THE DEVELOPMENT OF THE UNIFIED HUMAN DYNAMICS FRAMEWORK INSTRUMENT (UHDF-I): AN EXPLORATORY FACTOR ANALYSIS AND RELIABILITY ANALYSIS

Franco Pietro Viti

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Committee:

Steven Herrol Cady, Committee Chair

Lubomir Savov Popov
Graduate Faculty Representative

Jeanelle S. Sears

Truit Wert Gray

ABSTRACT

Steven Herrol Cady, Committee Chair

Personality psychology, which focuses on understanding individual orientation, traits, and attribution style, provides critical insights into organizational behavior and performance. This study begins with a rigorous review of foundational theories, ensuring quality, clarity, transparency, and methodological rigor. Specifically, it examines behavioral orientation, personality traits, and attribution style to lay the groundwork for developing the Unified Human Dynamics Framework Instrument (UHDF-I) through exploratory factor analysis.

This dissertation aims to achieve two primary objectives: 1) deepen understanding of behavioral orientation, traits, and attribution style constructs; and 2) create the Unified Human Dynamics Framework Instrument (UHDF-I), integrating 11 diverse constructs into a cohesive framework to elucidate human personality dynamics. The validity and reliability of the UHDF-I were established through exploratory factor analysis (EFA). A preliminary EFA using principal component analysis with Varimax rotation supported the development of an 11-factor structure for the UHDF-I.

The UHDF-I integrates 11 constructs: task and relationship orientation; Machiavellianism; narcissism; psychopathy; sadism; faith in humanity; Kantianism; humanism traits; and internal and external locus of control attributions. Initially comprising 290 items, including 13 for honesty, attention, and redundancy measures, these were refined to 44 items (4 per factor) following EFA to eliminate non-loading, poorly loading, or cross-loading items above an Eigenvalue of .3.

The Unified Human Dynamics Framework Instrument (UHDF-I) offers comprehensive and empirically validated insights into fundamental personality characteristics. By integrating multiple constructs, it provides a robust framework to enhance understanding of how individuals and groups connect, motivate each other, and interact across various life and work domains. Utilizing the UHDF-I has the potential to optimize employee relationships, foster strategic organizational learning, facilitate effective communications, promote cohesive teamwork, and enhance organizational transformation and effectiveness.

Keywords: task and relationship orientation, Machiavellianism, narcissism, psychopathy, sadism, faith in humanity, Kantianism, humanism traits, internal locus of control, external attribution styles, unified human dynamics, exploratory factor analysis, Varimax rotation, orthogonal rotation

"A single sunbeam is enough to drive away many shadows."

— St. Francis of Assisi, n.d.

A Dedication to Those Who Have Brought Peace into My Life

This dissertation is a tribute to the very bright lights in my life, those who loved and cared, and who have always encouraged my ambitious visions and helped me understand that anything is possible given the opportunity. This dissertation is dedicated to you, my beloved family and dear friends. To my wonderful wife and soulmate, Jenny Wren, who has journeyed by my side through countless years, always knowing the right words and actions when I need them most - thank you for your boundless love, sacrifices, and support. As in all we do, we did it together as a team!

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INTRODUCTION

"The more we learn about what we are and how we got here, the more we will mobilizeour intelligence to protect the well-being of our species and our planet."

—Pinker, n.d.

This dissertation explores emerging questions in personality psychology that stem from my extensive experience in leadership, management consulting, and organizational development and change initiatives. From this experience, I have developed a deep understanding of how employees' personality frameworks significantly influence the interpersonal dynamics and culture within an organization from my experiences.

In the first chapter, I review dozens of rigorous studies that illuminate the following constructs: (a) behavioral orientation (Breevaart, 2021); (b) personality traits, including socially aversive traits like malevolence (Garcia, 2020) and socially positive traits like benevolence (Koutsouville, 1976); and (c) personality attribution style (Heider, 1958; Rotter, 1960).

Based on this dissertation's nomological net, exploratory factor analysis generated a new research instrument that assesses several key aspects of an employee's psychological make-up that shape cognition, emotions, and motivations (Rettew et al., 2022). This instrument effectively and holistically measures an employee's behavioral orientation (Bass, 1967; Kahn, 1990), personality traits (Allport, 1961), and personality attribution style (Heider, 1958; Rotter, 1966). In what remains of this Introduction, I provide a brief overview of three key theories, describing how they informed my dissertation research.

Behavioral Orientation

From an orientation lens, Bass's (1967) seminal paper presented the *orientation inventory scale* (Ori), aimed at measuring three behavioral orientation dimensions: self, interaction, and

task. Bass defined *self-orientation* as a focus on personal needs rather than those of others, *task orientation* as a concern with ensuring that group tasks are identified and executed, group goals are realized, and barriers to success are overcome, and *interaction orientation* as a focus on forming strong relationships, seeking belonging within the group, and prioritizing sharing (1967).

Building on Bass's work, Kahn (1990) introduced the construct of *personal engagement*, defined as the harnessing of employee self within their assigned organizational role to establish connections with peers and express themselves intellectually, emotionally, and physically. Kahn also defined *personal disengagement* as the employee's withdrawal from their assigned role, retreating into a defensive self, disconnecting from peers, and focusing on protecting their intellect, emotions, and physical well-being.

Personality Traits

The growing interest in the study of socially aversive personality traits has resulted in a wealth of empirical studies generating new knowledge across individual, team, and organizational dimensions. Social, behavioral, and organizational researchers continue to focus on building robust nomological networks and conducting empirical studies to better understand complex personality trait constructs (Hilbig et al., 2022). Several instruments have been developed and validated to illuminate the behaviors associated with both dark (Paulhus et al., 2002) and light (Kaufman et al., 2019) personality traits. The personality traits I highlight in this dissertation include both sub-clinical and everyday categorizations, with the term *sub-clinical* (Muris, 2017) referring to individuals not under professional supervision and the term *everyday* (Muris, 2017) referring to individuals across our broader communities (Kurtulmus, 2018).

I also present a summary of socially aversive personality trait theory, including personality disorders. This theory includes many constructs that draw on the Judeo-Christian articulation of the seven deadly sins: greed, pride, wrath, sloth, gluttony, envy, and lust. The study of socially aversive personality traits has become a growing interest among behavioral researchers, evolving from the study of *single, everyday dark personality traits* (Machiavellianism, subclinical narcissism, subclinical psychopathy, and everyday sadism) to the *dark triad cluster* (Machiavellianism, narcissism, and psychopathy) and, more recently, to the *dark tetrad* (Machiavellianism, narcissism, psychopathy, and sadism; Paulhus et al., 2021).

In response to the current focus on the dark triad theory, a community of behavioral scientists has emerged with an interest in identifying personality attributes that are opposite to the dark traits. Socially positive trait theory also draws on the Judeo-Christian tradition, articulating these seven capital virtues: humility, chastity, temperance, charity, diligence, patience, and kindness. I also examine light triad personality traits (faith in humanity, humanism, and Kantianism; Kaufman et al., 2019), harnessing new research that explores their impact on organizational life.

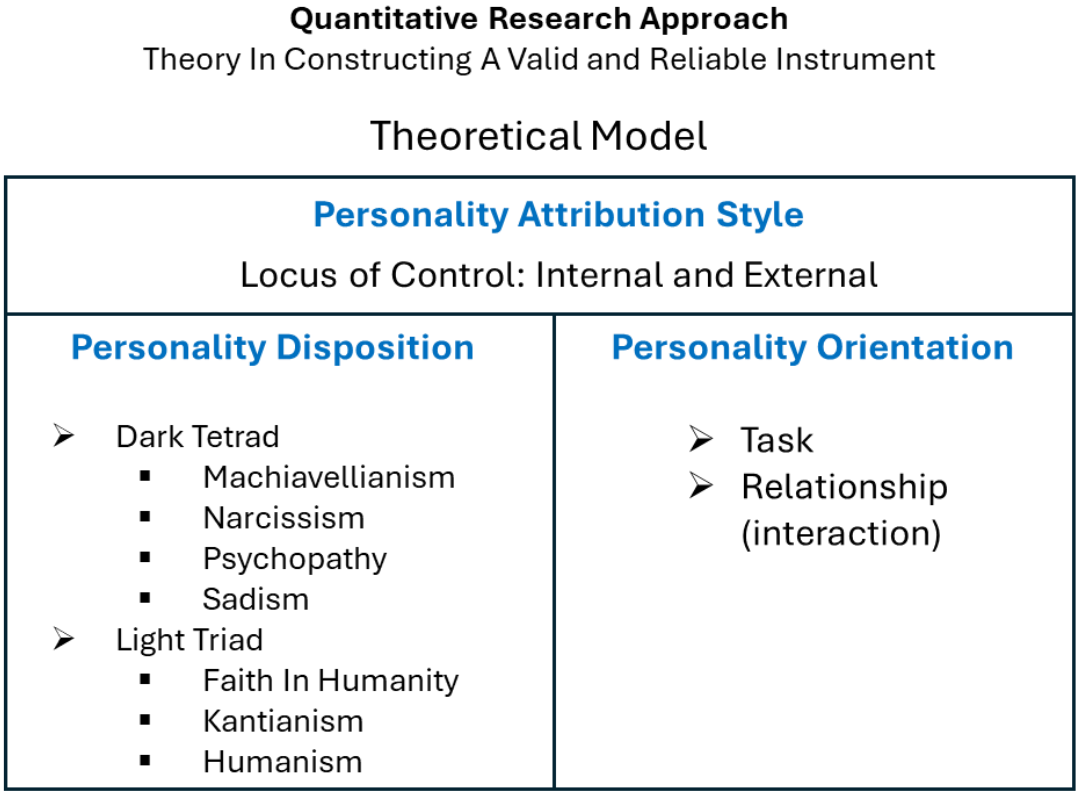
Personality Attribution Style

Through this study, I share seminal knowledge regarding the behavioral construct, locus of control. As defined by Rotter (1966), *locus of control* refers to the general expectation of internal or external cognitive reinforcement controls. Individuals with an *internal locus of control* personality trait generally believe that life events are attributable to their own directed actions (Rotter, 1966). On the other hand, individuals with an *external locus of control* will perceive life events as influenced by factors beyond their control, such as luck, fate, or powerful players (Rotter, 1966).

Bono and Judge (2003) provide evidence that internal and external locus of control can predict workplace performance behaviors, including both socially positive and aversive outcomes. The relationship between locus of control and socially positive and aversive personality traits remains largely unexplored in current research. Figure 1 summarizes the theoretical constructs informing the development of my Unified Human Dynamics Framework Instrument (UHDF-I).

Figure 1

A Summary of UHDF-I Theoretical Constructs



CHAPTER 1. LITERATURE REVIEW

This literature review synthesizes diverse theoretical frameworks to provide a concise summary of essential constructs, their interrelationships, and their implications for organizational dynamics (see Figure 1). It lays the groundwork for generating new, evidence-based knowledge in the field. I conducted this review using Bowling Green State University's library databases, notably the Web of Science, supplemented by initial searches on Google Scholar where I identified seminal studies.

I used a broad array of keywords in my search for literature including *toxic leadership*, *Machiavellianism*, *narcissism*, *psychopathy*, *sadism*, *faith in humanity*, *Kantianism*, *humanism*, *megalomania and leadership*, *dark tetrad*, *light triad*, *organizational behavior and dark or light triad*, *leadership and personality*, *transformation and personality*, *intelligence*, *locus of control*, *types of leader intelligence*, *leader orientation*, *employee engagement*, *personal engagement*, *personality*, *behavioral orientation*, *personality attribution style*, *personality traits*, *task orientation,* and *interaction orientation*. Combinations of these terms yielded qualitative and quantitative studies crucial for addressing the research objectives.

I employed a staged approach in my review of literature, first determining eligibility by assessing study abstracts, journal credibility, and research methodologies. Inclusion criteria for studies were restricted to articles published in peer-reviewed behavioral science journals, encompassing both academic and practitioner studies with demonstrated rigor. Initially, I selected 225 studies from a pool of 314, excluding 89 studies that did not meet criteria.

Following the initial selection process, I proceeded with a thorough review of these studies, meticulously analyzing their reference sections. This comprehensive examination enabled the identification and inclusion of several pertinent, seminal, and foundational empirical

studies. These studies collectively form the theoretical foundation for the development of my new psychometric assessment instrument.

