

**The Role of Leader Emotional Intelligence in Transformational  
Leadership, Employee Trust, Change Cynicism and Intention to Leave**

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## **APPENDIX A**

Information Sheets and Questionnaires



## Request to Participate an "Employee Emotions Survey"

This survey is part of a research study being undertaken by Natalie Ferres and Professor Tony Travaglione from the University of Adelaide's Graduate School of Business, and Dr Aspa Sarris from the Department of Psychology. Data from the study will be used in Natalie's PhD thesis, which is being supervised by Tony and Aspa.

The research aims to develop a clearer understanding of the importance of emotions in the workplace. Information gathered from the study will assist in determining strategies that will develop more effective and efficient leadership practices. Through the research, X will be better able to retain labour and increase performance by initiating specific training, HR procedures, and organisational management measures. This will generate gains for both X and its employees.

You are invited to complete this survey which looks at emotions and leadership and your experiences at work. **Completing the survey will take approximately 25 minutes.**

Managers and team leaders have been invited to circulate this questionnaire their employees. Team leaders are asked to fill out two surveys: the "employee survey" about their manager, and the "leader" survey about themselves. All information collected from the survey will be kept strictly confidential. Responses will remain anonymous; names will not be used at any stage to identify individuals. You are asked to provide a password that you will be able to remember in six months time, when X employees will again be invited to complete a questionnaire. Only the researchers will have access to survey information or other data to be collected during the study. This information will be processed and stored by the researchers at the University of Adelaide. **Participation in the survey is absolutely voluntary and anonymous.** Moreover, you retain the right to withdraw your response from the study at any time.

A number appears at the top right-hand corner on the front page of the questionnaire. The same number appears on a survey sent to your leader, and individual results will be forwarded to the researchers coded by this number. The researchers cannot determine names of individuals from these numbers, and the organisation or leader will not have access to individual results. A report detailing overall results will be made available to employees. A seminar/workshop will be presented to interested staff to feedback findings.

If you would like to discuss any aspect of this the research, please contact the researchers at the University of Adelaide via the details listed on the top right hand corner of this information form. **Please retain this copy of this Information Sheet for your own records.** Completing the survey will be interpreted as consent to participate in the research. **Please place completed surveys in the reply paid envelope and forward it directly to the researchers.** Thank you very much for your participation.

Natalie Ferres, Professor Tony Travaglione, Dr Aspa Sarris  
The University of Adelaide

*If you have questions or problems associated with the practical aspects of your participation in the project, or wish to raise a concern or complaint about the project, then you should consult the researchers at the top of this information sheet. If you wish to discuss with an independent person contact the Human Research Ethics Committee's Secretary on phone (08) 8303 4014*

**APPENDIX A2  
Employee Questionnaire**

Subject Number:.....

*Office Use Only*



# Employee Survey

Natalie Ferres  
Professor Tony Travaglione  
Dr Aspa Sarris

## SECTION A

PLEASE DESCRIBE YOURSELF WHEN REACTING TO ALL OF THESE STATEMENTS.

**Directions:** Listed below are descriptive statements. Decide how true or untrue the statement is as a description of your behaviour and beliefs. Please answer each statement below by crossing the number that best reflects your degree of agreement or disagreement with the statement. There are seven possible responses to each statement ranging from "Strongly Disagree" (number 1) to "Strongly Agree" (number 7).

**For example:**

If you feel that the following statement is not true and if you somewhat disagree with it, then mark no 2.

Statement	Strongly disagree	Moderately disagree	Slightly disagree	Undecided	Slightly agree	Moderately Agree	Strongly agree
1. I believe that all people are honest.	1 Strongly disagree	<del>2 Moderately disagree</del>	3 Slightly disagree	4 Undecided	5 Slightly agree	6 Moderately Agree	7 Strongly agree

Read each statement carefully and choose only ONE answer

Statement	Strongly disagree	Moderately disagree	Slightly disagree	Undecided	Slightly agree	Moderately Agree	Strongly agree
1. I believe that most people are generally well-intentioned	1	2	3	4	5	6	7
2. I think that most people I deal with are honest and trustworthy	1	2	3	4	5	6	7
3. I think that my manager appreciates additional efforts I make	1	2	3	4	5	6	7
4. My first reaction is to trust people	1	2	3	4	5	6	7
5. I tend to assume the best about people	1	2	3	4	5	6	7
6. Most people at this organization feel comfortable with their immediate managers/supervisors	1	2	3	4	5	6	7
7. I feel confident that my co-workers appreciate my good work	1	2	3	4	5	6	7
8. I have a good deal of faith in human nature	1	2	3	4	5	6	7
9. I think that processes within this organization are fair	1	2	3	4	5	6	7
10. I express my opinion honestly at this organization with the knowledge that employee views are valued	1	2	3	4	5	6	7
11. There is a widely held belief that this organization is moving forward for the better	1	2	3	4	5	6	7
12. I believe that my manager keeps personal discussions confidential	1	2	3	4	5	6	7
13. I think that my co-workers act reliably from one moment to the next	1	2	3	4	5	6	7
14. I perform knowing that this organization will recognize my work	1	2	3	4	5	6	7
15. I act knowing that my manager will keep his/her word	1	2	3	4	5	6	7
16. I feel that my manager trusts his/her employees to work without excessive supervision	1	2	3	4	5	6	7
17. I feel encouraged to perform well at this organization	1	2	3	4	5	6	7
18. I think that this organization offers a supportive environment	1	2	3	4	5	6	7
19. I feel quite confident that this organization will always try to treat me fairly	1	2	3	4	5	6	7
20. Most employees at this organization believe that co-workers are reliable	1	2	3	4	5	6	7
21. I have positive feelings about the future direction of this organization	1	2	3	4	5	6	7
22. I believe that this organization recognizes and rewards employees' skills and abilities	1	2	3	4	5	6	7
23. I feel that my manager listens to what I have to say	1	2	3	4	5	6	7
24. Most employees at this organization believe that co-workers will be supportive if problems arise	1	2	3	4	5	6	7
25. Management seems to do an efficient job	1	2	3	4	5	6	7
26. I feel that my co-workers are truthful in their dealings with me	1	2	3	4	5	6	7
27. I believe that my manager follows through promises with action	1	2	3	4	5	6	7
28. I proceed with the knowledge that my co-workers are considerate regarding my interests	1	2	3	4	5	6	7
29. Management can be trusted to make sensible decisions about this organization's future	1	2	3	4	5	6	7

*Please continue to next page.....*

30. I will act on the basis that my co-workers display ethical behaviour	1	2	3	4	5	6	7
31. Employees commonly believe that they are treated fairly at this organization	1	2	3	4	5	6	7
32. I believe that my co-workers support me if I have problems	1	2	3	4	5	6	7
33. Most of my fellow workers would get on with their work even if supervisors/managers were not around	1	2	3	4	5	6	7
34. I can trust the people I work with to lend me a hand if I needed it	1	2	3	4	5	6	7
35. Employees generally believe that management provides honest answers	1	2	3	4	5	6	7
36. I feel that I can trust my co-workers to do their jobs well	1	2	3	4	5	6	7
37. It is frequently acknowledged by employees in this organization that their immediate managers / supervisors reward those who perform well	1	2	3	4	5	6	7
38. I believe that my co-workers give me all the information necessary to assist me at work	1	2	3	4	5	6	7
39. I have full confidence in the skills of my fellow workers	1	2	3	4	5	6	7
40. I can rely on other workers not to make my job more difficult by working carelessly	1	2	3	4	5	6	7
41. It is generally accepted that this organization takes care of employee interests	1	2	3	4	5	6	7

### SECTION B

IF YOU ARE A TEAM LEADER, PLEASE DESCRIBE YOUR DIRECT MANAGER WHO GAVE YOU THIS SURVEY WHEN REACTING TO THE FOLLOWING STATEMENTS. FOR ALL OTHER EMPLOYEES PLEASE REFER TO THE TEAM LEADER WHO GAVE YOU THIS SURVEY.

