول للميقي.
5	4	3	2	1	12. أعرب عن التقديري أن ال هدف سوف يتحقق.
5	4	3	2	1	13. أعي الظفر في القنطرة الحاسمة لتساول عم إذكلت فإبوبة.
5	4	3	2	1	14. التمس وجهك النظر للميقي في العمل المشكل.
5	4	3	2	1	15. أجعل الآخريين يظنون الي المشكل من عدة زوايا مختلفة.
5	4	3	2	1	16. قترح طرق جديدة للنظري ليعني لجاز لهم.
5	4	3	2	1	17. أضي بق في التدريس والتدريب.
5	4	3	2	1	18. تحدث مع الآخريين فإراد وليفق طك محضوفي مجموعة.
5	4	3	2	1	19. أعتبر أن فلرد ليه ايجاجات وقدرات وتطلعات مختلفة عن الآخريين.
5	4	3	2	1	20. اساعد الآخري في تطوير قدرتهم.
وَأفَق تَمَامًا	وَأفَق	مَجِيد	الوَافِق	الوَافِق بشَدَّة	لجزء (D) للثقافة التنظيمية
5	4	3	2	1	1. مع علم الموظف يثق وموئب أداء اعمالهم على كمل وجدة.
5	4	3	2	1	2. تتخذ القرارات عادة على اللمس في الذي يتصرف في أفضل العملومات.

5	4	3	2	1	3. تتم مشاركة المعلومات على نطاق واسع بحيث يمكن للجميع الحصول على المعلومات التي يحتاجونها.
5	4	3	2	1	4. يتم تشجيع التعاون بشكل أوثق بين رؤساء المنظمة المختلفة.
5	4	3	2	1	5. يعمل الموظفون وكل فريق واحد.
5	4	3	2	1	6. تتم تخطيط العمل بحيث يمكن لكل شخص أن يرى لاعتقائهم ونيتهم وأهداف المنظمة.
5	4	3	2	1	7. هناك تطوير مستمر لمهارات الموظفين.
5	4	3	2	1	8. يتم توفير السبل التي تسمح للموظفين التصرف بمفردهم.
5	4	3	2	1	9. يظهر الابداع في عمل الموظفين على ما مصدرها من الإلهام الشخصية.
5	4	3	2	1	10. توجد مجموعة من المواضيع وثبتة من التقييم التي تحتمل طرقاً مختلفة للتحسين.
5	4	3	2	1	11. هناك اكتشاف واضح حول الطريقة الصحيحة والطريقة الخاطئة للتعامل مع الأشياء.
5	4	3	2	1	12. يتم العمل بطريقة الفريق المشاورية بين الموظفين رؤساء المنظمة.
5	4	3	2	1	13. هناك مؤامرة جيدة لأهداف المؤسسة الوظيفية المختلفة.
5	4	3	2	1	14. القيادة والمبادرة في العمل مأمولة.
5	4	3	2	1	15. هناك سبل لإدارة مهيز ومجموعة مهيز في الممارسات الإدارية.
5	4	3	2	1	16. الموظفون في مختلف أنحاء المنظمة لديهم منظور مشترك للعمل.
5	4	3	2	1	17. هناك ثقافة تنظيمية قوية.
5	4	3	2	1	18. يتم العمل بالتواصل إلى وقت قصير الآراء ، حتى في ظل تضارب المصالح.
5	4	3	2	1	19. يتم العمل بشكل جيد في التغييرات التي يجب أن العمل.
5	4	3	2	1	20. يتم اعتماد طرق جديدة وحديثة في العمل ليست مبرارة.
5	4	3	2	1	21. لكي يتغير اللون القسري للمنظمة إلى حيث التغيير.
5	4	3	2	1	22. هناك متوذي تغييرات وتصريحات العمل إلى التغييرات.
5	4	3	2	1	23. تدخلت العمل وتشترش كل بملشر على قراراتنا.
5	4	3	2	1	24. هناك اتصال للمهيز مع العمل من قبل الموظفين.
5	4	3	2	1	25. هناك أفضل كفاءة للعمل والتجديد.
5	4	3	2	1	26. التعلم هو هدفهم في عملنا اليومي.
5	4	3	2	1	27. هناك من أن هناك ففلي في العمل للمنظمة.
5	4	3	2	1	28. هناك مهمة ووضوح تعطي معنى ووجه العمل الذاتي للمنظمة.
5	4	3	2	1	29. هناك هدف وتوجه على المدى الطويل.
5	4	3	2	1	30. هناك ودائري في العمل للمنظمة الأخرى إلى التغيير طرق تقييمها.
					31. يضع القيادة أملاً طموحاً وولياً.

5	4	3	2	1	7. من لم يم أنشعربأللقرارصحيح من أنيكن ليك سبب فيطي عديتخاذ القرار.
5	4	3	2	1	8. يثقلقلطسأساسة الدخلي وردو فعله عديتخالقرار .
5	4	3	2	1	9. يتم اللصم ادعليلاغريزة لهدرتك الطيبيعة) عديتخالقرارات.
5	4	3	2	1	10. بشوكل عامتخالقرارات التييخس عرلقطدن هاص صحيح.
5	4	3	2	1	11. لقرارات لم مم قنتخفن اعلي اسشارة أشخاص آخين.
5	4	3	2	1	12. بتسخدم نصريح أشخاص آخين عديتخالقرارات لم مم.
5	4	3	2	1	13. يوجش خصيرش للقطنعلي التاج الصحيح عديم ليواج قرارات م مم.
5	4	3	2	1	14. مساعده الأشخاص ال آخين عديتخالقرارات لم مم طلوبفي لخير من ال عجان.
5	4	3	2	1	15. ال حصول على دعم من ال آخين ييسلعليلقلطدخالالقرارات ال مم.