Unified Human Dynamics Framework

My review of the literature culminated in the following three primary groupings of theories: *behavioral orientation*, *personality traits*, and *personality attribution style*. The review determined that behavioral science researchers have generated a large body of studies on a) behavioral orientation and attribution style; b) socially aversive personality traits (Paulhus et al., 2021); and c) newly emerging socially positive personality traits (Kaufman et al., 2019). The same literature review failed to identify theory that examines behavioral orientation, traits, and attribution style dimensions holistically and comprehensively. Therefore, developing a new psychometric instrument void of values and bias (Wijsen et al., 2022) that simultaneously measures behavioral orientation, traits, and attribution style could yield several potential benefits.

Integrated Assessment

The unified human dynamics framework instrument offers a more integrated and comprehensive assessment of an individual's overall personality profile (Rettew et al., 2022). Behavioral orientation (e.g., task and relationships), personality traits (dark tetrad; light triad), and personality attribution style (locus of control) are interconnected aspects that potentially influence human behavior and experiences. Simultaneous measurement of these constructs could provide insights into their interactions and mutual influences within individuals and organizations.

Predictive Power

Combining measures of orientation, traits, and attribution style may enhance the predictive power and validity of the new instrument (Diamantopoulos et al., 2012) for important

outcomes like employee engagement, job performance, perceived workplace safety, or stress risk (Rettew et al., 2022). A comprehensive 11-factor instrument could significantly enhance predictive models in these domains.

Theoretical Advancement

Developing a unified personality framework that ties together behavioral orientation, traits, and attribution style dimensions could advance theoretical models of personality (Back et al., 2011) and provide a more holistic understanding of this multifaceted construct. Psychometric models often focus on mapping latent variables to observable indicators, but an integrated instrument could reveal deeper connections between different personality components and their manifestations.

Efficiency

Assessing multiple personality aspects through a single, reliable, and validated instrument could improve efficiency for scholars and practitioners compared to administering several separate and lengthy scales (Boateng, et al., 2018). A concise yet comprehensive instrument allows for the collection of robust personality data in a time-effective manner.

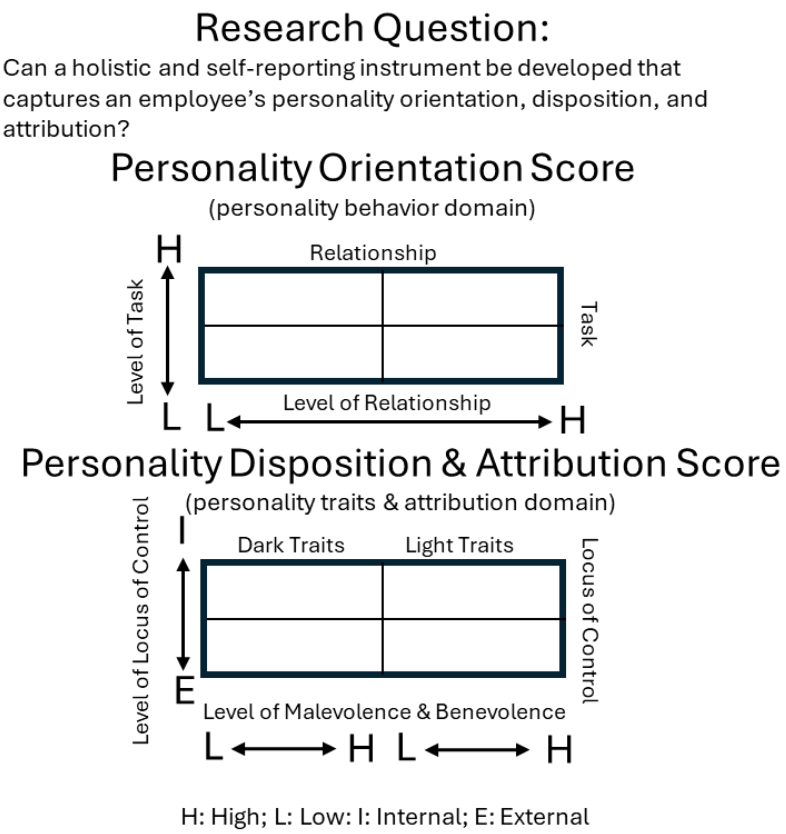
However, developing such an instrument would introduce the challenge of ensuring its psychometric properties (reliability and validity) are robust across the different personality dimensions included (Boateng et al., 2018). Careful theoretical grounding, item development, and empirical validation would be required (Robinson, 2017). Nonetheless, an integrated personality instrument could offer a valuable and potentially more comprehensive assessment tool for both research and workplace applications.

Through my integrative review of literature, a research gap emerged whereby no studies have examined relationship(s) among behavioral orientation, traits, and attribution style

dimensions. Therefore, my research aim for this dissertation was to investigate the feasibility of developing a holistic self-reporting instrument that captures an employee's behavioral orientation, traits, and attribution style dimensions. Figure 2 presents a diagram summarizing the constructs of UHDF-I, factor scoring, and the central research question.

Figure 2

A Summary of UHDF-I Constructs, Construct Scoring, and Research Gaps



Construct 1. Behavioral Orientation

"The core of my personality consists of many selves."

— Bender, n.d.

Task, Self, and Interaction Orientation Theory

Bass's seminal paper (1967) presented the *Orientation Inventory scale* (Ori), designed to measure three distinct behavioral orientation dimensions: self, interaction, and task. The first dimension, *self*, pertains to individuals primarily focused on their personal needs rather than those of others (Bass, 1967). The second dimension, *interaction*, describes individuals primarily concerned with building strong relationships, seeking personal engagement, fostering group belonging, and placing an emphasis on sharing (Bass, 1967). The third dimension, *task*, characterizes individuals primarily focused on identifying and executing group tasks, achieving group goals, and overcoming obstacles to success (Bass, 1967).

As an extension of Bass's seminal work (1967), Ray (1973) focused on the organizational practice of employee selection and examined the impact of employee task and interaction orientation behaviors. Questioning the validity of Bass's Ori scale (Ray, 1973), Ray set out to provide alternative scales designed to measure employees' task and interaction orientations. Ray (1973) defined *task orientation* as the degree to which an employee seeks effectiveness in completing work assignments, and *interaction orientation* as an employee's desire to derive satisfaction from working with others (Ray, 1973).

Ray (1973) developed, administered, and validated a 27-item task-orientation (TO) scale and a 35-item interaction-orientation (OI) scale (t=1.97 for task orientation; t=2.68 for interaction orientation; N=126), with a strong association between the independent variable, *interaction orientation*, and the dependent variable, *increasing tolerance for conflicting ideas or*

deviance in thoughts (r =.216: p <.05) (Ray, 1973). A strong association also emerged between the independent variable, *task orientation*, and the dependent variable, *more authoritarian and intolerant* (r=.396: p<.05) (Ray, 1973). This study led to the significant discovery that employee task and interaction orientations are not mutually exclusive; individuals can exhibit high scores on both orientation dimensions (Ray, 1973).

Construct 2. Personality Traits

"The most important question we can ask is whether the universe is benevolent or malevolent."

— Einstein, n.d.

Malevolence: Seven Deadly Sins and the Evolution of Socially Aversive Trait Theory

Drawing from classic writings and theoretical constructs rooted in behavioral science, researchers have developed frameworks that explore socially aversive traits such as Machiavellianism, subclinical narcissism, subclinical psychopathy, and everyday sadism. These constructs can be traced back to the Judeo-Christian-influenced concept of the seven deadly sins—greed, pride, wrath, sloth, gluttony, envy, and lust—underscoring their influence on the evolution of dark personality traits (Jones & Paulhus, 2013). As understanding grows around both socially aversive and positive personality traits, there is optimism regarding bridging the gap between theoretical knowledge and practical application in real-world settings. This enhanced understanding could potentially bolster organizations' capacity to effectively address emerging challenges (Luthans, 2002).

Dark Triad and Dark Tetrad Personality Trait Theory. In this section, I identify and present (a) four core dark personality trait theories with their validated instruments (Paulhus & Williams, 2002); (b) the dark triad construct (Jones & Paulhus, 2013); and (c) the dark tetrad personality trait cluster (Paulhus et al., 2021) construct. I also review the newly emerging light

triad theory (Kaufman, et al., 2019), developed as a response to socially aversive personality trait theory and its various validated scales and subscales (Kaufman, et al., 2019). With a greater understanding of socially aversive and socially positive personality traits, consideration can be given to their impact on organizational purpose, leadership, human resources, structure, and business processes (Luthans, 2002; Palmer et al., 2020).

Paulhus and Williams (2002) authored a seminal paper introducing the dark triad construct, aiming to explore the commonalities and distinctions among the three prevalent socially aversive personality traits at the time: Machiavellianism (Christie & Geis, 1970), subclinical narcissism (Raskin & Hall, 1979), and subclinical psychopathy (Cleckley, 1976). Their objective was to challenge the emerging notion that the three socially aversive personality traits were in fact one and the same, significantly correlated, and should be treated as equivalent (Paulhus & Williams, 2002). Their empirical study involved 245 undergraduate psychology students who were administered three measures. These included the Narcissism Personality Index (NPI; Raskin & Hall, 1979), the Mach-4 Inventory (Christie & Geis, 1970), and the Subclinical Psychopathy Measure (SRP III; Hare, 1985). The alpha reliabilities for these measures were NPI = .81, Mach-4 = .79, and SRP III = .74 (Paulhus & Williams, 2002).

Through their research, Paulhus and Williams (2002) validated that while there was a small correlation among the three socially aversive personality traits, they exhibited significant distinctiveness. Consequently, the researchers concluded that these aversive personality traits were distinct entities but were best understood when considered together (Jones & Paulhus, 2014).

Jones and Paulhus (2014) expanded on their seminal research by aiming to simplify and reduce the length of existing dark triad personality scales, which typically encompassed more

than 200 items. There was reluctance among researchers to employ a clustered approach when studying dark triad personalities (Jones & Paulhus, 2014). Previously, Jonason and Webster (2010) had developed a 4-item instrument per dark personality trait, known as the Dirty Dozen scale, which was criticized for being too brief (Paulhus & Williams, 2002).

Following their extensive four-study research initiative, Jones and Paulhus (2014) introduced the *Short Dark Triad* (SD3) instrument. This condensed tool aimed to offer a succinct method for assessing dark personality traits. The SD3 has been generally accepted as an efficient, valid, and reliable instrument to measure the dark triad personality traits of Machiavellianism, subclinical narcissism, and subclinical psychopathy.

Building on this foundation, Paulhus, Buckels, Trapnell, and Jones (2021) recently developed the *Short Dark Tetrad* (SD4) instrument. This updated instrument incorporates a fourth dark trait, *everyday sadisms*, alongside the original three traits. The short dark tetrad (SD4) instrument—comprised of four subscales with a 7-item per-trait construct—is a modified and extended version of the SD3 instrument (Paulhus et al., 2021).

Research surrounding the development of the SD4 instrument has revealed that sadism exhibits stronger correlations with psychopathy and Machiavellianism, while its relationship with narcissism is less pronounced. Despite its recent introduction, the SD4 has already been employed in various studies exploring topics such as aggression (Paulus et al., 2021), relationship dynamics (Hughes & Samuels, 2021), cyberbullying (Brown et al., 2019), and attachment styles (Nickisch et al., 2020). This literature review underscores the significance of individual personality traits, both dark and light, in advancing foundational theory and fostering deeper understanding in the field.

Machiavellianism Personality Trait Theory. During the 1970s, personality traits research accelerated, with social scientists beginning to explore the concept of interpersonal manipulation and its impact on people, teams, organizations, and communities (Osborne, et al., 1973). Christie and Geis made significant contributions in 1970 with their seminal work, inspired by Niccolò Machiavelli's treatise *The Prince* (1513), which laid the foundation for the development of *Machiavellianism theory*. Initially, they developed a theoretical framework and a preliminary Mach scale consisting of 71 items, which evolved into the more refined 20-item Mach 4 instrument (Miller et al., 2015). The Mach 4 instrument aims to assess tendencies toward socially aversive behaviors such as self-interested dominance, interpersonal manipulation, deceit, and a general lack of moral principles and virtue (Miller et al., 2015).

Christie and Geis (1970) developed two scales that included a 20-item Likert-format measure which demonstrated a split-half reliability of .79 across nine samples. The instrument has faced criticism from researchers regarding issues with factor validation and overall validity. Nevertheless, despite these challenges, a global community of researchers has conducted extensive empirical studies exploring the relationship between Machiavellianism and various outcomes including job satisfaction, theft, economic opportunism, defection, leadership styles, occupational selection, influence tactics, helping behaviors, and counterproductive work behaviors (Dahling et al., 2009).