**Directions:** For each statement, please indicate **how frequently** the person you report to, displays the behaviour described. Please cross (X) one of six possible responses to each statement ranging from "Almost never" (number 1) to "Almost Always" (number 6).

<i>THE PERSON I REPORT TO...</i>	Almost never	Once in a while	Sometimes	Fairly often	Frequently	Almost always
42. Provides me with assistance in exchange for my efforts	1	2	3	4	5	6
43. Re-examines critical assumptions to question whether they are appropriate	1	2	3	4	5	6
44. Fails to interfere until problems become serious	1	2	3	4	5	6
45. Focuses attention on irregularities, mistakes, exceptions and deviations from standards	1	2	3	4	5	6
46. Talks about his/her most important values and beliefs	1	2	3	4	5	6
47. Seeks differing perspectives when solving problems	1	2	3	4	5	6
48. Talks optimistically about the future	1	2	3	4	5	6
49. Instils pride in me for being associated with him/her	1	2	3	4	5	6
50. Discusses in specific terms who is responsible for achieving performance targets	1	2	3	4	5	6
51. Waits for things to go wrong before taking action	1	2	3	4	5	6
52. Talks enthusiastically about what needs to be accomplished	1	2	3	4	5	6
53. Specifies the importance of having a strong sense of purpose	1	2	3	4	5	6
54. Spends time supporting and coaching	1	2	3	4	5	6
55. Makes clear what one can expect to receive when performance goals are achieved	1	2	3	4	5	6
56. Shows he/she is a firm believer in "if isn't broken, don't fix it."	1	2	3	4	5	6
57. Goes beyond his/her self-interest for the good of the group.	1	2	3	4	5	6
58. Treats you as an individual rather than just a member of the group	1	2	3	4	5	6
59. Demonstrates that problems must become chronic before he/she will take action.	1	2	3	4	5	6
60. Acts in ways that builds my respect	1	2	3	4	5	6
61. Concentrates on correcting anticipated mistakes, complaints and failures	1	2	3	4	5	6
62. Considers the moral and ethical consequences of his/her decisions	1	2	3	4	5	6
63. Keeps track of all mistakes	1	2	3	4	5	6
64. Displays a sense of power and confidence	1	2	3	4	5	6
65. Articulates a compelling vision of the future	1	2	3	4	5	6
66. Directs his/her attention toward failures to meet standards	1	2	3	4	5	6

*Please continue to next page....*

67. Considers me as having different needs, abilities and aspirations from others.	1	2	3	4	5	6
68. Gets me to look at problems from many different angles	1	2	3	4	5	6
69. Helps me to develop my strengths	1	2	3	4	5	6
70. Suggests new ways of looking at how to complete assignments	1	2	3	4	5	6
71. Emphasises the importance of having a collective sense of mission	1	2	3	4	5	6
72. Expresses satisfaction when I meet expectations	1	2	3	4	5	6
73. Expresses confidence that goals will be achieved	1	2	3	4	5	6

### SECTION C

IF YOU ARE A TEAM LEADER, PLEASE DESCRIBE YOUR DIRECT MANAGER WHO GAVE YOU THIS SURVEY WHEN REACTING TO THE FOLLOWING STATEMENTS. FOR ALL OTHER EMPLOYEES PLEASE REFER TO THE TEAM LEADER WHO GAVE YOU THIS SURVEY.

**Directions:** For each statement, please indicate the extent to which you agree or disagree. Please cross (X) one of seven possible responses to each statement ranging from "Strongly Disagree" (number 1) to "Strongly Agree" (number 7).

THE PERSON I REPORT TO...	Strongly disagree	Moderately disagree	Slightly disagree	Undecided	Slightly agree	Moderately Agree	Strongly agree
74. Keeps his or her distressing emotions in check.	1	2	3	4	5	6	7
75. Helps others feel better when they are down.	1	2	3	4	5	6	7
76. Accepts rapid change to attain the goals of his or her group/organisation.	1	2	3	4	5	6	7
77. Keeps his or her anger in check.	1	2	3	4	5	6	7
78. Is well aware of which emotions he or she is experiencing and why.	1	2	3	4	5	6	7
79. Understands why people feel the way they do.	1	2	3	4	5	6	7
80. Is well aware of the effects of his or her feelings on others.	1	2	3	4	5	6	7
81. Is well aware of his or her moods.	1	2	3	4	5	6	7
82. Confronts problems without demeaning those who work with him or her.	1	2	3	4	5	6	7
83. Does not allow the negative feelings of others to inhibit collaboration.	1	2	3	4	5	6	7
84. Sets aside emotions in order to complete the task at hand.	1	2	3	4	5	6	7
85. Is well aware of his or her impulses.	1	2	3	4	5	6	7
86. Recognise the political realities of the organisation.	1	2	3	4	5	6	7
87. Is well aware of the non-verbal messages he or she sends to others.	1	2	3	4	5	6	7
88. Provides emotional support to people during stressful conditions.	1	2	3	4	5	6	7
89. Understands the feelings transmitted through non-verbal messages.	1	2	3	4	5	6	7
90. Remains calm in potentially volatile situations.	1	2	3	4	5	6	7
91. Keep his or her disruptive impulses in check.	1	2	3	4	5	6	7
92. Has strong drive to attain organisational goals.	1	2	3	4	5	6	7
93. Has high motivation to set and attain challenging goals.	1	2	3	4	5	6	7
94. Maintains composure irrespective of his or her emotions.	1	2	3	4	5	6	7
95. Understands the links between employees' emotions and what they do.	1	2	3	4	5	6	7
96. Takes responsibility for his or her performance.	1	2	3	4	5	6	7
97. Does not allow his or her own negative feelings to inhibit collaboration.	1	2	3	4	5	6	7
98. Inspires and guides employees to improve their job performance.	1	2	3	4	5	6	7
99. Is well aware of his or her capabilities.	1	2	3	4	5	6	7
100. Understands the emotional cues from others.	1	2	3	4	5	6	7
101. Is well aware of how his or her gut feelings influence decisions.	1	2	3	4	5	6	7
102. Handles emotional conflicts with tact and diplomacy.	1	2	3	4	5	6	7
103. Operates from hope of success rather than fear of failure.	1	2	3	4	5	6	7
104. Stays focused on goals despite setbacks.	1	2	3	4	5	6	7
105. Manages task-related conflicts effectively.	1	2	3	4	5	6	7
106. Is well aware of his or her limitations.	1	2	3	4	5	6	7
107. Stays positive and generates innovative solutions to problems.							
108. Does not hesitate to make sacrifices to achieve important organisational goals.	1	2	3	4	5	6	7
109. Manages his or her stress well.	1	2	3	4	5	6	7
110. Is self-disciplined and does the right thing even when it is unpopular.	1	2	3	4	5	6	7
111. Provides useful and timely feedback.	1	2	3	4	5	6	7
112. Seeks fresh ideas from a variety of sources.	1	2	3	4	5	6	7
113. Understands the feelings transmitted through verbal messages.	1	2	3	4	5	6	7

*Please continue to next page.....*

## SECTION D

PLEASE REFER TO YOUR COLLEAGUES WHO REFER TO THE SAME MANAGER OR TEAM LEADER AS YOURSELF

**Directions:** In this section we are interested in your colleagues' work and organisational behaviour. For each statement, please cross (X) one of five possible responses to each statement ranging from "Strongly Agree" (number 1) to "Strongly Disagree" (number 5).