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Appendix C
Data Collection Letter



Appendix D

Pilot Study

Reliability Analysis

Scale: Transformational leadership

Reliability Statistics

Cronbach's Alpha	N of Items
.865	20

Scale: Organizational Culture

Reliability Statistics

Cronbach's Alpha	N of Items
.747	32

Scale: crisis communication strategy

Reliability Statistics

Cronbach's Alpha	N of Items
.849	19

Scale: Decision Making

Reliability Statistics

Cronbach's Alpha	N of Items
.916	15

Scale: Crisis Management

Reliability Statistics

Cronbach's Alpha	N of Items
.858	29

Exploratory Factor Analysis

Pilot Study

Transformational leadership

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.760
Bartlett's Test of Sphericity	Approx. Chi-Square	795.418
	df	190
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	1	6.908	34.541	34.541	6.908	34.541	34.541	5.326	26.632
2	3.460	17.300	51.841	3.460	17.300	51.841	3.178	15.888	42.520
3	1.907	9.537	61.378	1.907	9.537	61.378	3.001	15.006	57.526
4	1.860	9.301	70.679	1.860	9.301	70.679	2.631	13.153	70.679
5	.994	4.968	75.647						
6	.823	4.116	79.763						
7	.762	3.812	83.575						
8	.633	3.164	86.739						
9	.579	2.896	89.635						

Total Variance Explained

10	.431	2.157	91.792					
11	.327	1.635	93.427					
12	.272	1.358	94.785					
13	.242	1.208	95.993					
14	.225	1.124	97.117					
15	.186	.929	98.045					
16	.118	.592	98.637					
17	.110	.548	99.185					
18	.076	.380	99.565					
19	.073	.366	99.931					
20	.014	.069	100.000					

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component			
	1	2	3	4
TFIIB6	.861			
TFIIA4	.859			
TFIIB7	.844			
TFIIB5	.842			
TFIIB8	.791			
TFIIA2	.752			
TFIIA1	.663			
TFIIA3	.633			
TFIC19		.940		
TFIC18		.851		
TFIC17		.850		
TFIC20		.829		
TFIS13			.884	
TFIS14			.882	
TFIS15			.782	
TFIS16			.642	

TFIM10				.823
TFIM11				.805
TFIM9				.713
TFIM12				.607

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 5 iterations.

Organizational culture

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.726
Bartlett's Test of Sphericity	Approx. Chi-Square
	1378.695
	df
	406
	Sig.
	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.768	30.236	30.236	8.768	30.236	30.236	6.251	21.555	21.555
2	5.991	20.660	50.895	5.991	20.660	50.895	5.671	19.556	41.110
3	4.411	15.212	66.107	4.411	15.212	66.107	5.110	17.621	58.732
4	2.347	8.094	74.201	2.347	8.094	74.201	4.486	15.469	74.201
5	.994	3.427	77.628						
6	.962	3.316	80.945						
7	.815	2.809	83.754						
8	.628	2.165	85.919						
9	.537	1.850	87.769						
10	.491	1.695	89.464						
11	.412	1.420	90.884						
12	.393	1.355	92.240						
13	.366	1.263	93.503						

14	.317	1.095	94.597					
15	.264	.910	95.507					
16	.229	.789	96.297					
17	.214	.738	97.035					
18	.187	.643	97.678					
19	.142	.491	98.169					
20	.114	.391	98.561					
21	.107	.368	98.929					
22	.076	.263	99.192					
23	.074	.254	99.446					
24	.055	.191	99.637					
25	.048	.164	99.801					
26	.031	.108	99.909					
27	.023	.078	99.987					
28	.004	.013	100.000					
29	2.125E-17	7.328E-17	100.000					

Rotated Component Matrix^a

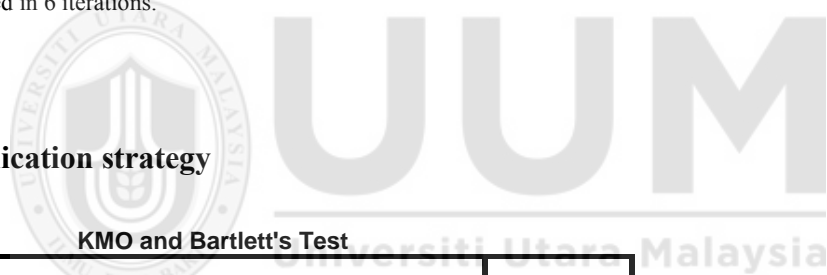
	Component			
	1	2	3	4
OC5	.912			
OC3	.908			
OC4	.869			
OC8	.855			
OC2	.847			
OC6	.815			
OC7	.768			
OC1	.682			
OC12		.890		
OC13		.871		
OC9		.871		
OC16		.837		
OC14		.814		
OC10		.797		
OC11		.790		

OC15		.775		
OC17			.836	
OC18			.836	
OC20			.807	
OC24			.778	
OC23			.766	
OC22			.740	
OC21			.639	
OC19			.613	
OC25				.939
OC29				.939
OC30				.921
OC28				.914
OC27				.885

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 6 iterations.