Recent efforts have focused on refining and validating the Mach 4 instrument, resulting in a more robust measurement tool with multiple subscales. This redevelopment has provided a solid foundation for new research in areas such as organizational management, ethics, trust, and interpersonal dynamics (Dahling et al., 2009; Miller et al., 2015).

Narcissism (Subclinical) Personality Trait Theory. Following the development of Machiavellian trait theory, researchers Raskin and Hall (1979) advanced the study of narcissism with an empirical investigation aimed at distinguishing between clinical narcissistic personality disorder as outlined in the American Psychiatric Association Diagnostic and Statistical Manual of Mental Disorders, Third Edition (1980) and a subclinical rendering. Drawing inspiration from Greek mythology and the foundational works of Kernberg (1979) and Kohut (1978), Raskin and Hall (1979) formulated a *narcissism construct* characterized by traits such as grandiosity, manipulation, dominance, entitlement, superiority, and callousness (Ackerman et al., 2011; Paulhus & Williams, 2002).

Researchers Raskin and Hall (1979) posited that narcissistic behavior originates from the psychological tension between a grandiose identity and significant underlying insecurity (Paulhus & Williams, 2002). They conducted their study with a sample of 164 undergraduate students in a developmental psychology class, administering two versions of the Narcissistic Personality Index (NPI) eight weeks apart. The results revealed a zero-order Pearson correlation of .72 (N=69) between the two versions, indicating consistency over time. From an organizational perspective, Lubit (2002) highlighted the destructive impact of narcissistic managers, including moral impairment, underperformance, talent departure, brand and reputation erosion, and firm collapse.

As a result of Raskin and Hall's work (1980), *The Narcissistic Personality Inventory* (NPI) emerged, initially consisting of 223 items which were later refined into a final 40-item scale widely used in contemporary research. Subsequent researchers, such as Ackerman et al. (2011), examined the NPI's structure and reliability, finding support for a three-factor model

comprising leadership/authority, entitlement/exploitativeness, and grandiose exhibitionism dimensions (Ackerman et al., 2011).

Psychopathy (Subclinical) Personality Trait Theory. The construct of *psychopathy*, initially rooted in criminal behavior criteria (Brinkley et al., 2001), refers to a personality disorder characterized by antisocial fixation and interpersonal behaviors centered on manipulation and exploitation (Hare, 1979). Cleckley (1976) identified 16 core behavioral criteria for psychopathy, laying the foundation for the development of a clinical assessment instrument. Hare's (1979) study examined 143 white male prison inmates (ages 18-53) over two studies. These studies produced internal reliability scores of .86 in both instances. To ensure the scale's reliability, the independent ratings of each inmate's scores were averaged, resulting in a multiple and significant correlation of .84 ($p < 0.001$) among the 22 surveys. The primary psychopathic behavioral spectrum includes traits such as callousness, shallow affect, irresponsibility, impulsivity, pathological lying, and egocentricity (Brinkley et al., 2001).

Levenson and his colleagues developed a self-reporting instrument to measure secondary psychopathy in non-institutionalized populations, known as the *Self-Report Psychopathy Scale* (SRPS) (Levenson et al., 1995). From a corporate psychopathy perspective, management displaying secondary psychopathic behaviors—such as verbal abuse, hostility, constant deceit, impulsive decision-making, and egoism—can result in abusive management practices. These behaviors can lead to significant organizational harm, including reduced employee job satisfaction, engagement, and retention (Mathieu & Babiak, 2016).

Sadism (Everyday) Personality Trait Theory. While researchers' interest in *everyday sadism* is growing, it remains the least defined and studied among the dark personality traits (O'Meara et al., 2011). The American Psychiatric Association no longer recognizes the clinically

established sadistic personality disorder, having removed it from their *Diagnostic and Statistical Manual of Mental Disorders* prior to the release of its fourth edition (DSM-IV-TR). Despite this, researchers like Berger and his team (1999) began using the behavioral definitions from the sadistic personality disorder to classify individuals within various social settings (O'Meara et al., 2011).

Current behavioral scientists such as Foulkes (2019) define *sadism* as a personality trait characterized by gaining pleasure from others' emotional, psychological, and physical suffering. Individuals with sadistic personality traits exhibit anti-social behaviors, inflicting harm through their impulsivity, unethical behavior (Paulhus, 2014), lack of remorse, absence of empathy, and a constant need for affirmation (Gois et al., 2020). The spectrum of sadistic personalities ranges from community members and co-workers who engage in shaming and embarrassing others to those committing severe criminal offenses like torture and murder.

Moving away from the forensic manifestation of sadistic personality traits and focusing on everyday, antagonistic-oriented sadistic personalities, researchers Davies & Hand (2003) and O'Meara, Davies, & Barnes-Holmes (2004) developed a scale that measured the inclination for sadistic behaviors. The *Sadistic Attitudes and Behaviors Scale* (SABS) was introduced in 2003, aiming to identify potential sadistic behaviors. Inspired by the SABS, O'Meara, Davies, & Hammond (2011) developed the more recent *Short Sadistic Impulse Scale* (SSIS) to serve as a screening tool that effectively places individuals along a continuum of sadistic impulses.

Two studies validated the SSIS. The first involved 407 undergraduates across various fields of study, who completed the SABS (Davies & Hand, 2003). The second study included 564 individuals recruited via snowball sampling and referrals, who completed the SSIS. The

SSIS is a 10-item self-reporting scale derived from the 49-item SABS. Results confirmed that the SSIS reliably identifies core features of sadism (O'Meara et al., 2011).

O'Meara and colleagues demonstrated the SSIS's strong construct and discriminant validity (O'Meara et al., 2011). The scale effectively screens for sadistic impulses (O'Meara et al., 2011). From an organizational perspective, the presence of everyday sadistic leaders can create toxic work environments, leading to harmful outcomes like fraud, corruption, product sabotage, talent departure, and poor organizational performance (Krasikova et al., 2013).

Summary of Dark Personality Traits. Dark personalities can lead to various negative outcomes in the workplace. Below, is a list that outlines the key traits of dark personalities:

1. *Machiavellianism*: Validated traits include dominating self-interest, interpersonal manipulation, deceit, and a general absence of morality (Miller et al., 2015).
2. *Narcissism (Subclinical):* Validated traits encompass grandiosity, manipulation, dominance, entitlement, superiority, and callousness (Ackerman et al., 2011; Paulhus & Williams, 2002).
3. *Psychopathy (Subclinical):* Validated traits consist of manipulation, exploitation, callousness, shallow affect, irresponsibility, impulsivity, pathological lying, and egocentricity (Brinkley et al., 2001).
4. *Sadism (Everyday):* Validated traits include gaining pleasure from others' emotional, psychological, and physical suffering (Foulkes, 2019).

Recently, there has been a growing interest in contrasting these dark personality traits with light personality traits, which encompass socially positive characteristics. This transition aims to enhance understanding and application of personality trait theory in promoting better

organizational practices and outcomes. The following section will delve into the core findings of light personality trait theory.

Benevolence: Seven Capital Virtues and the Emergence of Socially Positive Trait Theory

While the study of socially aversive personality traits provides valuable insights into social phenomena (Lukic & Zivanovic, 2021), understanding positive personality traits is equally important for their impact on social and organizational life (Seligman & Csikszentmihalyi, 2000). The Judeo-Christian-influenced seven capital virtues—humility, chastity, temperance, charity, diligence, patience, and kindness—are foundational to the positive personality traits of hope, wisdom, creativity, spirituality, responsibility, growth-mindedness, dedication, and perseverance (Seligman & Csikszentmihalyi, 2000). Positive psychologists and behavioral researchers are increasingly exploring non-aversive social phenomena, such as positive workplace culture, optimized employee engagement, team motivation, and goal orientation (Seligman & Csikszentmihalyi, 2000).

The Light Triad Personality Trait Theory. In the spirit of capital virtue and positive psychology, and in response to the dominant dark triad personality trait theory (Lukic & Zivanovic, 2021), researchers Kaufman, Yaden, Hyde, and Tsukayama (2019) undertook new research aimed at developing a nomological net and a reliable empirical instrument related to positive personality traits (Kaufman et al., 2021). The purpose of this new instrument was to provide contrast against dark personality traits, focusing on human's loving and beneficent orientations (Lukic & Zivanovic, 2021).

To establish the external validity of the new *Light Triad Scale* (LTS), Kaufman et al. (2021) tested various positive psychology constructs (Seligman & Csikszentmihalyi, 2000). Using Amazon's Mechanical Turk (M-Turk) database, the researchers recruited 1,518

participants across four demographically diverse samples. Four studies were administered using no fewer than 39 scales that measured the following constructs: *the unpredictability of childhood*; *social desirability*; *dark triad*; *psychological needs and motives*; *religion*, *spirituality and self-transcendence*; *compassion and interpersonal styles curiosity*; *values and character strengths*; *defense styles*; *worldview*; *self-esteem and authenticity*; *sex, love, and relationships*; *empathy*; *selfishness, aggression, and moral judgment*; and *life satisfaction*. Across these studies, many positive and negative correlations were determined, leading to an LTS that was deemed reliable in measuring a loving and beneficent orientation toward others (Kaufman et al., 2021).

By employing exploratory and confirmatory factor analysis, Kaufman et al. (2021) demonstrated the LTS's construct reliability and validity, identifying three distinctive but related personality trait dimensions: faith in humanity, Kantianism, and humanism. *Faith in humanity* refers to a conviction that people are fundamentally good-natured; *Kantianism* refers to a belief that people should be treated as ends unto themselves; and *humanism* refers to the valuing of every individual's dignity and worth (Kaufman et al., 2021). Kaufman's light triad research has established reasonable predictability for life satisfaction, personal growth orientation, and self-transcendency (Kaufman et al., 2021).

Light triad personality traits can also have an impact across organizational behavior dimensions, creating an opportunity for researchers to shed light on positive organizational phenomena. Current light triad trait research is beginning to demonstrate a negative correlation between light triad personality traits and counterproductive workplace behaviors, and a positive correlation between light triad personality traits and organizational citizenship (Constantin & Florin, 2023). This suggests that fostering light triad traits within organizations can enhance workplace culture, promote ethical behavior, and improve overall organizational performance.

Construct 3. Personality Attribution Style

" Causal attributions determine affective reactions to success and failure."

—Weiner, 2008

The psychological construct of personality attribution style refers to the process by which individuals infer or attribute certain personality traits or characteristics to others based on their observed behaviors (Weiner, 2008). This concept is central to attribution style theory, which aims to understand how people explain the causes of their own and others' behaviors.

Attribution Style Theory

Attribution style theory, developed by psychologists such as Fritz Heider, Harold Kelley, and Bernard Weiner (Weiner, 2008), posits that individuals seek to understand the causes of events and behaviors by attributing them to either internal or external factors (Heider, 1958). Internal attributions refer to the tendency to attribute a person's behavior to their inherent personality traits, attitudes, or traits (Kelley, 1967). For instance, if someone is consistently punctual, an internal attribution style might be that the person is responsible and organized. On the other hand, external attribution styles involve attributing a person's behavior to external factors, such as environmental influences, social pressures, or specific circumstances (Rotter, 1968). For example, if someone is late to a meeting, an external attribution style might be that they were delayed by heavy traffic or an unexpected event.

Locus of Control

Following the development of attribution style theory, Rotter introduced the concept of *locus of control* (Rotter, 1966). Rotter's concept related to a personality trait inherent in all persons – a belief that one can either control their life outcomes (internal locus of control), or that their life outcomes are controlled by other external forces (external locus of control; Rotter,

1966). Dozens of researchers have utilized the locus of control construct to probe associations with many variables, including the quality of parent-child relationships (Campis et al., 1986), marital conflict resolution (Miller et al., 1983), and life longevity (Krause & Shaw, 2000).

In the workplace, researchers Ng, Sorenson, and Eby (2006) examined the unique features of locus of control against numerous work-related variables. They theorized that individuals with a high internal locus of control were highly predisposed to view their work environments more positively, and individuals with a high external locus of control (Ng et al., 2006) viewed their work environments more negatively (Ng et al., 2006). They posited that one's locus of control would have an impact on workplace variables such as perceived stress, employee well-being, employee withdrawal, and supervisor competency (Ng et al., 2006).

In regard to locus of control and benevolent behaviors, Kapoor, Ansari, and Shukla (1986) demonstrated associations between an internal locus of control and several positive interpersonal outcomes: stronger interpersonal skills, better social skills, increased consideration for others, proactivity, better health and wellness, and higher effectiveness at influencing people, which leads to better relationships with colleagues and supervisors.