Statement	I strongly agree	I moderately agree	I neither agree or disagree	I moderately disagree	I strongly disagree
114. My co-workers help others who have heavy workloads.	1	2	3	4	5
115. My co-workers help others who have been absent.	1	2	3	4	5
116. My co-workers look for other work to do when finished with assigned work.	1	2	3	4	5
117. My co-workers always do more than they are required to do.	1	2	3	4	5
118. My co-workers help make other workers productive.	1	2	3	4	5
119. My co-workers help orientate new people even though it is not required.	1	2	3	4	5
120. My co-workers share personal property with others, if necessary, to help them with their work.	1	2	3	4	5
121. My co-workers try to make the best of the situation, even when there are problems.	1	2	3	4	5
122. My co-workers do not complain about work assignments.	1	2	3	4	5
123. My co-workers are able to tolerate occasional inconvenience when it arises.	1	2	3	4	5
124. My co-workers demonstrate concern about the image of the organisation.	1	2	3	4	5
125. My co-workers respect the rights and privileges of others.	1	2	3	4	5
126. My co-workers try to avoid creating problems for others.	1	2	3	4	5
127. My co-workers consider the effects of their actions on other colleagues.	1	2	3	4	5
128. My co-workers consult with other people who might be affected by their actions or decisions.	1	2	3	4	5
129. My co-workers inform others before taking any important actions.	1	2	3	4	5
130. My co-workers never abuse other's rights and privileges.	1	2	3	4	5
131. My co-workers always follow the rules of the organisation and the team.	1	2	3	4	5
132. My co-workers always treat company property with care.	1	2	3	4	5
133. My co-workers complain a lot about trivial matters.	1	2	3	4	5
134. My co-workers always find faults with what the organisation is doing.	1	2	3	4	5
135. My co-workers express resentment at any changes introduced by management.	1	2	3	4	5
136. My co-workers only think about their work problems, not others.	1	2	3	4	5
137. My co-workers pay no attention to announcements, messages, or printed material that provide information about the organisation.	1	2	3	4	5
138. My co-workers are always on time.	1	2	3	4	5
139. My co-workers attendance at work is above average.	1	2	3	4	5
140. My co-workers give advance notice when they are unable to come to work.	1	2	3	4	5
141. My co-workers maintain a clean and tidy workplace.	1	2	3	4	5
142. My co-workers always complete their work on time.	1	2	3	4	5
143. My co-workers stay informed about developments in the organisation.	1	2	3	4	5
144. My co-workers attend and participate in meetings regarding the organisation.	1	2	3	4	5
145. My co-workers offer suggestions for ways to improve operations.	1	2	3	4	5

## SECTION E

PLEASE DESCRIBE YOURSELF WHEN REACTING TO ALL OF THESE STATEMENTS.

**Directions:** Please answer each statement below by crossing (X) the number that best reflects your degree of agreement or disagreement with the statement. Do not think too long about the exact meaning of the statements

Statements	Strongly disagree	Moderately disagree	Slightly disagree	Undecided	Slightly agree	Moderately Agree	Strongly agree
146. I think a lot about leaving the organization	1	2	3	4	5	6	7
147. I am actively searching for opportunities to leave the organization	1	2	3	4	5	6	7
148. When I can I will leave this organization.	1	2	3	4	5	6	7

Please continue to next page.....

## SECTION F

PLEASE DESCRIBE YOURSELF WHEN REACTING TO ALL OF THESE STATEMENTS.

**Directions:** Please answer each statement below by crossing one from seven possible responses ranging from "Strongly Disagree" (number 1) to "Strongly Agree" (number 7).

Statement	Strongly disagree	Moderately disagree	Slightly disagree	Undecided	Slightly agree	Moderately Agree	Strongly agree
149. Most of the programs that are supposed to solve problems around here will lead to confusion.	1	2	3	4	5	6	7
150. Attempts to make things better around here will not produce good results.	1	2	3	4	5	6	7
151. Suggestions on how to solve problems will not produce much real change.	1	2	3	4	5	6	7
152. Plans for future improvement will not amount to much.	1	2	3	4	5	6	7
153. The people responsible for solving problems around here do not try hard enough to solve them.	1	2	3	4	5	6	7
154. The people responsible for making things better around here do not care enough about their jobs.	1	2	3	4	5	6	7
155. The people responsible for making improvements do not know enough about what they are doing.	1	2	3	4	5	6	7
156. The people responsible for making changes around here do not have the skills needed to do their jobs.	1	2	3	4	5	6	7

## SECTION G: QUESTIONS ABOUT YOU

All information is completely confidential

## 1. Age:

15-24 years	1
25-35 years	2
35-44 years	3
45-54 years	4
55 years or above	5

## 2. Gender: (Please circle the number beside your response)

Male	1
Female	2

## 3. Education (highest qualification only)?

Secondary School	1
Year 10 or Equivalent	2
Post-school certificate/diploma	3
Year 12 or Equivalent	4
Bachelor's Degree or Equivalent	5
Honours Degree or Equivalent	6
Master's degree or Equivalent	7
Doctoral Degree or Equivalent	8

Please continue to next page.....



4. What position do you currently hold within X?

Band 1	1
Band 2	2
Band 3	3
Band 4	4
Other (please specify).....	

5. How many years/months have you worked for X?.....

6. If applicable, what positions have you held within X, and for how long (months/years)?

Band 1 (Yes / No) for \_\_\_\_\_ (months/years)  
 Band 2 (Yes / No) for \_\_\_\_\_ (months/years)  
 Band 3 (Yes / No) for \_\_\_\_\_ (months/years)  
 Band 4 (Yes / No) for \_\_\_\_\_ (months/years)  
 Other (please state) \_\_\_\_\_ for \_\_\_\_\_ (months/years)

3. What *password* do you nominate so that you can look up results and fill in the next survey? Please ensure that you record your password.

Password:.....

**Thank you for taking the time to complete this survey. We reaffirm that individual information will remain confidential to the researchers. No information in respect of any individual will be available to anyone from X.**

**Please place the completed survey in the reply-paid envelope provided.**

**Leader Information Sheet**

The Graduate School of Business

Natalie Ferres:

Professor Tony Travaglione: 02 83036456

Department of Psychology

Dr Aspa Sarris: 02 83 03 6144

**Request to Participate in a “Leader Emotions Survey”**

This survey is part of a research study being undertaken by Natalie Ferres and Professor Tony Travaglione from the University of Adelaide’s Graduate School of Business, and Dr Aspa Sarris from the Department of Psychology. Data from the study will be used in Natalie’s PhD thesis, which is being supervised by Tony and Aspa.