Crisis communication strategy

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.733
Bartlett's Test of Sphericity	Approx. Chi-Square	599.278
	df	171
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.566	29.296	29.296	5.566	29.296	29.296	4.232	22.275	22.275
2	3.366	17.716	47.012	3.366	17.716	47.012	3.685	19.394	41.669
3	2.274	11.967	58.979	2.274	11.967	58.979	2.688	14.146	55.815

4	2.022	10.641	69.620	2.022	10.641	69.620	2.623	13.805	69.620
5	.944	4.968	74.588						
6	.833	4.383	78.972						
7	.646	3.398	82.369						
8	.578	3.043	85.412						
9	.499	2.628	88.040						
10	.462	2.430	90.471						
11	.357	1.877	92.348						
12	.349	1.835	94.183						
13	.295	1.553	95.736						
14	.218	1.149	96.885						
15	.167	.878	97.763						
16	.135	.711	98.475						
17	.126	.666	99.140						
18	.101	.531	99.671						
19	.062	.329	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component			
	1	2	3	4
CCRB13	.910			
CCRB12	.905			
CCBOL15	.868			

CCRB14	.847			
CCRB11	.830			
CCDIMIN8		.867		
CCDIMIN6		.825		
CCDIMIN9		.819		
CCDIMIN5		.807		
CCDIMIN7		.702		
CCRB10		.441		
CCDN4			.867	
CCDN1			.856	
CCDN2			.778	
CCDN3			.582	
CCBOL17				.860
CCBOL16				.785
CCBOL19				.766
CCBOL18				.700

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 5 iterations.

Decision making

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.816
Bartlett's Test of Sphericity	Approx. Chi-Square	648.200
	df	91
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %

1	6.471	46.224	46.224	6.471	46.224	46.224	4.117	29.406	29.406
2	2.848	20.341	66.565	2.848	20.341	66.565	3.477	24.836	54.242
3	1.230	8.789	75.354	1.230	8.789	75.354	2.956	21.112	75.354
4	.897	6.408	81.762						
5	.553	3.953	85.715						
6	.546	3.898	89.614						
7	.368	2.631	92.245						
8	.281	2.004	94.249						
9	.260	1.859	96.108						
10	.202	1.441	97.549						
11	.125	.893	98.441						
12	.115	.821	99.263						
13	.093	.661	99.924						
14	.011	.076	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component		
	1	2	3
DMSRA3	.874		
DMSRA4	.873		
DMSRA5	.860		
DMSRA1	.848		
DMSRA2	.845		
DMINT8		.846	
DMINT10		.841	
DMINT7		.811	
DMINT6		.791	
DMINT9		.675	
DMIND13			.887

DMIND11			.872
DMIND14			.733
DMIND12			.532

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 5 iterations.

Crisis management

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.738
Bartlett's Test of Sphericity	Approx. Chi-Square	1266.313
	df	351
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Loadings			Total	% of Variance	Cumulative %
				Total	% of Variance	Cumulative %			
1	7.872	29.156	29.156	7.872	29.156	29.156	5.765	21.352	21.352
2	5.788	21.437	50.592	5.788	21.437	50.592	5.362	19.858	41.210
3	3.132	11.599	62.191	3.132	11.599	62.191	4.177	15.470	56.680
4	2.297	8.506	70.697	2.297	8.506	70.697	3.039	11.254	67.934
5	1.944	7.198	77.895	1.944	7.198	77.895	2.689	9.961	77.895
6	.744	2.756	80.651						
7	.696	2.577	83.228						
8	.623	2.308	85.536						
9	.536	1.985	87.520						

10	.498	1.844	89.364					
11	.457	1.691	91.055					
12	.350	1.297	92.352					
13	.315	1.165	93.517					
14	.300	1.111	94.628					
15	.275	1.020	95.648					
16	.224	.828	96.476					
17	.173	.642	97.117					
18	.154	.572	97.689					
19	.110	.408	98.096					
20	.105	.390	98.486					
21	.088	.328	98.814					
22	.081	.300	99.114					
23	.064	.237	99.351					
24	.061	.224	99.575					
25	.056	.206	99.782					
26	.035	.131	99.913					
27	.024	.087	100.000					

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

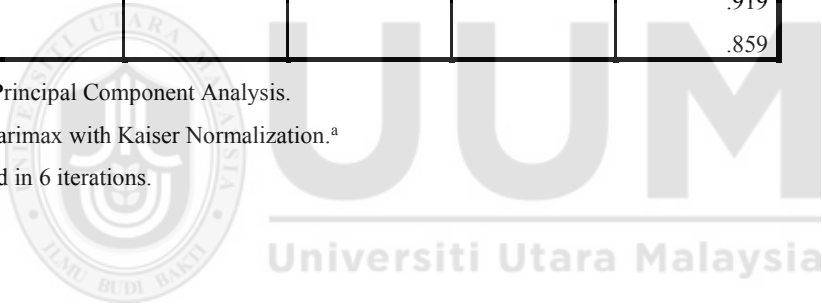
	Component				
	1	2	3	4	5
CMPP12	.924				
CMPP10	.869				
CMPP9	.850				
CMPP11	.850				
CMPP8	.828				
CMPP13	.786				
CMPP7	.738				
CMPP14	.627				
CMDC18		.912			

CMDC20		.881			
CMDC15		.860			
CMDC16		.839			
CMDC17		.836			
CMDC21		.815			
CMDC19		.799			
CMSD4			.913		
CMSD3			.867		
CMSD1			.864		
CMSD5			.850		
CMSD2			.847		
CMLR29				.857	
CMLR26				.829	
CMLR27				.824	
CMLR28				.771	
CMBR24					.921
CMBR23					.919
CMBR25					.859

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 6 iterations.