Researchers have also examined sub-dimensional locus of control constructs, such as parental locus of control (Campis et al., 1986), marital locus of control (Miller et al., 1983), and health locus of control (Wallston et al., 1976). The context-specific work locus of control suggests that employees attribute rewards and challenges differently based on their internal or external locus of control (Spector, 1988). Although specific research on associations between personality traits, employee orientation, and work locus of control is sparse, it is reasonable to predict a positive correlation between light triad personality traits, internal locus of control, and interaction orientation variables.

Researchers Nieben, Schmidt, Groskurth, Rammstedt, and Lechner (2021) recently developed a high-rigor, condensed instrument to measure the internal-external locus of control personality trait (IE-4). The IE-4 scale demonstrates strong psychometric properties such as objectivity, reliability, and validity (Nieben, 2021). Designed as an ultra-short 4-item scale, the IE-4 is suitable for surveys where brevity is crucial and assessment time is limited. Its efficiency and rigor make it a valuable tool for developing new instruments, including the *Unified Human* Dynamics Framework Instrument (UHDF-I) developed from this study.

Research Gap and Research Question

In today's world of perpetual change, organizations face constant disruption to their business models, unpredictable shifts in demand, constrained financial and human resources, and intense competition. For survival and success, organizations must optimize governance, leadership, talent, structure, and business processes, including strategic change. This section explores dimensions within behavioral orientation, personality traits, and personality attribution style, aiming to understand their impact on organizational life.

Dimensions Within: Impacts on Organizational Life

This literature review has undertaken an examination of the various dimensions within behavioral orientation, personality traits, and personality attribution style. With a greater understanding of an employee’s task or relationship behaviors, their socially aversive and socially positive personality traits, and their personality attribution style approach such as locus of control, consideration can be given to their beneficial or detrimental impact on organizational life. Machiavellianism, subclinical narcissism, subclinical psychopathy, and everyday sadism are the primary traits of dark personalities (toxic individuals), while Kantianism, humanism, and

faith in humanity represent the core traits of light personalities (everyday saints). It must be acknowledged that all individuals harbor both dark and light traits to varying degrees.

Dark personalities in organizations can lead to destructive leadership, failed change initiatives, earnings misstatements, compromised performance, counterproductive workplace behaviors, decreased engagement, motivation, retention, and stunted innovation. In organizations, dark personalities within firms can result in destructive leadership and decision-making, which can cause organizational harm (Palmer et al., 2020). This harm can include the failure of organizational change initiatives, earnings misstatement (Buchholz, 2017), compromised performance, counterproductive workplace behaviors, decreased employee personal engagement, motivation, and retention, and stunted innovation (Kurtulmus, 2016). In some cases, dark traits such as narcissism have been shown to increase the propensity for employee job success (Hogan, 2007; Jonason et al., 2012; Paulhus et al., 2013).

Conversely, leaders with predominant light triad traits can drive successful change initiatives, reduce counterproductive behaviors, and increase positive organizational citizenship behaviors. These leaders may be able to drive increasing success in organizational change initiatives, reduce severe counterproductive workplace behaviors such as property deviance and personal aggression (Romascanu & Florin, 2023), and increase citizenship behaviors such as organizational rule compliance, employee endurance, and helping behaviors (Organ et al., 2006). A greater understanding of the relationship between dark and light personalities and their impact on organizational life could potentially generate valuable knowledge.

Regarding an employee's belief that they have control over their career fate (Ng et al., 2006), many leading researchers have concluded that the personality attribution style dimension of locus of control has demonstrated a high impact on work-life balance (Ng et al., 2006). The

locus of control construct (Rotter, 1966) has spawned over 100 theoretical extensions, including mastery, action control, and helplessness (Skinner, 1996), thus driving researchers to delve into a host of work-related social phenomena. Julita and Rahman (2010) shed light on the association between locus of control, organizational commitment, and readiness for change (individual response level). Work outcomes such as work satisfaction, employee wellness, and employee performance have demonstrated associations with an employee's locus of control (Judge & Bono, 2001). Once again, a greater understanding of the relationship between internal or external locus of control and their impact on organizational life could potentially generate valuable knowledge.

Finally, at the personality micro level, an employee's orientation (Breevaart & de Vries, 2021), be it self, social, or task, can fundamentally influence organizational group processes such as strategic planning and change projects (Finsterwalder et al., 2022). Within the context of group behavior, employees with a task orientation tend to dedicate themselves to task identification, implementation, and measurement (Martin & Clark, 1996). Those with a social orientation will focus on appropriate group assembly, friendship development, collaboration, and providing colleague support (Bass, 1967). Finally, employees with a self-orientation preoccupy themselves with personal dimensions and concerns at the expense of group and process goals and priorities (Finsterwalder et al., 2022).

Employee orientation traits can oscillate between self, social, and task dimensions (Tuckman, 2001) over a period, suggesting that the construct is flexible in nature (Finsterwalder et al., 2022). Researchers Finsterwalder et al. (2021) posit that this individual movement across orientation and traits could result from employee observation of peer behaviors during group processes. Therefore, a greater understanding of the relationship between behavioral orientation,

personality traits, and personality attribution style could potentially generate valuable knowledge necessary to better understand and improve organizational existence.

Research Question

After reviewing the literature regarding the constructs of behavioral orientation (task and interaction), personality traits (personal engagement, malevolence, benevolence), and personality attribution style (locus of control), this author has identified core constructs that can be represented in a new behavioral orientation, personality traits, and personality attribution style dimensions instrument. Therefore, for this dissertation, the research question is as follows: *Can a holistic and self-reporting instrument be developed that captures an employee's behavioral orientation, traits, and attribution style dimensions?*

Summary

After conducting an extensive literature review, a significant gap was identified in the empirical research on a unified human dynamics framework encompassing at least 11 dimensions across three core personality psychology constructs: *orientation, traits*, and *attribution style*. These construct's 11 dimensions formed the foundation of the proposed definition for a unified human dynamics framework. The Methods section describes the methodology used to investigate these unified human dynamics framework dimensions. By understanding the interplay between these dimensions, the research aims to provide valuable insights into the beneficial or detrimental impact of personality traits and behaviors on organizational life. This comprehensive framework has the potential to enhance organizational development and change as a practice and discipline, offering practical applications for improving governance, leadership, talent management, and overall organizational effectiveness in the face of ongoing challenges and disruptions.

CHAPTER 2. METHODS

This chapter details the research methodology used to develop the *Unified Human Dynamics Framework Instrument* (UHDF-I). While there are various empirical approaches to generate new knowledge regarding a unified human dynamics (personality psychology) framework, I selected a quantitative to generate new knowledge in the context of a unified human dynamics framework within personality psychology. The first section of this chapter details the process used to develop the UHDF-I. The second section explains the administration of the new instrument to the target sample population, and the third section reviews participant demographic information as well as the data analysis process.

Unified Human Dynamics Framework Instrument (UHDF-I)

For this dissertation, I developed a new self-reporting psychometric instrument through the collection of quantitative data, utilizing both descriptive and inferential statistics to generate the new instrument. The UHDF-I is based on three theoretical personality dimensions: (a) orientation, (b) traits, and (c) attribution style. The item development for the new instrument was guided by existing measurements, including the 27-item Task Orientation (TO) Scale (Ray, 1990), the 35-item Interaction Orientation (IO) Scale (Ray, 1990), the 28-item Short Dark Tetrad (SD4) (Paulhus et al., 2021), the 12-item Light Triad Scale (LTS) (Kaufman et al., 2019), and the 4-item Internal-External Locus of Control Short Scale-4 (IE-4) (Nieben et al., 2022). After completing the survey questions, respondents were asked to answer 11 demographic questions.

Overview

Limited research has investigated the interpersonal dynamics among employees possessing both dark tetrad and light triad traits (Cohen, 2016), alongside task and relationship behavioral orientations and locus of control personality attribution styles. Further exploration is

necessary to understand how these diverse personality characteristics influence interpersonal interactions and dynamics within the workplace context.

Boards of directors, senior leaders, managers, and employees can benefit from a deeper understanding of their experiences and the associated meaning when working with colleagues who exhibit various behavioral orientations, traits, and attribution styles. Future research is required to better understand the nature of task and relationship orientation, as well as the impact of malevolent, benevolent, and locus of control personality factors on organizational life (as shown in Figure 3).

Behavioral Orientation Construct

The Unified Human Dynamics Framework Instrument (UHDF-I) includes two behavioral orientation dimensions: task orientation (Bass, 1967; Kohn, 1990) and relationship orientation (Ray, 1973). The UHDF-I aims to identify the behavioral orientation (level of task orientation and relationship orientation) of employees within an organization.

Drawing on the seminal behavioral orientation scales developed by Bass (1967), Kohn (1990), and Ray (1973), the initial UHDF-I included 44 new task orientation items, with two additional items added to ensure instructional-based attention and survey respondent honesty. Additionally, it included 50 new relationship orientation items, with one additional item added to ensure respondent honesty. Survey respondents completed a 7-point Likert scale to assess themselves. See Appendix A for the list of behavioral orientation items (task and relationship).

Personality Traits Construct

The initial UHDF-I includes personality traits dimensions: (a) four dark tetrad factors (Paulhus et al., 2021) and (b) three light triad factors (Kaufmann et al., 2021). The UHDF-I aims

to identify the personality traits (level of malevolence and benevolence) of employees within an organization.

Drawing on the personality traits scales developed by Paulhus et al. (2021) and Kaufman et al. (2021), the UHDF-I includes the following items:

1. 30 new Machiavellianism items, with one additional item added to ensure survey respondent honesty
2. 29 new narcissism items, with one additional item added to ensure survey respondent honesty and one item added for a redundancy check
3. 29 new psychopathy items, with one additional item added to ensure survey respondent honesty
4. 31 new sadism items, with two additional items added to ensure instructional-based attention
5. 16 new faith in humanity items, with one additional item added for a redundancy check
6. 17 new Kantianism items, with one additional item added to ensure survey respondent honesty
7. 16 new humanism items, with one additional item added to ensure instructional-based attention
8. 28 new locus of control items, with one additional item added to ensure survey respondent honesty

Personality Attribution Style Construct

The initial UHDF-I includes two personality attribution style dimensions: (a) internal locus of control and (b) external locus of control (Rotter, 1968). Drawing on various locus of control scales (Rotter, 1968; Nieben, 2021), the UHDF-I includes 15 locus of control internal items and 13 locus of control external items, with one additional item added to ensure survey respondent honesty.

Demographic Information

The UHDF-I also included 11 demographic questions to understand respondent backgrounds and support themes that may emerge for future research. The demographic information I collected included gender, race, age, highest education, country of residency, employment status, organizational type, employee size of the organization, industry type, current employment position, and the number of years employed within the current position. See Appendix A for the demographic items.

Conclusion

The UHDF-I includes a total of 290 behavioral orientation and traits items, six survey respondent honesty check items, five items to ensure the survey respondent's instructional-based attention, and two items to investigate redundancy item performance. Respondents were asked to agree or disagree with the survey items on a scale of 1 to 7, with 1 = strongly disagree and 7 = strongly agree.

After collecting survey data (n = 502), I used SPSS software to generate descriptive and inferential statistics related to the 11 factors found in the primary UHDF-I: task orientation, relationship orientation, Machiavellianism, narcissism, psychopathy, sadism, faith in humanity, Kantianism, humanism, and locus of control internal and external.

Procedure

Drawing upon quantitative research best practices under the guidance of my dissertation committee chair and its members, I implemented the following rigorous development process for the UHDF-I:

1. Developed the primary UHDF-I instrument.
2. Conducted iterative pilot reviews of the proposed primary instrument, collated feedback for emerging themes, and revised the UHDF-I instrument accordingly.
3. Submitted the proposed UHDF-I instrument development proposal to the Bowling Green State University (BGSU) Institutional Review Board (IRB). The IRB approved the proposal without requiring any revisions on May 8, 2024.
4. Entered the primary UHDF-I survey into SurveyMonkey software.
5. Posted the invitation to complete the Pilot Primary UHDF-I across multiple digital marketing channels and the author's client and social network on May 16, 2024.
6. Revised the UHDF-I based on feedback from respondents who completed the Pilot Primary UHDF-I and entered the revised instrument into SurveyMonkey software.
7. Launched the Primary UHDF-I Survey on May 23, 2024. Secured 550 survey respondents on May 23, 2024, via the Prolific researcher platform, of which 502 responses were deemed 100% complete (303 research items and 11 demographic items).
8. Completed reliability analysis, validity analysis, and exploratory factor analysis of the Primary UHDF-I data (n = 502) using SPSS in early June 2024.