The research aims to develop a clearer understanding of the importance of emotions in the workplace. Information gathered from the study will assist in determining strategies that will develop more effective and efficient leadership practices. Through the research, Centrelink SA will be better able to retain labour and increase performance by initiating specific training, HR procedures, and organisational management measures. This will generate gains for both Centrelink SA and its employees.

You are invited to complete the attached survey which is made up of 36 questions. **Completing the survey will take approximately 40 minutes. You are then invited to distribute the enclosed white “Employee Emotions Survey” surveys and information sheets to the EMPLOYEES you manage directly.** You may discard any unused surveys. **In addition to the white survey, it is asked that you distribute one of the enclosed Survey Packs to each team leader.**

All information collected from the survey will be kept **strictly confidential. Responses will remain anonymous;** names will not be used at any stage to identify individuals. You are asked to provide a password that you will be able to remember in six months time, when Centrelink employees will again be invited to complete a questionnaire. Only the researchers will have access to survey information or other data to be collected during the study. This information will be processed and stored by the researchers at the University of Adelaide. **Participation in the survey is absolutely voluntary and anonymous.** Moreover, you retain the right to withdraw your response from the study at any time.

A number appears at the top right-hand corner on the front page of the questionnaire. The same number appears on the white employee surveys, and individual results will be forwarded to the researchers coded by this number. The researchers cannot determine names of individuals from these numbers, and the organisation will not have access to individual results. A report detailing overall results will be made available to employees. A seminar/workshop will be presented to interested staff to feedback findings.

If you would like to discuss any aspect of this the research, please contact the researchers at the University of Adelaide via the details listed on the top right hand corner of this information form. **Please retain this copy of this Information Sheet for your own records.** Completing the survey will be interpreted as consent to participate in the research. **Please place completed surveys in the reply paid envelope and forward directly to the researchers.** Thank you very much for your participation.

Natalie Ferres, Professor Tony Travaglione, Dr Aspa Sarris  
The University of Adelaide

*If you have questions or problems associated with the practical aspects of your participation in the project, or wish to raise a concern or complaint about the project, then you should consult the researchers at the top of this information sheet. If you wish to discuss with an independent person contact the Human Research Ethics Committee’s Secretary on phone (08) 8303 4014*

## APPENDIX A4

### Sample AO-MEIS Items

Due to copyright regulations, the maximum amount of permissible MEIS items for purposes of reproduction in any publication is the lesser of 20% or up to 6 items from the scale. In accordance with these policies and standards, six (6) item/question as a sample of this scale for the present thesis. The following AO-MEIS items have been adapted from the original MEIS-v1.3 (Mayer et al., 1997a), with permission.

*Copyright © 1997*

*Mayer, J. D., Salovey, P., & Caruso, D. (1997a). The Multifactor Emotional Intelligence Scale (MEIS- Version 1.3). Simsbury, CT.*

NOTE: The following items are included on pages 363 – 366 in the print copy of the thesis held in the University of Adelaide Library.

**A4.1 Sample AO-MEIS Faces Item (Emotion Perception, Part 1)**

**A4.2 Sample AO-MEIS Stories Item (Emotion Perception, Part 2)**

**A4.3 Sample AO-MEIS Blends Item (Emotion Understanding, Part 3)**

**A4.4 Sample AO-MEIS Progressions Item (Emotion Understanding, Part 4)**

**A4.5 Sample AO-MEIS Relativity Item (Understanding Emotion, Part 5)**

**A4.5 Sample AO-MEIS Managing Self and Others Item (Managing Emotion, Part 5)**

## APPENDIX A5

### Sample MSCEIT Items

Due to copyright regulations and MHS policy, the maximum amount of permissible MSCEIT items for purposes of reproduction in any publication is the lesser of 20% or up to 6 items from the scale. In accordance with these policies and standards, written permission was obtained to use six (6) item/question as a sample of this scale for the present thesis.

For these reasons indicated above and to prevent the possibility of dissemination of this scale to unqualified individuals, MHS requests that only a sample of the scale be used/represented in any publications. Any publication including more than the set guidelines may also jeopardize the validity and copyright of the assessment in question.

The following 6 MSCEIT V2 items have been reproduced, with permission, from the original item booklet.

*Copyright © 1999, 2000, 2002 Multi-Health Systems Inc. All rights reserved. In the USA, P.O. Box 950, North Tonawanda, NY 14120-0950, 1-800-456-3003. In Canada, 3770 Victoria Park Ave., Toronto, ON M2H 3M6, 1-800-268-6011. Internationally, +1-416-492-2627. Fax, +1-416-492-3343.*

NOTE: The following items are included on pages 367 – 371 in the print copy of the thesis held in the University of Adelaide Library.

**A5.1 Sample MSCEIT Faces Item (Emotion Perception, Section A)**

**A5.2 Sample MSCEIT Facilitation Item (Utilising Emotion, Section B)**

**A5.3 Sample MSCEIT Changes Item (Understanding Emotion, Section C)**

**A5.4 Sample MSCEIT Emotional Management Item (Managing Emotion, Section D)**

**A5.5 Sample MSCEIT Blends Item (Understanding Emotion, Section G)**

**A5.6 Sample MSCEIT Pictures Item (Emotion Perception, Section E)**

**APPENDIX B**  
**Statistical Output**

## APPENDIX B1

## SPSS Output for Exploratory Factor Analysis

Table AB1.1.

*Total Variance Explained*

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings(a)
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	26.544	37.386	37.386	26.262	36.988	36.988	16.856
2	8.561	12.057	49.444	8.269	11.647	48.635	12.405
3	3.296	4.642	54.085	3.029	4.266	52.901	14.314
4	3.003	4.230	58.315	2.697	3.798	56.700	9.892
5	2.682	3.778	62.093	2.361	3.325	60.024	5.656
6	2.040	2.874	64.967	1.770	2.493	62.517	7.515
7	1.739	2.449	67.416	1.449	2.040	64.558	10.814
8	1.495	2.106	69.522	1.204	1.696	66.254	12.294
9	1.308	1.842	71.364	1.030	1.451	67.704	9.900
10	1.133	1.596	72.960	.848	1.194	68.898	6.616
11	1.058	1.490	74.451	.760	1.071	69.969	8.302
12	.884	1.246	75.696				
13	.791	1.114	76.810				
14	.757	1.066	77.876				
15	.729	1.027	78.903				
16	.676	.953	79.856				
17	.651	.916	80.772				
18	.616	.868	81.640				
19	.591	.832	82.472				
20	.580	.817	83.289				
21	.554	.780	84.069				
22	.534	.752	84.822				
23	.516	.727	85.548				
24	.504	.710	86.258				
25	.476	.670	86.928				
26	.466	.656	87.585				
27	.428	.603	88.188				
28	.421	.593	88.781				
29	.387	.545	89.326				
30	.383	.539	89.865				
31	.358	.505	90.370				
32	.350	.493	90.863				
33	.345	.487	91.350				
34	.329	.464	91.814				
35	.324	.456	92.269				
36	.307	.432	92.702				

37	.302	.425	93.127			
38	.276	.389	93.516			
39	.269	.380	93.895			
40	.254	.358	94.253			
41	.252	.355	94.608			
42	.246	.347	94.955			
43	.233	.329	95.284			
44	.227	.320	95.604			
45	.219	.308	95.912			
46	.202	.284	96.196			
47	.200	.282	96.478			
48	.189	.267	96.745			
49	.185	.261	97.006			
50	.173	.243	97.249			
51	.158	.223	97.472			
52	.154	.217	97.690			
53	.146	.205	97.895			
54	.142	.200	98.095			
55	.134	.189	98.284			
56	.120	.169	98.453			
57	.116	.163	98.616			
58	.112	.157	98.773			
59	.111	.156	98.929			
60	.103	.145	99.074			
61	.097	.137	99.210			
62	.092	.129	99.340			
63	.085	.120	99.460			
64	.081	.114	99.573			
65	.079	.112	99.685			
66	.065	.092	99.777			
67	.064	.090	99.867			
68	.050	.070	99.937			
69	.020	.029	99.965			
70	.013	.019	99.984			
71	.011	.016	100.000			

Extraction Method: Maximum Likelihood Extraction

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.