Appendix E

Non-response bias test

Group Statistics

	NonResponse	N	Mean	Std. Deviation	Std. Error Mean
TFL	Early Response	153	3.5084	.59032	.04772
	Late Response	86	3.6378	.77231	.08328
OC	Early Response	153	3.3955	.71731	.05799
	Late Response	86	3.3486	.81830	.08824
CCOM	Early Response	153	3.4647	.69918	.05653
	Late Response	86	3.5312	.84299	.09090
DMS	Early Response	153	3.5682	.68174	.05512
	Late Response	86	3.6183	.70486	.07601
CM	Early Response	153	3.7576	.64110	.05183
	Late Response	86	3.8660	.71844	.07747

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
TFL	Equal variances assumed	3.006	.084	-1.451	237	.148	-.12936	.08914	-.30496	.04624
	Equal variances not assumed			-1.348	141.463	.180	-.12936	.09599	-.31911	.06039
OC	Equal variances assumed	2.736	.099	.461	237	.645	.04689	.10176	-.15359	.24736
	Equal variances not assumed			.444	157.818	.658	.04689	.10559	-.16167	.25544
CCO	Equal variances assumed	3.170	.076	-.654	237	.514	-.06646	.10161	-.26663	.13371

	Equal variances not assumed			-.621	150.83	.536	-.06646	.10704	-.27796	.14504
DMS	Equal variances assumed	.407	.524	-.538	237	.591	-.05009	.09301	-.23332	.13315
	Equal variances not assumed			-.533	171.39	.594	-.05009	.09389	-.23541	.13524
CM	Equal variances assumed	.043	.836	-1.201	237	.231	-.10840	.09028	-.28625	.06945
	Equal variances not assumed			-1.163	160.17	.247	-.10840	.09321	-.29248	.07568

Missing Values Report

Univariate Statistics

	N	Mean	Std. Deviation	Missing		No. of Extremes ^a	
				Count	Percent	Low	High
TFLIA1	239	3.47	1.064	0	.0	14	0
TFLIA2	238	3.47	1.042	1	.4	12	0
TFLIA3	239	3.48	1.028	0	.0	10	0
TFLIA4	238	3.43	1.029	1	.4	11	0
TFLIIB5	239	3.47	.938	0	.0	11	0
TFLIIB6	239	3.47	.952	0	.0	9	0
TFLIIB7	239	3.27	1.136	0	.0	0	0
TFLIIB8	238	3.28	1.079	1	.4	0	0
TFLIM9	239	3.55	1.047	0	.0	8	0
TFLIM10	239	3.58	1.013	0	.0	4	0
TFLIM11	238	3.54	1.021	1	.4	6	0
TFLIM12	239	3.54	1.048	0	.0	10	0
TFLIS13	239	3.58	.870	0	.0	10	0
TFLIS14	239	3.75	.900	0	.0	9	0
TFLIS15	239	3.64	.933	0	.0	11	0
TFLIS16	238	3.76	.907	1	.4	.	.
TFLIC17	239	3.65	.846	0	.0	7	0
TFLIC18	239	3.60	.863	0	.0	7	0
TFLIC19	239	3.79	.877	0	.0	.	.
TFLIC20	239	3.76	.893	0	.0	8	0
OCMISIO1	239	3.59	1.195	0	.0	0	0
OCMISIO2	239	2.95	1.015	0	.0	0	0

OCMISIO3	239	2.98	.993	0	.0	0	0
OCMISIO4	239	2.93	1.023	0	.0	0	0
OCMISIO5	239	3.14	1.042	0	.0	0	0
OCMISIO6	239	3.13	1.049	0	.0	0	0
OCMISIO7	239	3.15	1.029	0	.0	0	0
OCMISIO8	238	3.08	1.034	1	.4	0	0
OCCONS9	239	3.34	1.159	0	.0	0	0
OCCONS10	238	3.32	1.190	1	.4	29	0
OCCONS11	239	3.43	1.150	0	.0	21	0
OCCONS12	238	3.50	1.105	1	.4	15	0
OCCONS13	239	3.55	1.187	0	.0	19	0
OCCONS14	239	3.54	1.159	0	.0	16	0
OCCONS15	239	3.42	1.123	0	.0	19	0
OCCONS16	239	3.51	1.118	0	.0	16	0
OCADAP17	239	3.49	1.100	0	.0	17	0
OCADAP18	239	3.51	1.144	0	.0	19	0
OCADAP19	238	3.43	1.064	1	.4	17	0
OCADAP20	238	3.34	1.110	1	.4	19	0
OCADAP21	239	3.49	1.173	0	.0	18	0
OCADAP22	239	3.44	1.211	0	.0	26	0
OCADAP23	239	3.42	1.111	0	.0	18	0
OCADAP24	239	3.48	1.209	0	.0	25	0
OCINVOL25	236	3.47	1.045	3	1.3	17	0
OCINVOL26	239	3.42	.983	0	.0	14	0
OCINVOL27	239	3.48	.996	0	.0	13	0
OCINVOL28	239	3.55	1.052	0	.0	14	0
OCINVOL29	239	3.44	1.091	0	.0	18	0
OCINVOL30	239	3.75	1.193	0	.0	0	0
CCDN1	239	3.67	1.337	0	.0	0	0
CCDN2	239	3.73	1.288	0	.0	0	0
CCDN3	239	3.56	1.361	0	.0	0	0
CCDN4	239	3.72	1.325	0	.0	0	0
CCDIMIN5	239	3.49	1.020	0	.0	14	0
CCDIMIN6	239	3.49	.999	0	.0	10	0
CCDIMIN7	238	3.47	1.021	1	.4	0	0
CCDIMIN8	239	3.57	1.217	0	.0	19	0
CCDIMIN9	238	3.46	1.025	1	.4	12	0
CCAP10	239	3.42	.984	0	.0	9	0
CCAP11	239	3.41	1.020	0	.0	12	0
CCAP12	238	3.42	1.039	1	.4	13	0