Utilizing descriptive and inferential statistics, several UHDF-I versions emerged throughout the research process, as some items did not load sufficiently. UHDF-I item reliability was determined using Cronbach's alpha coefficient (Cronbach, 1951), and UHDF-I item validity was determined using correlation coefficient (r) statistics (Pearson, 1895).

Upon final BGSU IRB approval of the Pilot Primary UHDF-I, an invitation to complete the survey was posted (see Appendix B). The invitation included a detailed letter outlining the purpose and description of the study, researcher contact information, and a statement indicating that all survey takers must be at least 18 years of age.

The invitation was posted to several digital marketing channels, such as LinkedIn and Instagram (Meta Group), with a link to the SurveyMonkey website. It was also shared with senior leaders in the author's client database. Senior leaders were asked to forward the UHDF-I survey to employees within their organizations. The link to the UHDF-I survey provided a detailed description of the study, a section on the confidentiality of all survey respondents, the BGSU Informed Consent Form (see Appendix C), and directions for completing the UHDF-I survey. Before engaging in the Pilot Primary UHDF-I survey, interested parties signed a mandatory consent form by clicking the "OK" button. The SurveyMonkey survey introduction stated the purpose of the survey, the confidential nature of the survey, and directions for completing the UHDF-I survey.

By utilizing the Prolific researcher platform, which recruited 163,000 adults from the general populations of the United States, Canada, and the United Kingdom, this study obtained a representative sample (n=502) of working adults. This sample is considered purposefully generalizable (Borodovsky, 2022) across similar demographic profiles of working adults (Rudolph et al., 2023). The Prolific Researcher platform facilitates the recruitment of

representative samples that encompass all key demographics of national populations. I anticipated that the results from the UHDF-I would contribute new insights into the dynamics of working adults.

Participants were pre-qualified by the Prolific researcher platform before being allowed to complete the UHDF-I survey. Eligible participants included employees aged 18 and above from any economic sector—governmental, for-profit, or non-profit.

Determining the appropriate sample size for the UHDF-I survey involved various considerations suggested by past researchers (Memon et al., 2020). Tabachnick and Fidell (2013) recommend 5-10 survey respondents per survey item, and Suhr (2006) argues that the ratio of research participant-to-item should not be less than 5-to-1. Conversely, Barret and Klie (1981) contend that a sample-to-item ratio does not influence the determination of reliability and validity in any given instrument, though a higher ratio generally enhances scale reliability and validity (Memon, 2020).

In a comprehensive review, White (2022) examined 1750 published papers on scale validation studies and concluded that the appropriate sample size depends on the type of sample and study population. For empirical studies, White suggests smaller sample sizes for patients (250-350), larger sizes for students (500-600), and medium sizes for general population studies (375-500).

The Primary UHDF-I survey contained 290 items (excluding the direct honesty appeal, redundancy check, and instruction-based attention check items). Considering the consensus that a sample size of 5 survey respondents per survey item is sufficient (Memon, et al., 2020), with 300–600 being a sufficient size for most quantitative studies (White, 2022), I aimed for 500 to

1,500 UHDF-I respondents. The Prolific researcher platform provided 502 complete data sets, which underwent reliability analysis, validity analysis, and exploratory factor analysis.

Participants' ages ranged from 18 to over 75, with a mean age of approximately 37. The study included 182 male participants (36.25%), 313 female participants (62.35%), 6 genderqueer or non-binary participants (1.20%), and genders not specified (0.20%). Regarding race, 364 participants (72.51%) identified as White, 59 (11.75%) as Asian, and 38 (7.47%) as Black or African American. Educational levels ranged from completing grade 2 (1 person) to completing graduate school (144 individuals). For full demographic details, refer to Appendices E to J.

Data Analysis

The Primary UHDF-I survey data analysis included the following steps:

1. *Data Validation and Cleaning*: In this phase, I conducted initial checks to identify errors or missing data in the survey responses. Surveys deemed acceptable required no data imputation (Eekhout et al., 2018).
2. *Round One:* In this phase, I ran descriptive statistics, assessed inter-item correlations, and conducted an initial EFA.
3. *Round Two:* In this phase, I performed further descriptive statistics, inter-item correlations, and a final EFA.

Data Validation and Cleaning

All survey respondent data was downloaded from SurveyMonkey in SPSS and MS Excel formats which I reviewed for missing item responses. The final worksheets captured survey data from 502 respondents which were then uploaded into SPSS version 28. I reviewed each item's responses (excluding demographic questions) to ensure they fell within the 1-7 Likert scale

range, and to ensure the item mean and standard deviation scores were within range and reasonably and normally distributed.

Round One

Using SPSS, I performed descriptive statistics, inter-item correlations, and initial EFA in my first round of data analysis. I anticipated that many, but not all, 290 Primary UHDF-I survey items from the behavioral orientation, personality traits, and personality attribution style constructs would demonstrate baseline results, leading to either the retention or removal of the Primary UHDF-I items.

Initial Descriptive Statistics: All Items. I performed descriptive statistics—including means and standard deviations— to each survey item contained within the 11 UHDF-I factors. These factors encompassed the behavioral orientation dimensions of task and relationship, personality traits factors encompassing the dark tetrad (Machiavellianism, subclinical narcissism, subclinical psychopathy, and everyday sadism), the light triad (faith in humanity, Kantianism, and humanism), and the personality attribution style factor including locus of control (internal and external). Applying descriptive statistics to the UHDF-I data was essential to detect any potential anomalies such as unexpected outliers or skewed distributions, which warranted further detailed analysis (Eekhout et al., 2014).

Inferential Statistics.

UHDF-I Reliability Measurement. For this study, determining the reliability of the UHDF-I was a prerequisite for establishing its validity (Robinson, 2017). To assess the reliability of the UHDF-I, I utilized Cronbach's Alpha (Cronbach, 1951), adopting an internal consistency rate of .70 or greater (DeVellis, 2003).

UHDF-I Validity Measurement. To assess the validity of the UHDF-I, I engaged a Pearson correlation coefficient analysis (Pearson, 1895). The study evaluated correlations ranging from -1 to +1 among items within the Primary UHDF-I. A positive correlation indicated that as scores on one UHDF-I item increased, scores on another chosen item or factor also increased. Conversely, a negative correlation indicated that as scores on one item increased, scores on another decreased. Scores close to zero suggested minimal or no correlation between items (Pearson, 1895).

Inter-Item Correlations. I computed inter-item correlations for each dimension or factor within the UHDF-I survey, encompassing behavioral orientation (task and relationship), personality traits (Machiavellianism, subclinical narcissism, subclinical psychopathy, everyday sadism, faith in humanity, Kantianism, humanism), and personality attribution style (locus of control). My analysis aimed to gauge the strength of correlations between items, ensuring they accurately measured their intended variables (e.g., subclinical narcissism). Criteria for retaining or rejecting items included inter-item correlations ideally falling between .2 and .5, with a maximum threshold of .6 (Clark and Watson, 1995). Items exhibiting correlations of .7 or higher were considered potentially redundant and excluded from further analysis (Gharaibeh et al., 2017). The significance of inter-item correlations was set at the 0.01 level (2-tailed).

Exploratory Factor Analysis. Exploratory factor analysis is understood by this author to refer to a statistical process that helps explain any relationship(s) between a large data set of observed and latent variables (Flora & Flake, 2017). Factor loading is understood by this author as the process of determining the correlation coefficient between the UHDF-I factors. Factor analysis was utilized to ensure sufficient strength between the UHDF-I items and the underlying factors contained within the behavioral orientation, traits, and attributional dimensions.

Initial Exploratory Factor Analysis. An initial exploratory factor analysis (Flora & Flake, 2017) was undertaken by this author. Several UHDF-I items were identified as having weak coefficient correlations (below .30) and therefore precipitating the removal of many UHDF-I survey items. A revised UHDF-I was then developed, with non-loading items excluded. The new UHDF-I excluded all items that were cross-loading above.3 eigenvalues (across multiple factors; Flora & Flake, 2017).

Secondary Exploratory Factor Analysis. I conducted a secondary EFA after removing UHDF-I survey items that did not load at an eigenvalue of .40 or greater or were substantially equal to other item(s) with strong factor loadings. This analysis included descriptive statistics, reliability analysis, and factor correlations.

Final Exploratory Factor Analysis. I conducted a final EFA after further removing any UHDF-I survey items that did not load at an eigenvalue of .40 or greater or were substantially equal to other item(s) with strong factor loadings. This analysis, too, included descriptive statistics, reliability analysis, and factor correlations. It was originally anticipated that approximately 250-275 UHDF-I items would be included in the final EFA.

Final Descriptive Statistics. Once again, I generated descriptive statistics for each UHDF-I survey item across the 11 factors (task orientation, relationship orientation, Machiavellianism, subclinical narcissism, subclinical psychopathy, everyday sadism, faith in humanity, Kantianism, humanism, locus of control internal, and locus of control external). I reviewed the means and standard deviations to ensure all qualified survey respondents were appropriately included and all data results fell within a reasonable range.

Reliability Analysis. I assessed the reliability of items within each factor using Cronbach's alpha. A score greater than 0.7 indicated acceptable internal consistency (DeVellis, 2003).

Factor Correlation. Factor coefficient correlation aims to represent the strength of the relationships between factors. This approach supported my assertion that the 11 factors comprising the UHDF-I represent the three personality constructs (orientation, traits, and attribution style) distinctly. Perfect correlation coefficients would either be 1 or -1 (Flora & Flake, 2017). The UHDF-I survey utilized a 7-point Likert scale, which helps to mitigate potential exaggeration of statistical findings compared to smaller numerical scales (Likert 1-5) and captures respondents' sentiments more accurately (Preston, 2000; Lewis, 2007).

Summary

For this dissertation study, I analyzed data from 502 survey respondents aged 18 years or older who were employed or seeking employment. The UHDF-I consisted of 290 items, 11 demographic items, and 13 items to test honesty, attentiveness, and redundancy. Regarding the 290 items, these aimed to represent 11 dimensions or factors across three personality psychology constructs: orientation, traits, and attribution style. Demographic data were also collected across 11 parameters. The analysis included assessments of reliability (Cronbach's alpha), validity (Pearson coefficient correlation), and EFA, with descriptive statistics also provided. Detailed results of these analyses are discussed in Chapter 3.

CHAPTER 3. RESULTS

To provide a brief review of Chapter 2., I completed a psychometric tool analysis of the primary UHDF-I survey data to determine which UHDF-I items were suitable for inclusion in the final set of items suitable for inclusion in the UHDF instrument, assessing its validity and reliability through exploratory factor analysis (EFA).

This chapter presents empirical results from both initial and final exploratory factor analyses (EFA), assessing UHDF-I validity and reliability. Descriptive statistics for all 44 items within the UHDF-I are detailed. The UHDF-I data analysis results are organized as follows:

1. Data Validation and Cleaning Results (cleaning and checking of the data for errors and missing information)
2. Round One Result (conducting preliminary analyses through descriptive statistics, inter-item correlations, and an initial exploratory factor analysis)
3. Round Two Resul (conducting a final UHDF-I analysis using exploratory factor analysis (EFA), descriptive statistics, validity analysis, reliability analysis, and factor correlation)

Data Validation and Cleaning Results

All survey responses were loaded into SPSS, and all 290 items within the 11 factors (task, relationship, Machiavellianism, subclinical narcissism, subclinical psychopathy, everyday sadism, faith in humanity, Kantianism, humanity, locus of control internal, and locus of control external) were confirmed to have 502 responses each. Every item was within the 1-7 scale range. The means and standard deviations for all items were verified to be within the acceptable range, confirming that they were reasonably and normally distributed.

Round One Results

Initial Descriptive Statistics for All Items. I calculated descriptive statistics, including means, standard deviations, and skewness, for items within each of the 11 factors: task, relationship, Machiavellianism, subclinical narcissism, subclinical psychopathy, everyday sadism, faith in humanity, Kantianism, humanity, locus of control internal, and locus of control external. I verified that all items had 502 responses and that survey responses were within the scale range of 1-7. I confirmed normality in distribution by examining skewness, which allowed for inter-item correlations and exploratory factor analysis (EFA).

Inter-Item Correlations for All Items. I analyzed inter-item correlations for all items across the 11 factors within the three personality constructs to better understand the correlation strength between the items and assist with the process of including or removing items. As referenced in the Methods section, Clark and Watson (1995) suggest that item correlations should fall within the range of .20 to .50.