E 113. Understands the feelings transmitted through verbal messages.	.610								
E 95. Understands the links between employees' emotions and what they do.	.592								
SA 78. Is well aware of which emotions he or she is experiencing and why.	.562								
106. Is well aware of his or her limitations.	.528								
E 111. Provides useful and timely feedback.	.422								
E 75. Helps others feel better when they are down.	.354								
SS 83. Does not allow the negative feelings of others to inhibit collaboration.	.356								
OTst 41. It is generally accepted that this organization takes care of employee interests		-0.739							
OTst 19. I act on the basis that this organization follows plans through with action		-0.676							
OTst 31. Employees commonly believe that they are treated fairly at this organization		-0.674							
OTst 18. I think that this organization offers a supportive environment		-0.647							
OTst 22. I believe that this organization recognizes and rewards employees' skills and		-0.617							
OTst 10. I express my opinion honestly at this organization with the knowledge that em		-0.523							
OTst 9. I think that processes within this organization are fair		-0.491							
OTst 21. I have positive feelings about the future direction of this organization		-0.414							

OTst 14. I perform knowing that this organization will recognize my work	-376							
MTst 6. Most people at this organization feel comfortable with their immediate managers/supervisors	-350							
MTst 23. I feel that my manager listens to what I have to say	.827							
MTst 33. I feel my manager is available when needed	.814							
MTst 27. I believe that my manager follows through promises with action	.802							
MTst 25. I proceed on the basis that my manager will act in good faith	.791							
MTst 15. I act knowing that my manager will keep his/her word	.757							
MTst 29. I act on the basis that my manager displays integrity in his/her actions	.741							
MTst 3. I think that my manager appreciates additional efforts I make	.578							
MTst 16. I feel that my manager trusts his/her employees to work without excessive supervision	.518							
MTst 12. I believe that my manager keeps personal discussions confidential	.475							
IL 52. Talks enthusiastically about what needs to be accomplished						-732		
IL 48. Talks optimistically about the future						-716		
IL 65. Articulates a compelling vision of the future						-702		
II 53. Specifies the importance of having a strong sense of purpose						-689		

II 46. Talks about his/her most important values and beliefs	-558						
IL 73. Expresses confidence that goals will be achieved	-365						
DTst 5. I tend to assume the best about people		.851					
DTst 4. My first reaction is to trust people		.819					
DTst 1. I believe that most people are generally well-intentioned		.702					
DTst 2. I think that most people I deal with are honest and trustworthy		.658					
DTst 8. I have a good deal of faith in human nature		.656					
TI 46. I think a lot about leaving the organization			.885				
TI 48. When I can I will leave this organization.			.857				
TI 47. I am actively searching for opportunities to leave the organization			.804				
CC2 56. The people responsible for making changes around here do not have the skills needed to do their jobs.				.898			
CC2 55. The people responsible for making improvements do not know enough about what they are doing.				.857			
CC2 53. The people responsible for solving problems around here do not try hard enough to solve them.				.687			
CC2 54. The people responsible for making things better around here do not care enough about their jobs.				.617			
M 92. Has strong drive to attain organisational goals.						-808	



IC 69.Helps me to develop my strengths											-469
II 60.Acts in ways that builds my respect											-408
II 57.Goes beyond his/her self-interest for the good of the group.											-388

Extraction Method: Maximum Likelihood.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 16 iterations.

Table AB1.3.

*KMO and Bartlett's Test*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.928
Bartlett's Test of Sphericity	Approx. Chi-Square	24658.581
	df	4950
	Sig.	.000

## AB.2. Confirmatory Factor Analysis Results

Table AB.2.1  
*Hypothesised 9-Factor Model Regression Weights (Chapter 4)*

	Estimate	S.E.	C.R.	P	Label
Q76 <--- Mot	1.000				
Q104 <--- Mot	.966	.064	15.184	***	par_1
Q92 <--- Mot	.810	.066	12.248	***	par_2
Q109 <--- SR	1.000				
Q94 <--- SR	.994	.065	15.344	***	par_3
Q91 <--- SR	.942	.066	14.250	***	par_4
Q53 <--- TLC	1.000				
Q65 <--- TLC	.989	.070	14.173	***	par_5
Q48 <--- TLC	.932	.065	14.293	***	par_6
Q60 <--- TLI	1.000				
Q69 <--- TLI	1.085	.062	17.592	***	par_7
Q67 <--- TLI	.848	.066	12.840	***	par_8
Q14 <--- OTst	1.000				
Q10 <--- OTst	1.007	.073	13.704	***	par_9
Q19 <--- OTst	1.064	.075	14.136	***	par_10
Q29 <--- MTst	1.000				
Q15 <--- MTst	1.038	.020	51.860	***	par_11
Q25 <--- MTst	.749	.039	18.979	***	par_12
Q100 <--- Perc	1.000				
Q95 <--- Perc	1.074	.044	24.147	***	par_13
Q89 <--- Perc	1.015	.050	20.333	***	par_14
Q150 <--- CC	1.000				
Q152 <--- CC	1.127	.065	17.367	***	par_36
Q151 <--- CC	1.170	.070	16.768	***	par_37
Q147 <--- TI	1.000				
Q148 <--- TI	1.149	.079	14.477	***	par_38
Q146 <--- TI	1.287	.078	16.481	***	par_39

Table AB2.2  
*Standardised Regression Weights 9-Factor Model Regression (Chapter 4)*

	Estimate
Q76 <--- Mot	.823
Q104 <--- Mot	.860
Q92 <--- Mot	.734
Q109 <--- SR	.819
Q94 <--- SR	.861
Q91 <--- SR	.817
Q53 <--- TLC	.836
Q65 <--- TLC	.814
Q48 <--- TLC	.819
Q60 <--- TLI	.855
Q69 <--- TLI	.891
Q67 <--- TLI	.730
Q14 <--- OTst	.851
Q10 <--- OTst	.798
Q19 <--- OTst	.818
Q29 <--- MTst	.974
Q15 <--- MTst	.995
Q25 <--- MTst	.796
Q100 <--- Perc	.905
Q95 <--- Perc	.945
Q89 <--- Perc	.881
Q150 <--- CC	.828
Q152 <--- CC	.923
Q151 <--- CC	.895
Q147 <--- TI	.821
Q148 <--- TI	.820
Q146 <--- TI	.938