CCAP13	239	3.38	1.037	0	.0	15	0
CCAP14	239	3.40	1.072	0	.0	13	0
CCARB15	238	3.39	.991	1	.4	10	0
CCARB16	239	3.46	1.064	0	.0	10	0
CCARB17	239	3.38	1.021	0	.0	11	0
CCARB18	237	3.45	1.110	2	.8	12	0
CCARB19	238	3.40	.992	1	.4	11	0
DMRA1	239	3.96	1.095	0	.0	28	0
DMRA2	239	3.80	1.110	0	.0	0	0
DMRA3	239	3.47	.934	0	.0	3	0
DMRA4	239	3.63	.991	0	.0	7	0
DMRA5	239	3.55	1.035	0	.0	6	0
DMINT6	239	3.60	.920	0	.0	7	0
DMINT7	238	3.81	.814	1	.4	.	.
DMINT8	238	3.43	.964	1	.4	6	0
DMINT9	237	3.70	.872	2	.8	5	0
DMINT10	239	3.77	.879	0	.0	4	0
DMIND11	239	3.46	1.095	0	.0	17	0
DMIND12	239	3.44	1.098	0	.0	19	0
DMIND13	239	3.29	1.171	0	.0	0	0
DMIND14	239	3.30	1.134	0	.0	0	0
CMSD1	239	3.55	1.083	0	.0	13	0
CMSD2	239	3.53	1.162	0	.0	15	0
CMSD3	238	3.55	1.081	1	.4	15	0
CMSD4	239	3.47	1.056	0	.0	13	0
CMSD5	239	3.59	1.029	0	.0	11	0
CMPP6	239	3.83	.932	0	.0	.	.
CMPP7	239	3.80	.957	0	.0	.	.
CMPP8	239	3.83	.879	0	.0	.	.
CMPP9	239	3.81	.927	0	.0	8	0
CMPP10	239	3.77	.896	0	.0	7	0
CMPP11	238	3.76	.852	1	.4	5	0
CMPP12	238	3.91	.895	1	.4	.	.
CMPP13	239	3.80	.835	0	.0	.	.
CMPP14	239	3.74	.768	0	.0	4	0
CMDC15	239	3.93	1.019	0	.0	21	0
CMDC16	239	3.90	.967	0	.0	20	0
CMDC17	238	3.94	.990	1	.4	0	0
CMDC18	238	3.86	1.009	1	.4	0	0
CMDC19	239	3.94	.983	0	.0	20	0

CMDC20	239	3.91	.946	0	.0	53	0
CMDC21	237	3.94	.907	2	.8	18	0
CMBR22	238	3.87	1.025	1	.4	26	0
CMBR23	239	3.84	1.081	0	.0	28	0
CMBR24	238	3.86	.988	1	.4	.	.
CMBR25	238	3.97	1.047	1	.4	27	0
CMLR26	239	3.72	1.047	0	.0	13	0
CMLR27	239	3.85	1.109	0	.0	0	0
CMLR28	239	3.87	1.075	0	.0	0	0
CMLR29	239	3.85	1.016	0	.0	0	0

a. Number of cases outside the range ($Q1 - 1.5 \cdot IQR$, $Q3 + 1.5 \cdot IQR$).



APPENDIX F
Outliers (Mahalanobis)

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	-34.17	234.49	120.00	52.746	239
Std. Predicted Value	-2.923	2.171	.000	1.000	239
Standard Error of Predicted Value	31.427	52.555	42.034	4.181	239
Adjusted Predicted Value	-107.26	314.26	120.86	68.292	239
Residual	-119.270	110.845	.000	44.698	239
Std. Residual	-1.942	1.804	.000	.728	239
Stud. Residual	-2.570	2.453	-.005	1.005	239
Deleted Residual	-230.409	224.158	-.856	86.666	239
Stud. Deleted Residual	-2.629	2.504	-.005	1.012	239
Mahal. Distance	61.290	173.197	111.531	21.800	239
Cook's Distance	.000	.086	.009	.013	239
Centered Leverage Value	.258	.728	.469	.092	239

a. Dependent Variable: ID

APPENDIX G

Normality Test

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
TFL	239	3.5549	.66290	-1.249	.157	1.052	.314
OC	239	3.3786	.75406	-1.008	.157	.193	.314
CCOM	239	3.4888	.75302	-.941	.157	.094	.314
DMS	239	3.5861	.68918	-.887	.157	.696	.314
CM	239	3.7967	.67065	-1.830	.157	3.632	.314
Valid N (listwise)	239						



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APPENDIX H

Test of Multicollinearity

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.100	.255		4.309	.000		
	TFL	.203	.064	.201	3.195	.002	.718	1.393
	OC	.125	.053	.140	2.331	.021	.786	1.272
	CCOM	.136	.050	.152	2.694	.008	.889	1.125
	DMS	.301	.060	.309	4.987	.000	.740	1.352

a. Dependent Variable: CM

APPENDIX I

Common method variance

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.855
Bartlett's Test of Sphericity	28815.988
df	6216
Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	26.719	23.857	23.857	26.719	23.857	23.857
2	9.708	8.668	32.525			
3	7.905	7.058	39.583			
4	6.327	5.649	45.232			
5	5.269	4.704	49.936			
6	3.532	3.154	53.090			
7	3.339	2.981	56.071			
8	3.067	2.739	58.810			
9	2.851	2.546	61.356			
10	2.495	2.228	63.583			
11	2.442	2.180	65.764			
12	2.293	2.047	67.810			
13	2.204	1.968	69.778			
14	2.025	1.808	71.586			
15	1.733	1.547	73.133			
16	1.664	1.485	74.619			
17	1.586	1.416	76.035			
18	1.378	1.230	77.265			
19	1.354	1.209	78.474			
20	1.295	1.156	79.630			
21	.992	.886	80.516			
22	.930	.831	81.346			
23	.766	.684	82.030			
24	.754	.673	82.703			
25	.684	.611	83.314			