Task Orientation Factor Items and Their Correlations. The task orientation factor comprised 46 items, including 1 item for honesty checks and 1 item for attention testing. The inter-item correlations for task orientation are provided in Appendix L. My analysis determined that some items were either weakly or too strongly correlated. For example, task orientation item 4, "Strong leaders make performance management a priority," and task orientation item 1, "Early on in my life, I came to appreciate how much I enjoyed personal accomplishments," generated a very low correlation coefficient score of .063. This example illustrates why several items were dropped within this factor.

Relationship Orientation Factor Items and Their Correlations. The relationship orientation factor comprised 51 items, including 1 item for attention testing. The inter-item

correlations for relationship orientation are provided in Appendix M. My analysis determined that some items were either weakly or too strongly correlated. For instance, relationship orientation item 2, "As a kid, I loved team sports," and relationship orientation item 11, "I find that understanding what my employer expects of me and what I expect from them is key to a successful work relationship," generated a low correlation coefficient of .006. This example illustrates why several items were dropped within this factor.

Machiavellianism Factor Items and Their Correlations. The Machiavellianism The Machiavellianism traits factor comprised 31 items, including 1 item for honesty check testing. Appendix N provides the inter-item correlations for the Machiavellianism traits. My analysis determined that some items were either weakly or too strongly correlated. For example, Machiavellianism trait item 23, "Relationships built on flattery are just fine," and Machiavellianism traits item 17, "It's not wise to let people know your secrets," generated a low correlation coefficient of .093. This example illustrates why several items were dropped within this factor.

Narcissism Factor Items and Their Correlations. The narcissism trait factor was composed of 31 items, including 1 item for honesty check testing and 1 item for redundancy testing. The inter-item correlations for narcissistic traits are provided in Appendix O. My analysis determined that some items were either weakly or too strongly correlated. For example, narcissism traits item 1, "I was born to lead," and narcissism trait item 27, "My responses reflect my true opinions and beliefs," generated a low correlation coefficient of .034. This example illustrates why a few items were dropped within this factor,

Psychopathy Factor Items and Their Correlations. The psychopathy trait factor was composed of 30 items, including 1 item for honesty check testing. The inter-item correlations for

psychopathy trait are provided in Appendix P. My analysis determined that several items were either weakly or too strongly correlated. For example, psychopathy trait item 3, "My emotional reactions are much less intense than those of people around me," and psychopathy trait item 30, "I find it hard to control my actions, especially when I am angry or frustrated," generated a low correlation coefficient of .065. This example illustrates why several items were dropped within this factor.

Sadism Factor Items and Their Correlations. The sadism trait factor comprised 31 items, including 2 items for attention testing. The inter-item correlations for the sadistic trait are provided in Appendix Q. My analysis determined that some items were either weakly or too strongly correlated. For example, sadism traits item 7, "Cruelty against pets such as a cat or dog is fine if you don't get caught," and sadism trait item 15, "I enjoy nothing more than watching violent movies," generated a low correlation coefficient of .141. This example illustrates why several items were dropped within this factor.

Faith in Humanity Factor Items and Their Correlations. The faith in humanity trait factor was comprised of 17 items, including 1 item for redundancy testing. In Appendix R, the inter-item correlations for the faith in humanity traits are provided. The author's analysis determined that some items were either weakly or too strongly correlated. By way of example, faith in humanity trait item 1 states: "I only see the positive in people and ignore the bad"; and faith in humanity trait item 14 states: "I can easily put myself in someone else's shoes and understand their feelings and perspectives," which generated a low correlation coefficient of .188. This example illustrates the reason some items were dropped within this factor.

Kantianism Factor Items and Their Correlations. The Kantianism trait factor was composed of 18 items, including 1 item for honesty testing. The inter-item correlations for the

Kantianism trait are provided in Appendix S. The author's analysis determined that some items were either weakly or too strongly correlated. For example, Kantianism trait item 9 states: "What you see is what you get, regardless of any risk to me," and Kantianism trait item 1 states: "I have friends from all different social and economic backgrounds," which generated a low correlation coefficient of .131. This example illustrates the reason several items were dropped within this factor.

Humanism Factor Items and Their Correlations. The humanism trait factor comprised 17 items, including 1 item for attention testing. The inter-item correlations for the humanism traits are provided in Appendix T. My analysis determined that some items were either weakly or too strongly correlated. For example, humanism trait item 2, "We are all born equal," and humanism trait item 13, "I regularly question my own beliefs and assumptions, seeking out evidence and using logical reasoning to form my conclusions," generated a low correlation coefficient of .112. This example illustrates why a few items were dropped within this factor.

Locus of Control Internal Factor Items and Their Correlations. The locus of control: internal attribution style factor comprised 15 items, including 1 item for attention testing. The inter-item correlations for the locus of control: internal attribution style is provided in Appendix U. My analysis determined that some items were either weakly or too strongly correlated. For example, locus of control: internal attribution style item 1, "I control my own destiny," and locus of control: internal attribution style item 15, "The smaller the government, the better my life," generated a low correlation coefficient of .104. This example illustrates why several items were dropped within this factor.

Locus of Control External Factor Items and Their Correlations. The locus of control: external attribution style factor comprised 14 items. The inter-item correlations for the locus of

control: external attribution style is provided in Appendix V. My analysis determined that some items were either weakly or too strongly correlated. For example, locus of control: external attribution style item 10, "I tend to believe that my successes and failures are often the result of other people's decisions and influences rather than my own," and locus of control: external attribution style item 29, "I tend to believe that my successes and failures are often the result of other people's decisions and influences rather than my own," generated a low correlation coefficient of .097. This example illustrates why several items were dropped within this factor.

Preliminary Exploratory Factor Analysis

To establish relationships among the Primary UHDF-I items across the 11 factors, I conducted an exploratory factor analysis (EFA). Using IBM's SPSS software, I extracted the 290 items (and 13 honest, attention, and redundancy items) using principal component analysis (PCA) and applied Varimax (orthogonal) rotation. The preliminary 11-factor unified human dynamics framework instrument (UHDF-I) demonstrated how items are loaded using PCA as the extraction method. Dozens of iterations culminated in the removal of items that did not load sufficiently or were cross-loaded beyond the .3 eigenvalue. This EFA process culminated in a final list of forty-four items, 4 items per factor. Items that loaded equal to or above .30 and were deemed sufficiently clean were retained for a secondary and final 11-factor analysis.

Secondary and Final Exploratory Factor Analysis

The final 11-factor structure, which accounts for 57% of all the variation for this study, was comprised of 44 items under the 11 factors that included task, relationship, Machiavellianism, subclinical narcissism, subclinical psychopathy, everyday sadism, faith in humanity, Kantianism, humanity, locus of control internal, and locus of control external. See

Appendix X for Eigenvalues and Total Variances explained for the final 11-factor structure and learn additional details regarding the total variances.

Appendix X provides the eigenvalues for 11 factors extracted using SPSS software. The factors and their respective values are as follows: Humanism (15.53%), Narcissism (9.15%), Locus of Control: External (6.11%), Faith in Humanity (4.55%), Sadism (4.22%), Locus of Control: Internal (3.75%), Machiavellianism (3.45%), Relationship Orientation (3.07%), Kantianism (2.73%), Task Orientation (2.47%), and Psychopathy (2.34%). Each factor's eigenvalue exceeds the 2.00% threshold, underscoring their significance in explaining the total variance. Table 1 highlights the UHDF-I 11-factor structure, featuring four items per factor with eigenvalues ranging from .386 to .784. For clarity, items associated with the 11 factors are bolded. The exploratory factor analysis (EFA) conducted, using principal component analysis (PCA) and Varimax rotation, confirmed the factor structure. The analysis resulted in a final list of forty-four items across 11 factors, with items loading at or above .30 retained for further analysis.

Table 1

Items and Final 11-Factor Structure of the UHDF-I

Items by Dimension	Humanism Traits (1)	Narcissism Traits (2)	Locus of Control: External Attribution style (3)	Faith in Humanity Traits (4)	Sadism Traits (5)	Locus of Control: Internal Attribution style (6)	Machiavellianism Traits (7)	Relationship Orientation (8)	Kantianism Traits (9)	Task Orientation (10)	Psychopathy Traits (11)
HUM1: I believe	**0.689**	-0.074	-0.086	0.104	-0.135	0.144	0.006	0.111	0.212	-0.101	-0.186
HUM6: I want	**0.689**	-0.003	-0.094	0.190	-0.063	0.055	-0.112	0.048	0.137	0.144	0.026
HUM3: I help	**0.664**	-0.121	-0.050	0.229	-0.210	0.095	-0.080	0.121	0.197	0.135	0.026
HUM10: We should.	**0.661**	0.043	0.168	0.152	-0.124	0.080	-0.110	0.059	0.093	-0.034	-0.142
NAR8: I expect	-0.091	**0.760**	0.193	-0.015	0.206	0.023	0.161	-0.022	-0.020	0.026	0.021
NAR15: I know	-0.015	**0.743**	-0.005	0.019	0.135	0.058	0.034	-0.052	-0.048	0.015	0.092
NAR5: My persuasion	0.018	**0.638**	-0.003	-0.019	-0.020	0.044	0.217	0.007	0.212	0.152	0.199
NAR21: I feel	-0.024	**0.596**	-0.144	-0.121	0.145	0.075	0.110	0.050	0.142	0.185	0.102
LOCe24: I usually	-0.065	0.143	**0.801**	0.021	-0.062	-0.048	0.045	-0.049	-0.017	0.015	0.049
LOCe9: I frequently	0.047	-0.153	**0.757**	-0.092	0.086	-0.090	0.056	0.029	0.017	-0.039	0.031
LOCe7: Regardless	-0.082	0.015	**0.722**	-0.018	0.026	-0.026	0.007	-0.075	0.019	-0.112	-0.041
LOCe28: No matter	0.088	0.048	**0.672**	0.056	0.189	-0.237	0.109	0.056	-0.140	0.038	0.161
FIH5: When your	0.012	-0.024	-0.040	**0.717**	-0.036	-0.083	-0.081	0.072	0.166	0.039	-0.037
FIH3: Most people	0.266	-0.176	-0.122	**0.674**	-0.150	0.130	-0.064	0.056	-0.019	0.096	-0.001
FIH16: I tend	0.189	0.075	0.018	**0.682**	-0.188	0.053	0.041	0.136	0.130	-0.063	-0.145
FIH1: I only see	0.173	-0.010	0.064	**0.640**	0.049	0.136	-0.102	0.040	-0.020	-0.034	-0.033
SAD18: I act on	-0.033	0.094	0.130	-0.077	**0.712**	0.087	0.130	-0.030	-0.060	-0.178	0.166

Table 1 Continued

Items by Dimension	Humanism Traits (1)	Narcissism Traits (2)	Locus of Control: External Attribution style (3)	Faith in Humanity Traits (4)	Sadism Traits (5)	Locus of Control: Internal Attribution style (6)	Machiavellianism Traits (7)	Relationship Orientation (8)	Kantianism Traits (9)	Task Orientation (10)	Psychopathy Traits (11)
SAD23: I express	-0.131	0.247	0.132	-0.078	**0.671**	0.090	0.034	-0.043	-0.105	-0.048	0.061
SAD17: Bullying	-0.244	0.051	0.054	-0.229	**0.610**	-0.101	0.156	-0.039	0.018	0.003	0.222
SAD26: I derive	-0.128	0.100	-0.070	0.016	**0.648**	-0.089	0.088	-0.126	0.040	-0.097	0.064
LOCi2: Only my	0.148	-0.026	-0.069	0.052	0.026	**0.784**	0.104	0.016	-0.040	0.110	0.012
LOCi3: The outcomes	0.256	-0.028	-0.133	-0.086	0.079	**0.698**	0.041	0.071	0.064	0.117	-0.143
LOCi6: You receive	0.041	0.254	-0.071	0.124	-0.103	**0.690**	-0.048	0.039	0.061	0.126	0.041
LOCi13: When I am	-0.082	0.058	-0.110	0.140	0.000	**0.570**	0.049	0.136	0.239	0.082	0.116
MCH23: Relationships	-0.098	0.237	0.082	0.004	0.031	0.159	**0.690**	-0.017	-0.117	-0.168	0.099
MCH24: Misleading	-0.256	0.113	0.106	-0.094	0.073	-0.050	**0.701**	-0.037	-0.073	-0.134	0.082
MCH13: I love it when a tricky plan succeeds.	0.041	-0.041	0.002	-0.167	0.097	0.056	**0.719**	0.068	0.050	0.154	0.071
MCH31: The more	-0.022	0.279	0.050	0.036	0.218	-0.009	**0.627**	0.006	-0.109	0.133	0.187
REL8: I prefer	0.177	-0.120	-0.003	0.033	-0.170	0.070	0.038	**0.716**	0.072	0.099	-0.025
REL7: Leaders	-0.099	0.037	0.032	0.009	-0.125	0.068	-0.047	**0.709**	0.145	-0.019	0.001
REL17: I am most	0.172	0.076	0.068	0.085	-0.042	0.089	0.061	**0.650**	0.129	-0.159	-0.118
REL6: Happy couples	0.082	-0.048	-0.178	0.183	0.115	-0.012	-0.019	**0.670**	-0.069	0.086	-0.072