Table AB2.3  
*Covariances 9-Factor Model Regression (Chapter 4)*

			Estimate	S.E.	C.R.	PLabel
Mot	<-->	SR	1.255	.154	8.130	***par 15
Mot	<-->	TLC	1.057	.143	7.378	***par 16
Mot	<-->	TLI	1.117	.146	7.622	***par 17
Mot	<-->	OTst	.696	.135	5.149	***par 18
Mot	<-->	MTst	1.032	.151	6.845	***par 19
Mot	<-->	Perc	1.236	.159	7.756	***par 20
SR	<-->	TLC	.934	.148	6.307	***par 21
SR	<-->	TLI	1.260	.165	7.627	***par 22
SR	<-->	OTst	.782	.152	5.154	***par 23
SR	<-->	MTst	1.164	.170	6.857	***par 24
SR	<-->	Perc	1.570	.189	8.289	***par 25
TLC	<-->	TLI	1.423	.175	8.128	***par 26
TLC	<-->	OTst	1.011	.163	6.195	***par 27
TLC	<-->	MTst	1.182	.172	6.866	***par 28
TLC	<-->	Perc	1.156	.169	6.835	***par 29
TLI	<-->	OTst	.929	.160	5.796	***par 30
TLI	<-->	MTst	1.307	.178	7.358	***par 31
TLI	<-->	Perc	1.588	.190	8.340	***par 32
OTst	<-->	MTst	1.291	.188	6.868	***par 33
OTst	<-->	Perc	1.055	.176	5.993	***par 34
MTst	<-->	Perc	1.430	.193	7.428	***par 35
Mot	<-->	CC	-.281	.116	-2.430	.015par 40
Mot	<-->	TI	-.519	.140	-3.716	***par 41
SR	<-->	CC	-.348	.130	-2.671	.008par 42
SR	<-->	TI	-.609	.158	-3.866	***par 43
TLC	<-->	CC	-.631	.141	-4.482	***par 44
TLC	<-->	TI	-.844	.169	-5.000	***par 45
TLI	<-->	CC	-.536	.139	-3.862	***par 46
TLI	<-->	TI	-.888	.171	-5.180	***par 47
OTst	<-->	CC	-1.219	.177	-6.880	***par 48
OTst	<-->	TI	-1.180	.196	-6.023	***par 49
MTst	<-->	CC	-.838	.163	-5.137	***par 50
MTst	<-->	TI	-.799	.185	-4.312	***par 51
Perc	<-->	CC	-.462	.149	-3.108	.002par 52
Perc	<-->	TI	-.743	.179	-4.147	***par 53
CC	<-->	TI	1.104	.185	5.983	***par 54



Table AB2.4  
*Covariances 9-Factor Model Regression Default Model*

	Estimate	S.E.	C.R.	P	Label
Mot <--> SR	1.255	.154	8.130	***	par_15
Mot <--> TLC	1.057	.143	7.378	***	par_16
Mot <--> TLI	1.117	.146	7.622	***	par_17
Mot <--> OTst	.696	.135	5.149	***	par_18
Mot <--> MTst	1.032	.151	6.845	***	par_19
Mot <--> Perc	1.236	.159	7.756	***	par_20
SR <--> TLC	.934	.148	6.307	***	par_21
SR <--> TLI	1.260	.165	7.627	***	par_22
SR <--> OTst	.782	.152	5.154	***	par_23
SR <--> MTst	1.164	.170	6.857	***	par_24
SR <--> Perc	1.570	.189	8.289	***	par_25
TLC <--> TLI	1.423	.175	8.128	***	par_26
TLC <--> OTst	1.011	.163	6.195	***	par_27
TLC <--> MTst	1.182	.172	6.866	***	par_28
TLC <--> Perc	1.156	.169	6.835	***	par_29
TLI <--> OTst	.929	.160	5.796	***	par_30
TLI <--> MTst	1.307	.178	7.358	***	par_31
TLI <--> Perc	1.588	.190	8.340	***	par_32
OTst <--> MTst	1.291	.188	6.868	***	par_33
OTst <--> Perc	1.055	.176	5.993	***	par_34
MTst <--> Perc	1.430	.193	7.428	***	par_35
Mot <--> CC	-.281	.116	-2.430	.015	par_40
Mot <--> TI	-.519	.140	-3.716	***	par_41
SR <--> CC	-.348	.130	-2.671	.008	par_42
SR <--> TI	-.609	.158	-3.866	***	par_43
TLC <--> CC	-.631	.141	-4.482	***	par_44
TLC <--> TI	-.844	.169	-5.000	***	par_45
TLI <--> CC	-.536	.139	-3.862	***	par_46
TLI <--> TI	-.888	.171	-5.180	***	par_47
OTst <--> CC	-1.219	.177	-6.880	***	par_48
OTst <--> TI	-1.180	.196	-6.023	***	par_49
MTst <--> CC	-.838	.163	-5.137	***	par_50
MTst <--> TI	-.799	.185	-4.312	***	par_51
Perc <--> CC	-.462	.149	-3.108	.002	par_52
Perc <--> TI	-.743	.179	-4.147	***	par_53
CC <--> TI	1.104	.185	<a href="#">5.983</a>	***	par_54

Table AB2.5

*Factor Loadings and Selected Fit Statistics for Discriminate Analysis of Paired Latent Variables and One Factor Models.*

<i>EI Perception(P) items with:</i>	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>M1</i>	<i>M2</i>	<i>M3</i>					
EI Motivation (M): 2-Factor Model	.88	.95	.91	.73	.86	.82	12.33	.049	.99	1.00	96.02
1-Factor Model	.87	.94	.90	.54	.67	.68	137.71	.250	.79	.87	214.97
	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>SR1</i>	<i>SR2</i>	<i>SR3</i>					
EI Self Regulation (SR) 2-Factor Model	.88	.94	.90	.82	.86	.82	26.91	.102	.97	.98	110.61
1-Factor Model	.88	.93	.90	.74	.73	.74	110.78	.222	.85	.91	188.03
	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>TLC1</i>	<i>TLC2</i>	<i>TLC3</i>					
TL Communication 2-Factor Model	.89	.94	.91	.82	.84	.81	7.87	.000	1.00	1.00	91.561
1-Factor Model	.89	.93	.90	.55	.58	.51	209.49	.312	.66	.80	286.75
	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>TLI1</i>	<i>TLI2</i>	<i>TLI3</i>					
TL Influence/Support 2-Factor Model	.88	.95	.90	.73	.88	.86	19.28	.078	.98	.99	102.90
1-Factor Model	.87	.94	.90	.62	.64	.67	122.83	.235	.83	.89	200.09
	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>OT1</i>	<i>OT2</i>	<i>OT3</i>					
Organisational Trust 2-Factor Model	.88	.94	.91	.80	.81	.86	10.23	.035	1.00	1.00	93.93
1-Factor Model	.89	.95	.90	.48	.42	.45	253.34	.344	.74	.56	330.57
	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>MT1</i>	<i>MT2</i>	<i>MT3</i>					
Trust in Manager 2-Factor Model	.88	.94	.91	.75	1.0	.97	43.61	.390	.98	.96	127.30
1-Factor Model	.88	.91	.89	.73	.68	.69	621.88	.545	.61	.34	699.133

Table AB2.5 Contin...