26	.674	.602	83.916
27	.637	.569	84.485
28	.617	.551	85.036
29	.589	.526	85.561
30	.581	.519	86.080
31	.556	.496	86.576
32	.527	.470	87.047
33	.511	.456	87.503
34	.477	.426	87.929
35	.457	.408	88.336
36	.439	.392	88.728
37	.433	.387	89.115
38	.425	.379	89.494
39	.400	.357	89.852
40	.382	.341	90.193
41	.370	.330	90.523
42	.356	.318	90.841
43	.349	.312	91.152
44	.342	.306	91.458
45	.333	.297	91.755
46	.324	.289	92.045
47	.318	.284	92.329
48	.305	.272	92.601
49	.299	.267	92.868
50	.294	.262	93.130
51	.279	.249	93.380
52	.274	.245	93.624
53	.265	.237	93.862
54	.260	.232	94.093
55	.250	.224	94.317
56	.243	.217	94.534
57	.234	.209	94.743
58	.227	.202	94.946
59	.222	.198	95.144
60	.218	.195	95.339
61	.206	.184	95.523
62	.202	.181	95.704
63	.199	.177	95.881
64	.195	.174	96.055
65	.183	.163	96.218

66	.178	.159	96.378
67	.176	.157	96.535
68	.175	.156	96.690
69	.171	.152	96.843
70	.161	.144	96.987
71	.156	.139	97.126
72	.153	.137	97.263
73	.149	.133	97.396
74	.144	.129	97.524
75	.142	.127	97.651
76	.138	.123	97.774
77	.131	.117	97.891
78	.128	.114	98.005
79	.126	.112	98.117
80	.122	.109	98.226
81	.116	.104	98.330
82	.114	.102	98.432
83	.106	.095	98.526
84	.101	.091	98.617
85	.098	.088	98.704
86	.092	.082	98.787
87	.089	.079	98.866
88	.088	.079	98.945
89	.084	.075	99.020
90	.080	.071	99.091
91	.077	.069	99.160
92	.073	.066	99.226
93	.070	.063	99.288
94	.067	.059	99.348
95	.063	.056	99.404
96	.061	.055	99.458
97	.058	.052	99.510
98	.057	.051	99.561
99	.053	.048	99.608
100	.052	.046	99.655
101	.049	.044	99.698
102	.048	.043	99.742
103	.045	.040	99.782
104	.040	.035	99.817
105	.038	.034	99.851

106	.035	.031	99.882		
107	.032	.029	99.911		
108	.025	.023	99.933		
109	.025	.023	99.956		
110	.022	.020	99.975		
111	.018	.016	99.992		
112	.009	.008	100.000		

Extraction Method: Principal Component Analysis.



APPENDIX J

Confirmatory Factor Analysis of the Final Structural Model

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	215	4914.390	3613	.000	1.360
Saturated model	3828	.000	0		
Independence model	87	22476.919	3741	.000	6.008

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.066	.711	.693	.671
Saturated model	.000	1.000		
Independence model	.293	.139	.119	.136

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.781	.774	.931	.928	.931
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.966	.755	.899
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	1301.390	1121.954	1488.826
Saturated model	.000	.000	.000
Independence model	18735.919	18267.016	19211.475

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	20.824	5.514	4.754	6.309
Saturated model	.000	.000	.000	.000
Independence model	95.241	79.389	77.403	81.405

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.039	.036	.042	1.000
Independence model	.146	.144	.148	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	5344.390	5600.065	6090.023	6305.023
Saturated model	7656.000	12208.216	20931.734	24759.734
Independence model	22650.919	22754.379	22952.640	23039.640

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	22.646	21.885	23.440	23.729
Saturated model	32.441	32.441	32.441	51.730
Independence model	95.978	93.992	97.994	96.417

HOELTER

Model	HOELTER	HOELTER
	.05	.01
Default model	181	184
Independence model	41	42

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
DM	<---	TFL	.274	.075	3.655	***	
DM	<---	OC	.277	.096	2.890	.004	
CM	<---	TFL	.202	.100	2.017	.044	
CM	<---	OC	.176	.129	1.360	.174	
CM	<---	CCOM	.322	.123	2.624	.009	
CM	<---	DM	.666	.191	3.493	***	
TFLII	<---	TFL	1.000				

			Estimate	S.E.	C.R.	P	Label
TFLIM	<---	TFL	.893	.111	8.020	***	
TFLIS	<---	TFL	.937	.108	8.703	***	
TFLIC	<---	TFL	.805	.100	8.073	***	
OCMIS	<---	OC	1.000				
OCCON	<---	OC	1.554	.221	7.024	***	
OCADP	<---	OC	1.884	.260	7.237	***	
OCINVL	<---	OC	1.299	.191	6.784	***	
CCDN	<---	CCOM	1.763	.287	6.137	***	
CCDIMIN	<---	CCOM	1.436	.226	6.364	***	
CCRB	<---	CCOM	1.595	.246	6.496	***	
DMINT	<---	DM	.973	.180	5.417	***	
DMIND	<---	DM	1.497	.265	5.650	***	
CMSD	<---	CM	1.000				
CMPP	<---	CM	.828	.099	8.386	***	
CMDC	<---	CM	.906	.103	8.830	***	
CMBR	<---	CM	.901	.113	7.994	***	
CMLR	<---	CM	.766	.109	7.044	***	
DMRA	<---	DM	1.000				
CCBOL	<---	CCOM	1.000				
TFLIIB6	<---	TFLII	1.000				
TFLIIB5	<---	TFLII	.967	.054	17.854	***	
TFLIIA4	<---	TFLII	1.060	.061	17.292	***	
TFLIIA3	<---	TFLII	1.036	.061	16.953	***	
TFLIM12	<---	TFLIM	1.000				
TFLIM11	<---	TFLIM	.983	.053	18.629	***	
TFLIM9	<---	TFLIM	1.000				
TFLIS15	<---	TFLIS	1.000				
TFLIS14	<---	TFLIS	.937	.053	17.641	***	
TFLIS13	<---	TFLIS	.921	.051	17.965	***	
TFLIC20	<---	TFLIC	1.000				
TFLIC19	<---	TFLIC	.937	.055	17.030	***	
TFLIC17	<---	TFLIC	.871	.054	16.160	***	
OCMISIO8	<---	OCMIS	1.000				
OCMISIO7	<---	OCMIS	1.060	.053	20.006	***	
OCMISIO5	<---	OCMIS	1.017	.056	18.131	***	
OCMISIO4	<---	OCMIS	.870	.061	14.297	***	
OCMISIO3	<---	OCMIS	.813	.060	13.504	***	
OCMISIO2	<---	OCMIS	.746	.065	11.564	***	
OCCONS16	<---	OCCON	1.000				
OCCONS15	<---	OCCON	1.023	.050	20.474	***	
OCCONS13	<---	OCCON	1.083	.052	20.771	***	