Table 1 Continued

Items by Dimension	Humanism Traits (1)	Narcissism Traits (2)	Locus of Control: External Attribution style (3)	Faith in Humanity Traits (4)	Sadism Traits (5)	Locus of Control: Internal Attribution style (6)	Machiavellianism Traits (7)	Relationship Orientation (8)	Kantianism Traits (9)	Task Orientation (10)	Psychopathy Traits (11)
KANT3: I seek out	0.264	0.001	-0.010	0.037	-0.107	0.147	-0.074	0.127	**0.674**	0.064	-0.130
KANT1: I have friends.	0.179	0.098	-0.125	0.185	-0.095	0.048	-0.018	0.042	**0.638**	-0.060	-0.067
KANT4: I believe	0.058	0.014	0.026	-0.038	0.135	0.027	-0.078	0.083	**0.674**	0.117	0.154
KANT2: While making	0.253	0.165	0.070	0.282	-0.150	0.093	-0.056	0.084	**0.492**	0.054	-0.282
TO2: I pride myself	0.024	0.033	-0.052	0.154	-0.057	0.076	0.057	-0.022	0.210	**0.700**	-0.155
TO9: Nothing	-0.012	0.065	-0.099	-0.073	-0.089	0.155	0.018	0.216	-0.061	**0.579**	0.105
TO5: My Motto	0.197	0.251	-0.010	0.152	-0.085	0.198	-0.080	-0.064	0.192	**0.574**	0.068
TO16: While I value	0.003	0.201	0.100	-0.113	-0.063	0.129	-0.011	-0.156	-0.165	**0.533**	-0.009
PSY15: Rules	-0.062	0.097	0.104	-0.159	0.154	-0.075	0.199	-0.018	0.073	-0.093	**0.691**
PSY19: I think	-0.057	0.145	0.025	-0.071	0.126	0.065	0.238	-0.127	-0.087	0.056	**0.687**
PSY18: I hate	-0.280	0.287	0.004	-0.006	0.253	0.056	-0.045	-0.099	-0.069	-0.042	**0.494**
PSY 22: I neglect	-0.010	0.213	0.168	0.074	0.138	0.074	0.026	-0.039	-0.115	-0.460	**0.386**

Note. N=502. The extraction method was principal component analysis with an orthogonal (Varimax) rotation method. Factor loadings above .38 are in bold. HUM = Humanism, NAR = Narcissism, LOCe = locus of control: external, FIH = faith in humanity, SAD = Sadism, LOCi = locus of control: internal, MCH = Machiavellianism, REL = relationship orientation, KANT = Kantianism, TO = task orientation, and PSY = psychopathy. The numbers that follow the abbreviations denote the original item number in the UHDF-I.

Final Descriptive Statistics of the UHDF-I

Table 2 presents the final descriptive statistics for the Unified Human Dynamics Framework Instrument (UHDF-I), encompassing data from all 44 items across 11 factors. Each factor's mean and standard deviation were calculated based on responses from the survey's Likert scale, ranging from 1 (strongly agree) to 7 (strongly disagree), as outlined in the Methods section. The results indicate that Task Orientation had a mean score of 2.58 (SD = 1.09), Humanism 2.06 (SD = 0.69), Narcissism 5.24 (SD = 1.10), Locus of Control: External 4.36 (SD = 1.04), Faith in Humanity 3.45 (SD = 1.21), Sadism 6.47 (SD = 0.51), Locus of Control: Internal 2.48 (SD = 0.76), Machiavellianism 4.46 (SD = 1.27), Relationship Orientation 2.07 (SD = 0.68), Kantianism 2.49 (SD = 0.86), and Psychopathy 5.47 (SD = 1.19). These statistics affirm that all factors exhibit appropriate variation and distribution within the specified scale range, supporting the instrument's validity and reliability in capturing diverse facets of human behavior and traits.

Table 2

Descriptive Statistics of the UHDF-I

Factor	N	Mean	Std. Deviation
Task Orientation	502	2.58.	1.09
Humanism	502	2.06	.69
Narcissism	502	5.24	1.10
Locus of Control: External	502	4.36	1.04
Faith in Humanity	502	3.45	1.21
Sadism	502	6.47	.51
Locus of Control: Internal	502	2.48	.76
Machiavellianism	502	4.46	1.27
Relationship Orientation	502	2.07	.68
Kantianism	502	2.49	.86
Psychopathy	502	5.47	1.19

Reliability Analysis

To assess the reliability of the UHDF-I, Cronbach's alpha coefficient was computed, yielding a value of 0.71. According to DeVellis (2003), a Cronbach's alpha value greater than 0.7 indicates acceptable internal consistency. This suggests that the 44 items across the 11 factors analyzed in this study are reliable and likely to yield consistent results in future research endeavors.

Factor Correlation

Table 3 indicates the factor correlation for the 11 factors of task and relationship orientation; Machiavellianism, narcissism, psychopathy, sadism, faith in humanity, Kantianism, humanism traits; and locus of control internal, and locus of control external attribution styles. Several UHDF-I factors exhibit moderate to strong correlations, falling within the range of r = 0.40 to 0.70 (Vannatta, 2019), all of which are statistically significant at the 0.01 level.

The four dark tetrad factors have acceptable correlations: Machiavellianism shows correlations with narcissism (r = 0.63), psychopathy (r = 0.60), and sadism (r = 0.43). Narcissism correlates with psychopathy (r = 0.71) and sadism (r = 0.46), while psychopathy correlates with sadism (r = 0.72). These correlations indicate significant relationships between these darker personality traits.

Conversely, within the light triad factors, humanism correlates with faith in humanity (r = 0.73) and Kantianism (r = 0.79), while faith in humanity correlates with Kantianism (r = 0.66). These positive correlations suggest alignment among these more positive personality traitss.

Furthermore, the dark tetrad factors exhibit negative correlations with the light triad factors, ranging from r = -0.18 to r = -0.47, indicating an inverse relationship between these sets of traits. Specifically, task orientation shows a correlation with locus of control: internal (r =

0.43), highlighting a connection between a task-oriented mindset and internal locus of control beliefs. Similarly, relationship orientation correlates with faith in humanity ($r = 0.48$), Kantianism ($r = 0.53$), and humanism ($r = 0.56$), suggesting that those who prioritize relationships also tend to exhibit more positive social and ethical orientations.

Table 3

Factor Correlations of the UHDF-I

Factor	1	2	3	4	5	6	7	8	9	10	11
Task	1.00										
Relationship	.322**	1.00									
Narcissism	.299**	-0.05	1.00								
Psychopathy	0.00	-.295**	**.710****	1.00							
Sadism	-.092*	-.274**	**.468****	**.720****	1.00						
Faith in Humanity	.116**	**.479****	**-.261****	**-.468****	**-.435****	1.00					
Kantianism	.273**	**.530****	**-.214****	**-.479****	**-.447****	**.664****	1.00				
Humanism	.230**	**.562****	**-.181****	**-.457****	**-.442****	**.739****	**.791****	1.00			
Locus of Control: External	-0.07	0.02	.094*	.240**	.158**	-.131**	-0.05	-0.06	1.00		
Locus of Control: Internal	**.433****	.280**	.131**	-0.05	-.106*	.257**	.292**	.328**	-.234**	1.00	
Machiavellianism	.228**	-0.03	**.631****	**.602****	**.433****	**-.317****	**-.256****	**-.256****	.229**	.107*	1.00

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Summary

In this study, I engaged exploratory factor analysis (EFA) using principal component analysis (PCA) to establish the structural validity of the Unified Human Dynamics Framework The initial 290 items were reduced to 44 (4 per the 11 factors) after removing many items that: (a) did not load sufficiently, (b) were cross-loaded, or (c) were substantially the same as items that loaded higher.

The final 11-factor structure (44 items) was processed once again utilizing EFA with PCA as the extraction method and the Varimax rotation method. This final structure encompassed dimensions such as task and relationship orientation, Machiavellianism, narcissism, psychopathy, sadism, faith in humanity, Kantianism, humanism traits, and locus of control (both internal and external attribution styles). Together, these factors accounted for 57% of the variance in the relationships among the items, validating their inclusion within the broader human dynamics framework.

Furthermore, the reliability of the UHDF-I was assessed using Cronbach's alpha, which yielded a value greater than 0.71, indicating acceptable internal consistency across the 44 items. This reliability supports the assertion that these 11 factors are integral components of the human dynamics framework and are likely to produce consistent results in future research endeavors.

CHAPTER 4. DISCUSSION

Overall, the development of the UHDF-I represents a contribution to the field, and the opportunities for future research are vast. The UHDF-I provides a new reliable and valid psychometric instrument that combines 11 dimensions across three constructs: behavioral orientation, personality traits, and attributional style. By leveraging the instrument's comprehensive nature and conducting rigorous empirical investigations, researchers can advance theoretical understanding, explore cultural and demographic variations, and inform practical applications in organizational and social contexts.

By integrating multiple psychometric assessment instruments and delving into diverse facets of personality, this multidimensional approach could unlock new frontiers in predictive analytics. It would capture the intricate interplay between various trait characteristics, cognitive styles, emotional tendencies, and behavioral patterns. Consequently, prediction models informed by such a rich tapestry of psychological data could exhibit greater precision, reliability, and applicability.

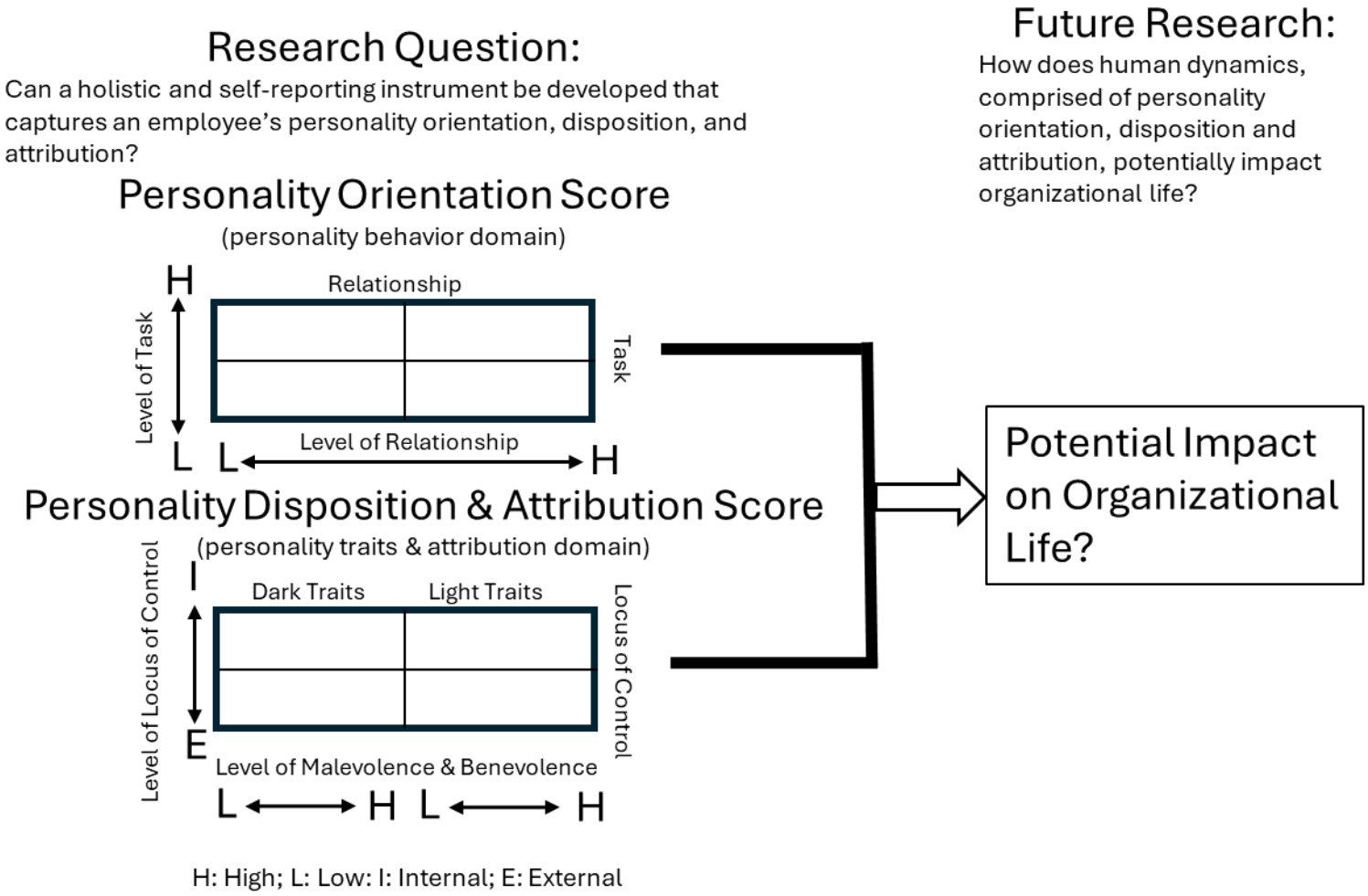
When organizations engage in talent recruitment, management, and development, there may be merit in selecting light-triad personalities with few dark traits and taking action to block the entry and ascension of dark personalities with minimal light traits. In organizations, there may also be merit in ensuring that employees have a high internal locus of control and remain primarily task-oriented and highly relationship-oriented. The new unified human dynamics framework instrument has the potential to assist organizations in attracting, developing, and promoting human capital capable of driving organizational goals.