*Factor Loadings and Selected Fit Statistics for Discriminate Analysis of Paired Latent Variables and One Factor Models.*

	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>CC1</i>	<i>CC2</i>	<i>CC3</i>					
Change Cynicism 2-Factor Model	.88	.94	.91	.91	.91	.83	18.34	.075	.99	.98	102.04
1-Factor Model	.89	.94	.90	-.20	-.28	-.15	487.25	.482	.56	.27	564.502
	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>IL1</i>	<i>IL2</i>	<i>TL3</i>					
Intention to Leave 2-Factor Model	.88	.94	.91	.94	.83	.82	8.72	.020	1.0	1.0	92.413
1-Factor Model	.89	.94	.91	-.31	-.28	-.34	389.94	.430	.63	.39	467.19
<i>EI Motivation with:</i>	<i>M1</i>	<i>M2</i>	<i>M3</i>	<i>SR1</i>	<i>SR2</i>	<i>SR3</i>					
<b>EI Self Regulation 2-Factor Model</b>	<b>.73</b>	<b>.88</b>	<b>.81</b>	<b>.80</b>	<b>.88</b>	<b>.81</b>	<b>17.56</b>	<b>.072</b>	<b>.99</b>	<b>.98</b>	<b>101.29</b>
<b>1-Factor Model</b>	<b>.69</b>	<b>.83</b>	<b>.79</b>	<b>.79</b>	<b>.85</b>	<b>.81</b>	<b>49.50</b>	<b>.073</b>	<b>.93</b>	<b>.95</b>	<b>126.76</b>
<i>EI Motivation items with:</i>	<i>M1</i>	<i>M2</i>	<i>M3</i>	<i>TLC1</i>	<i>TLC2</i>	<i>TLC3</i>					
TL Communication 2-Factor Model	.77	.85	.81	.83	.82	.81	10.43	.036	.99	1.0	94.126
1-Factor Model	.72	.74	.73	.79	.77	.76	102.90	.213	.79	.87	180.16
	<i>M1</i>	<i>M2</i>	<i>M3</i>	<i>TLI1</i>	<i>TLI2</i>	<i>TLI3</i>					
TL Influence/Support 2-Factor Model	.74	.86	.82	.73	.87	.87	28.12	.105	.95	.98	111.81
1-Factor Model	.66	.76	.75	.68	.81	.86	115.54	.227	.77	.86	192.80
	<i>M1</i>	<i>M2</i>	<i>M3</i>	<i>OT1</i>	<i>OT2</i>	<i>OT3</i>					
Organisational Trust 2-Factor Model	.77	.86	.79	.79	.82	.86	9.85	.032	.96	1.0	93.55
1-Factor Model	.77	.80	.75	.52	.51	.53	256.48	.35	.37	.62	333.74

Table AB2.5 Contin...

*Factor Loadings and Selected Fit Statistics for Discriminate Analysis of Paired Latent Variables and One Factor Models.*

	<i>M1</i>	<i>M2</i>	<i>M3</i>	<i>MT1</i>	<i>MT2</i>	<i>MT3</i>					
Trust in Manager 2-Factor Model	.75	.87	1.0	.75	1.0	.97	22.89	.09	.98	.99	106.58
1-Factor Model	.42	.51	.49	.75	.99	.98	226.68	.325	.70	.82	303.63
	<i>M1</i>	<i>M2</i>	<i>M3</i>	<i>CC1</i>	<i>CC2</i>	<i>CC3</i>					
Change Cynicism 2-Factor Model	.76	.87	.79	.91	.91	.83	17.10	.07	.98	.99	100.79
1-Factor Model	.77	.86	.78	-.23	-.26	-.16	488.88	.483	.01	.40	566.13
	<i>M1</i>	<i>M2</i>	<i>M3</i>	<i>IL1</i>	<i>IL2</i>	<i>TL3</i>					
Intention to Leave 2-Factor Model	.76	.87	.80	.94	.81	.82	6.50	.000	1.0	1.0	90.19
1-Factor Model	.76	.84	.79	-.37	-.37	-.33	388.91	.429	.13	.48	466.17
<i>EI Self Regulation with:</i>	<i>SR1</i>	<i>SR2</i>	<i>SR3</i>	<i>TLC1</i>	<i>TLC2</i>	<i>TLC3</i>					
TL Communication 2-Factor Model	.81	.88	.80	.84	.82	.81	9.08	.024	1.0	1.0	92.773
1-Factor Model	.77	.81	.79	.66	.62	.58	205.22	.309	.55	.73	282.48
	<i>SR1</i>	<i>SR2</i>	<i>SR3</i>	<i>TLC1</i>	<i>TLC2</i>	<i>TLC3</i>					
TL Influence/Support 2-Factor Model	.82	.88	.80	.72	.87	.87	22.41	.089	.97	.98	106.10
1-Factor Model	.77	.79	.74	.66	.79	.84	124.02	.24	.77	.86	201.28
	<i>SR1</i>	<i>SR2</i>	<i>SR3</i>	<i>OT1</i>	<i>OT2</i>	<i>OT3</i>					
Organisational Trust 2-Factor Model	.81	.89	.79	.79	.82	.86	12.67	.051	.99	.99	96.37
1-Factor Model	.81	.86	.78	.46	.46	.44	268.13	.36	.38	.63	345.39

Table AB2.5 Contin...

*Factor Loadings and Selected Fit Statistics for Discriminate Analysis of Paired Latent Variables and One Factor Models.*

	<i>SR1</i>	<i>SR2</i>	<i>SR3</i>	<i>MT1</i>	<i>MT2</i>	<i>MT3</i>					
Trust in Manager 2-Factor Model	.83	.88	.79	.75	1.0	.97	24.10	.094	.98	.99	107.85
1-Factor Model	.56	.49	.44	.75	.99	.98	258.96	.35	.67	.80	336.21
	<i>SR1</i>	<i>SR2</i>	<i>SR3</i>	<i>CC1</i>	<i>CC2</i>	<i>CC3</i>					
Change Cynicism 2-Factor Model	.80	.90	.79	.91	.91	.84	22.69	.090	.97	.98	106.39
1-Factor Model	.80	.88	.80	-.20	-.27	-.16	494.76	.49	.043	.43	572.01
	<i>SR1</i>	<i>SR2</i>	<i>SR3</i>	<i>IL1</i>	<i>IL2</i>	<i>TL3</i>					
Intention to Leave 2-Factor Model	.81	.89	.80	.94	.81	.82	6.07	.000	1.0	1.0	89.78
1-Factor Model	.80	.87	.80	-.35	-.32	-.34	389.88	.430	.18	.51	467.14
<i>Transform. Leadership Communication with:</i>	<i>TLC1</i>	<i>TLC2</i>	<i>TLC3</i>	<i>TLI1</i>	<i>TLI2</i>	<i>TLI3</i>					
TL Influence/Support 2-Factor Model	.81	.81	.84	.73	.94	.81	13.83	.056	.99	.99	97.53
1-Factor Model	.76	.74	.80	.61	.69	.69	75.04	.179	.87	.93	152.30
	<i>TLC1</i>	<i>TLC2</i>	<i>TLC3</i>	<i>OT1</i>	<i>OT2</i>	<i>OT3</i>					
Organisational Trust 2-Factor Model	.81	.85	.81	.79	.81	.87	8.25	.012	1.0	1.0	91.95
1-Factor Model	.75	.82	.74	.62	.62	.65	207.92	.311	.53	.72	285.18
	<i>TLC1</i>	<i>TLC2</i>	<i>TLC3</i>	<i>MT1</i>	<i>MT2</i>	<i>MT3</i>					
Trust in Manager 2-Factor Model	.83	.83	.81	.75	1.0	.97	23.64	.092	.98	.99	107.34
1-Factor Model	.50	.51	.45	.75	.99	.97	244.39	.34	.69	.81	321.641

Table AB2.5 Contin...