			Estimate	S.E.	C.R.	P	Label
OCCONS12	<---	OCCON	1.004	.050	20.228	***	
OCCONS11	<---	OCCON	1.027	.052	19.584	***	
OCCONS10	<---	OCCON	1.034	.056	18.398	***	
OCCONS9	<---	OCCON	.872	.061	14.211	***	
OCADAP24	<---	OCADP	1.000				
OCADAP23	<---	OCADP	.880	.045	19.486	***	
OCADAP22	<---	OCADP	.970	.048	20.073	***	
OCADAP21	<---	OCADP	.925	.047	19.789	***	
OCADAP20	<---	OCADP	.835	.046	17.976	***	
OCINVOL30	<---	OCINVL	.986	.066	15.003	***	
OCINVOL29	<---	OCINVL	.873	.061	14.275	***	
OCINVOL28	<---	OCINVL	.966	.053	18.333	***	
OCINVOL27	<---	OCINVL	1.000				
OCINVOL26	<---	OCINVL	.958	.045	21.079	***	
OCINVOL25	<---	OCINVL	1.038	.047	22.095	***	
CCDN4	<---	CCDN	.945	.048	19.786	***	
CCDN3	<---	CCDN	1.009	.047	21.674	***	
CCDN2	<---	CCDN	.947	.045	21.162	***	
CCDN1	<---	CCDN	1.000				
CCDIMIN8	<---	CCDIMIN	1.255	.066	18.972	***	
CCDIMIN6	<---	CCDIMIN	1.000				
CCDIMIN9	<---	CCDIMIN	1.038	.056	18.439	***	
CCRB14	<---	CCRB	.939	.061	15.348	***	
CCRB13	<---	CCRB	.971	.056	17.272	***	
CCRB12	<---	CCRB	1.032	.054	19.104	***	
CCRB11	<---	CCRB	1.000				
CCBOL16	<---	CCBOL	1.131	.078	14.547	***	
CCBOL19	<---	CCBOL	.804	.070	11.437	***	
CCRB10	<---	CCRB	.871	.057	15.336	***	
CCBOL15	<---	CCBOL	1.000				
CMSD5	<---	CMSD	.685	.057	12.029	***	
CMSD4	<---	CMSD	.890	.051	17.583	***	
CMSD3	<---	CMSD	.977	.048	20.241	***	
CMSD2	<---	CMSD	1.000				
CMSD1	<---	CMSD	.931	.051	18.297	***	
CMPP11	<---	CMPP	.838	.048	17.622	***	
CMPP10	<---	CMPP	.897	.049	18.141	***	
CMPP9	<---	CMPP	1.000				
CMPP8	<---	CMPP	.942	.045	20.854	***	
CMPP6	<---	CMPP	.970	.048	20.318	***	
CMDC20	<---	CMDC	1.000				

			Estimate	S.E.	C.R.	P	Label
CMDC18	<---	CMDC	1.045	.068	15.467	***	
CMDC17	<---	CMDC	1.011	.070	14.383	***	
CMDC15	<---	CMDC	1.063	.070	15.194	***	
CMBR25	<---	CMBR	.927	.086	10.800	***	
CMBR23	<---	CMBR	1.054	.088	11.967	***	
CMBR22	<---	CMBR	1.000				
CMLR29	<---	CMLR	.951	.057	16.557	***	
CMLR28	<---	CMLR	1.039	.059	17.524	***	
CMLR27	<---	CMLR	1.000				
CMLR26	<---	CMLR	.998	.058	17.077	***	
DMRA5	<---	DMRA	.979	.073	13.461	***	
DMRA4	<---	DMRA	1.053	.068	15.572	***	
DMRA3	<---	DMRA	.970	.064	15.098	***	
DMRA2	<---	DMRA	1.039	.049	21.359	***	
DMRA1	<---	DMRA	1.000				
DMINT10	<---	DMINT	1.122	.075	14.944	***	
DMINT9	<---	DMINT	1.086	.074	14.612	***	
DMINT8	<---	DMINT	1.172	.083	14.103	***	
DMINT7	<---	DMINT	.949	.052	18.266	***	
DMINT6	<---	DMINT	1.000				
DMIND14	<---	DMIND	1.233	.095	13.042	***	
DMIND13	<---	DMIND	1.230	.097	12.709	***	
DMIND12	<---	DMIND	1.000				
CMPP14	<---	CMPP	.691	.047	14.759	***	