*Factor Loadings and Selected Fit Statistics for Discriminate Analysis of Paired Latent Variables and One Factor Models.*

	<i>TLC1</i>	<i>TLC2</i>	<i>TLC3</i>	<i>CC1</i>	<i>CC2</i>	<i>CC3</i>					
Change Cynicism 2-Factor Model	.82	.83	.82	.91	.90	.84	7.95	.000	1.0	1.0	91.645
1-Factor Model	.80	.82	.78	-.47	-.47	-.42	432.68	.453	.15	.49	509.94
	<i>TLC1</i>	<i>TLC2</i>	<i>TLC3</i>	<i>IL1</i>	<i>IL2</i>	<i>IL3</i>					
Intention to Leave 2-Factor Model	.82	.82	.82	.94	.81	.82	17.16	.071	.98	.99	100.86
1-Factor Model	.80	.80	.78	-.53	-.53	-.44	359.93	.410	.25	.55	437.19
<i>Transform. Leadership Influence/Support with:</i>	<i>TLI1</i>	<i>TLI2</i>	<i>TLI3</i>	<i>OT1</i>	<i>OT2</i>	<i>OT3</i>					
Organisational Trust 2-Factor Model	.73	.94	.80	.78	.81	.87	7.78	.000	1.0	1.0	91.47
1-Factor Model	.72	.91	.81	.47	.49	.52	247.00	.340	.44	.67	324.26
	<i>TLI1</i>	<i>TLI2</i>	<i>TLI3</i>	<i>MT1</i>	<i>MT2</i>	<i>MT3</i>					
Trust in Manager 2-Factor Model	.75	.89	.84	.75	1.0	.97	49.15	.150	.94	.97	132.84
1-Factor Model	.49	.54	.58	.76	.99	.98	261.57	.350	.68	.81	338.82
	<i>TLI1</i>	<i>TLI2</i>	<i>TLI3</i>	<i>CC1</i>	<i>CC2</i>	<i>CC3</i>					
Change Cynicism 2-Factor Model	.73	.94	.81	.91	.91	.83	10.72	.040	.99	1.0	94.41
1-Factor Model	.73	.92	.81	-.32	-.36	-.27	462.024	.469	.11	.46	539.28
	<i>TLI1</i>	<i>TLI2</i>	<i>TLI3</i>	<i>IL1</i>	<i>IL2</i>	<i>IL3</i>					
Intention to Leave 2-Factor Model	.74	.92	.82	.95	.81	.82	4.34	.000	1.0	1.0	88.04
1-Factor Model	.74	.88	.82	-.51	-.45	-.40	359.64	.412	.26	.56	436.90

Table AB2.5 Contin...

Factor Loadings and Selected Fit Statistics for Discriminate Analysis of Paired Latent Variables and One Factor Models.

<i>Organisational Trust with:</i>	<i>OT1</i>	<i>OT2</i>	<i>OT3</i>	<i>MT1</i>	<i>MT2</i>	<i>MT3</i>					
Trust in Manager 2-Factor Model	.75	1.0	.97	.80	.81	.87	22.17	.071	.96	.98	116.87
1-Factor Model	.75	.99	.97	.51	.43	.50	257.64	.347	.67	.80	334.90
	<i>OT1</i>	<i>OT2</i>	<i>OT3</i>	<i>CC1</i>	<i>CC2</i>	<i>CC3</i>					
Change Cynicism 2-Factor Model	.80	.81	.86	.90	.91	.83	12.61	.050	.99	1.0	96.30
1-Factor Model	.61	.55	.59	-.88	-.91	-.82	199.07	.304	.65	.79	276.33
	<i>OT1</i>	<i>OT2</i>	<i>OT3</i>	<i>IL1</i>	<i>IL2</i>	<i>TL3</i>					
Intention to Leave 2-Factor Model	.80	.81	.86	.94	.82	.82	9.12	.025	1.0	1.0	92.81
1-Factor Model	.54	.49	.51	-.91	-.83	-.81	236.70	.332	.53	.71	313.96
	<i>MT1</i>	<i>MT2</i>	<i>MT3</i>	<i>CC1</i>	<i>CC2</i>	<i>CC3</i>					
Trust in Manager with:											
Change Cynicism 2-Factor Model	.75	1.0	.97	.91	.91	.83	25.09	.10	.98	.99	108.70
1-Factor Model	.75	1.0	.97	-.36	-.37	-.28	461.90	.470	.45	.67	539.15
	<i>MT1</i>	<i>MT2</i>	<i>MT3</i>	<i>IL1</i>	<i>IL2</i>	<i>TL3</i>					
Intention to Leave 2-Factor Model	.75	1.0	.97	.94	.81	.82	12.84	.051	.99	1.0	96.53
1-Factor Model	.75	1.0	.97	-.30	-.27	-.28	400.69	.44	.49	.69	477.95
	<i>CC1</i>	<i>CC2</i>	<i>CC3</i>	<i>IL1</i>	<i>IL2</i>	<i>TL3</i>					
Change Cynicism with Intention to Leave											
2-Factor Model	.89	.93	.83	.93	.82	.83	28.54	.106	.96	.98	112.23
1-Factor Model	.87	.93	.81	.53	.54	.50	334.61	.397	.45	.67	411.87

**APPENDIX C**



**APPENDIX C**  
**McCallum et al's (1996) SAS Power Analysis/Sample Size Program**

```

title "computation of min sample size for test of fit";
data one ;
file '\csmppow\temp' ;
rmsea0=.08 ; *null hyp rmsea ;
rmseaa=.05 ; *alt hyp rmsea ;
d=20 ;      *degrees of freedom ;
alpha=.05 ; *alpha level ;
powd=.80 ;  *desired power ;
*initialize values ;
powa=0.0 ;
n = 0 ;
*begin loop for finding initial level of n ;
do until (powa>powd) ;
n + 100 ;
ncp0=(n-1)*d*rmsea0**2 ;
ncpa=(n-1)*d*rmseaa**2 ;
*compute power ;
if rmsea0>rmseaa then do ;
cval = cinv(alpha,d,ncp0) ;
powa = probchi(cval,d,ncpa) ;
end ;
if rmsea0<rmseaa then do ;
cval = cinv(1-alpha,d,ncp0) ;
powa = 1-probchi(cval,d,ncpa) ;
end ;
end ;
* begin loop for interval halving ;
dir=-1 ;
newn=n ;
intv=200 ;
powdiff=powa-powd ;
do until (powdiff<.001) ;
intv=intv*.5 ;
newn + dir*intv*.5 ;
*compute new power ;
ncp0=(newn-1)*d*rmsea0**2 ;
ncpa=(newn-1)*d*rmseaa**2 ;
*compute power ;
if rmsea0>rmseaa then do ;
cval = cinv(alpha,d,ncp0) ;
powa = probchi(cval,d,ncpa) ;
end ;
if rmsea0<rmseaa then do ;
cval = cinv(1-alpha,d,ncp0) ;
powa = 1-probchi(cval,d,ncpa) ;
end ;
powdiff=abs(powa-powd) ;
if powa<powd then dir=1; else dir=-1 ;
end ;
minn=newn ;
output ;
proc print data=one;
var rmsea0 rmseaa powd alpha d minn powa ; run ;

```