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
DM	<---	TFL	.404
DM	<---	OC	.304
CM	<---	TFL	.189
CM	<---	OC	.122
CM	<---	CCOM	.208
CM	<---	DM	.421
TFLII	<---	TFL	.794
TFLIM	<---	TFL	.654
TFLIS	<---	TFL	.745
TFLIC	<---	TFL	.669
OCMIS	<---	OC	.548
OCCON	<---	OC	.777
OCADP	<---	OC	.838

		Estimate
OCINVL	<--- OC	.703
CCDN	<--- CCOM	.664
CCDIMIN	<--- CCOM	.751
CCRB	<--- CCOM	.816
DMINT	<--- DM	.626
DMIND	<--- DM	.804
CMSD	<--- CM	.706
CMPP	<--- CM	.711
CMDC	<--- CM	.817
CMBR	<--- CM	.732
CMLR	<--- CM	.587
DMRA	<--- DM	.533
CCBOL	<--- CCOM	.542
TFLIIB6	<--- TFLII	.880
TFLIIB5	<--- TFLII	.863
TFLIIA4	<--- TFLII	.848
TFLIIA3	<--- TFLII	.839
TFLIM12	<--- TFLIM	.888
TFLIM11	<--- TFLIM	.869
TFLIM9	<--- TFLIM	.811
TFLIS15	<--- TFLIS	.887
TFLIS14	<--- TFLIS	.865
TFLIS13	<--- TFLIS	.875
TFLIC20	<--- TFLIC	.899
TFLIC19	<--- TFLIC	.858
TFLIC17	<--- TFLIC	.828
OCMISIO8	<--- OCMIS	.868
OCMISIO7	<--- OCMIS	.923
OCMISIO5	<--- OCMIS	.874
OCMISIO4	<--- OCMIS	.762
OCMISIO3	<--- OCMIS	.735
OCMISIO2	<--- OCMIS	.661
OCCONS16	<--- OCCON	.879
OCCONS15	<--- OCCON	.899
OCCONS13	<--- OCCON	.905
OCCONS12	<--- OCCON	.894
OCCONS11	<--- OCCON	.881
OCCONS10	<--- OCCON	.855
OCCONS9	<--- OCCON	.741
OCADAP24	<--- OCADP	.909
OCADAP23	<--- OCADP	.866

		Estimate
OCADAP22	<--- OCADP	.877
OCADAP21	<--- OCADP	.870
OCADAP20	<--- OCADP	.832
OCINVOL30	<--- OCINVL	.753
OCINVOL29	<--- OCINVL	.732
OCINVOL28	<--- OCINVL	.833
OCINVOL27	<--- OCINVL	.915
OCINVOL26	<--- OCINVL	.885
OCINVOL25	<--- OCINVL	.902
CCDN4	<--- CCDN	.867
CCDN3	<--- CCDN	.901
CCDN2	<--- CCDN	.892
CCDN1	<--- CCDN	.909
CCDIMIN8	<--- CCDIMIN	.903
CCDIMIN6	<--- CCDIMIN	.874
CCDIMIN9	<--- CCDIMIN	.886
CCRB14	<--- CCRB	.791
CCRB13	<--- CCRB	.845
CCRB12	<--- CCRB	.891
CCRB11	<--- CCRB	.875
CCBOL16	<--- CCBOL	.900
CCBOL19	<--- CCBOL	.688
CCRB10	<--- CCRB	.790
CCBOL15	<--- CCBOL	.853
CMSD5	<--- CMSD	.675
CMSD4	<--- CMSD	.853
CMSD3	<--- CMSD	.917
CMSD2	<--- CMSD	.870
CMSD1	<--- CMSD	.871
CMPP11	<--- CMPP	.829
CMPP10	<--- CMPP	.840
CMPP9	<--- CMPP	.899
CMPP8	<--- CMPP	.894
CMPP6	<--- CMPP	.884
CMDC20	<--- CMDC	.856
CMDC18	<--- CMDC	.845
CMDC17	<--- CMDC	.819
CMDC15	<--- CMDC	.834
CMBR25	<--- CMBR	.776
CMBR23	<--- CMBR	.855
CMBR22	<--- CMBR	.857

			Estimate
CMLR29	<---	CMLR	.865
CMLR28	<---	CMLR	.897
CMLR27	<---	CMLR	.836
CMLR26	<---	CMLR	.882
DMRA5	<---	DMRA	.810
DMRA4	<---	DMRA	.913
DMRA3	<---	DMRA	.888
DMRA2	<---	DMRA	.797
DMRA1	<---	DMRA	.779
DMINT10	<---	DMINT	.901
DMINT9	<---	DMINT	.883
DMINT8	<---	DMINT	.857
DMINT7	<---	DMINT	.826
DMINT6	<---	DMINT	.766
DMIND14	<---	DMIND	.891
DMIND13	<---	DMIND	.851
DMIND12	<---	DMIND	.741
CMPP14	<---	CMPP	.752

Covariances: (Group number 1 - Default model)

		Estimate	S.E.	C.R.	P	Label
TFL	<--> OC	.146	.034	4.268	***	
TFL	<--> CCOM	.074	.028	2.686	.007	
OC	<--> CCOM	.083	.024	3.480	***	
e43	<--> e42	.197	.034	5.813	***	
e24	<--> e22	.249	.041	6.150	***	
e50	<--> e49	.325	.048	6.792	***	
e23	<--> e22	.239	.040	5.925	***	
e24	<--> e23	.170	.035	4.840	***	
e49	<--> e48	.218	.036	6.035	***	
e50	<--> e48	.204	.038	5.406	***	
e96	<--> e95	.085	.019	4.527	***	
e102	<--> e100	.114	.030	3.818	***	
e103	<--> e102	.067	.026	2.604	.009	
e110	<--> e108	.198	.057	3.439	***	
e73	<--> e72	.278	.041	6.781	***	
e78	<--> e77	.121	.023	5.283	***	