Future studies can draw upon data provided by the new unified human dynamics framework instrument to identify: (1) any potential training interventions to drive stronger

employee task and relationship orientation; (2) any potential talent selection interventions to ensure that the organization's employee trait aligns with a high level of benevolence and low level of malevolence; and (3) any potential talent development interventions to ensure that employee attribution promotes and not deters organizational goal attainment. Figure 3 provides a diagram summarizing UHDF instrument constructs, construct scoring, and future research opportunities.

Figure 3

A Summary of Instrument Constructs, Construct Scoring, and Future Research Opportunities



Limitations

While generating a new 11-factor unified human dynamics framework instrument with acceptable reliability and validity scoring is a positive research outcome, I must acknowledge this study's limitations. This UHDF-I study's primary limitation is the sole use of the exploratory factor analysis (EFA) statistical analysis method. While EFA has demonstrated its value and remains an accepted statistical method, conducting a confirmatory factor analysis (CFA) to measure the validity and psychometric properties of the UHDF-I is recommended. EFA allows researchers to explore the possible underlying factor structure of a set of observed variables without prior assumptions about the number or nature of the factors. However, CFA is a more robust technique that enables researchers to test a hypothesized factor structure based on theoretical or empirical grounds. By conducting a CFA, researchers can obtain additional evidence regarding the construct validity of the UHDF-I and the theoretical foundations of the latent and observable variables.

While EFA is useful for initial scale development and identifying potential factor structures, CFA provides a more rigorous test of the factor structure and the relationships between the observed variables and the underlying latent constructs. CFA also allows for the comparison of alternative models and the assessment of model fit, which can further strengthen the theoretical underpinnings of the UHDF instrument.

Therefore, I recommend that future research on the UHDF-I include a CFA study. This would address some of the generalizability issues and provide a more comprehensive evaluation of the instrument's psychometric properties and theoretical foundations. By combining the results of both EFA and CFA, researchers can gain a deeper understanding of the UHDF-I's factor structure and its ability to measure the intended constructs accurately and reliably.

The sampling procedure posed a second limitation. Representative sampling aims to select a sample that reflects the characteristics of a larger population. The Prolific survey responder database strives to generate a representative sample. However, as demonstrated by the participant demographic data, this approach may lead to generalizability issues. Specifically, the study included 182 males (36.25%), 313 females (62.35%), 6 genderqueer or non-binary individuals (1.20%), and 1 participant who did not specify their gender (0.20%). The disproportionately large female sample (62.35%) raises concerns about the generalizability of the findings. Additionally, 364 participants (72.51%) identified as white, further complicating the generalizability due to racial homogeneity. Despite efforts to achieve a more balanced representation of gender and ethnicity, sampling bias occurred, with an overrepresentation of white women and an underrepresentation of males from African (7.47%) and Asian (11.75%) ethnicities.

Research Implications

First, this study accomplished its purpose by developing a new instrument, the unified human dynamics framework instrument (UHDF-I). This instrument holistically captures an employee's behavioral orientation, traits, and attribution by simultaneously measuring eleven latent variables: task and relationship orientation, Machiavellianism, narcissism, psychopathy, sadism, faith in humanity, Kantianism, humanism, locus of control (internal), and locus of control (external). The UHDF-I contributes to the theoretical understanding of the measured constructs by providing a comprehensive assessment tool. This will allow researchers to further investigate the interrelationships and potential hierarchical structures among the 11 factors, potentially advancing theoretical models in the field.

The UHDF-I's second significant contribution is its ability to enable researchers to conduct large-scale studies and gather data from diverse populations, enhancing the generalizability of research findings. The instrument's comprehensive nature and simultaneous measurement of multiple latent variables make it a powerful tool for exploring group differences (e.g., cultural, demographic) and individual variations in the measured constructs. Furthermore, the UHDF-I may assist researchers in determining the predictive validity of the latent variables concerning relevant organizational and social outcomes.

Undoubtedly, the development of the UHDF-I presents numerous opportunities for future research. It can be utilized in longitudinal studies to investigate the stability or change of the measured constructs over time, informing our understanding of personality development and organizational dynamics. Furthermore, assessing relevant psychological characteristics may have practical applications in personnel selection, training, and evaluation processes. Overall, the UHDF-I represents a significant contribution to the field, providing a robust and comprehensive tool for advancing theoretical understanding and conducting rigorous empirical investigations in organizational and social contexts.

The development of the unified human dynamics framework instrument (UHDF-I), which simultaneously measures 11 latent variables related to behavioral orientation, traits, and attribution, presents numerous opportunities for future research. These opportunities can be categorized into three main areas: instrument validation, cross-cultural and demographic exploration, and practical implications.

Instrument Validation

Confirmatory Factor Analysis (CFA): While the current study employed an exploratory factor analysis (EFA) and reliability analysis to examine the validity and reliability of the

instrument, a CFA should be conducted to further investigate the predictive validity of the UHDF-I. The CFA will allow researchers to test the hypothesized factor structure and examine the core relationships among the observable and latent variables, establishing the instrument's robustness and generalizability.

Longitudinal Studies: Longitudinal studies using the UHDF-I could be conducted to investigate the stability or change of the measured constructs over time. This would contribute to a deeper understanding of personality development and organizational dynamics, as well as the potential impact of interventions on the latent variables.

Cross-Cultural and Demographic Exploration

Diverse Sampling: It is recommended that the study be replicated with a more diverse group of participants to overcome the challenge of representative sampling bias. By administering the UHDF-I to different and more diverse groups across various nations and cultures, researchers can strengthen the instrument's validity and better determine the generalizability of the results.

Demographic Analysis: The current data collection includes several demographic items, which could be analyzed in different ways to provide additional insights. For example, t-tests could be performed to understand similarities and differences between genders, ANOVA could be used to analyze similarities and differences across ethnicities and nations, and correlations could be analyzed to understand age-related variations in responses. Such analyses could provide valuable insights into how demographic factors influence the measured constructs.

Practical Implications

The development of the Unified Human Dynamics Framework Instrument (UHDF-I) presents a range of practical implications that could significantly impact various aspects of

organizational management, development, and change. This holistic psychometric tool, which integrates multiple dimensions across behavioral orientation, personality traits, and attributional style, offers organizations a powerful means to enhance their human resource practices and overall organizational effectiveness.

In the realm of talent acquisition and management, the UHDF-I provides a more nuanced approach to identifying and selecting candidates. By utilizing the UHDF-I, organizations can target their recruitment processes to attract individuals with light-triad personalities and fewer dark traits, potentially fostering a more positive and collaborative workplace culture. This targeted selection process could lead to improved employee performance, enhanced team dynamics and overall organizational performance.

The UHDF-I also offers substantial benefits for employee development initiatives. Organizations can leverage the multidimensional profiles generated by the instrument to design tailored training interventions that enhance employees' task and relationship orientation. This personalized approach to development could result in more effective skill-building and improved job performance across the organization.

Additionally, the comprehensive nature of the UHDF-I allows organizations to shape their culture more deliberately. By consistently applying the insights gained from the instrument in talent selection and promotion decisions, companies can cultivate an organizational character that emphasizes benevolence and positive traits versus malevolence and aversive traits. This cultural modeling could have far-reaching effects on employee engagement, teamwork, collaboration, and overall workplace atmosphere.

In terms of leadership development, the UHDF-I provides a valuable tool for identifying and nurturing potential leaders with desirable behavioral orientation, personality traits, and

attributional style combinations. Leadership programs can be customized based on individual UHDF-I profiles, addressing specific areas for improvement and enhancing the overall quality of organizational leadership.

The instrument's comprehensive approach also opens up new possibilities in predictive analytics for human resources. The comprehensive information provided by the UHDF-I allows for more sophisticated predictive models in areas such as employee retention, job performance, turnover intention, and employee engagement. This could lead to more informed decision-making in various aspects of human resource management. The instrument's potential extends to career counseling and guidance as well. It can be used to help individuals gain a deeper understanding of their strengths and areas for development, facilitating more informed career decisions and personal growth strategies.

Furthermore, the UHDF-I can play a crucial role in conflict resolution and management. By providing insights into employees' behavioral orientation, personality traits, and attributional styles, it enables the development of more effective strategies for addressing and resolving workplace conflicts.

Lastly, in the context of organization development and change, the UHDF-I can offer valuable insights into how different employees may react to change. This understanding allows for the development of more targeted and effective organization development and change strategies, potentially smoothing the path for organizational transformations.

In conclusion, the practical implications of the UHDF-I are far-reaching and diverse. From enhancing recruitment processes and employee development, to shaping organizational culture and improving leadership, and to enabling insights to guide organization development and change initiatives, this instrument has the potential to transform how organizations

understand and manage human dynamics in their workplace. As organizations continue to recognize the importance of human capital in achieving their overarching goals, tools like the UHDF-I can play an increasingly crucial role in driving employee recruitment, management, engagement and, ultimately, increasing organizational success.

Conclusion

This dissertation has made significant contributions to the field of personality psychology and organization development and change through the development and validation of the unified human dynamics framework instrument (UHDF-I). The research successfully achieved its two primary aims: advancing our understanding of behavioral orientation, personality traits, and attributional style constructs, and generating a comprehensive new instrument that integrates eleven diverse constructs into a single framework for assessing human personality dynamics.

The UHDF-I represents a new approach to personality assessment, combining task and relationship orientation, dark tetrad traits (Machiavellianism, narcissism, psychopathy, and sadism), light triad traits (faith in humanity, Kantianism, and humanism), and attributional style (locus of control - internal and external), into a cohesive 44-item instrument. Through rigorous exploratory factor analysis, the instrument demonstrated strong psychometric properties, with clean factor loadings and a reliable eleven-factor structure explaining 57% of the variance in item relationships. The statistical validity and reliability of the UHDF-I, as evidenced by its clean factor structure and Cronbach's alpha of $\alpha > .71$, provide a solid foundation for its use in both research and practical applications.

The development of the UHDF-I addresses a critical gap in existing personality measures by offering a more comprehensive and integrated approach to understanding individual differences. This robust psychometric foundation suggests that the UHDF-I can serve as a

valuable tool for researchers and practitioners seeking to gain deeper insights into human behavior and interpersonal dynamics in various contexts. This instrument has the potential to significantly impact various domains, including organizational psychology, human resource management, organization development and change, and leadership development. By providing a multifaceted view of personality dynamics, the UHDF-I can enhance our ability to optimize employee relationships, promote strategic organizational learning, improve communication, foster effective teamwork, and support organizational transformation and effectiveness.

While this research has made significant strides in advancing our understanding of personality and its impact on organizational behavior, it also opens up new avenues for future research. Further studies could explore the predictive validity of the UHDF-I in various organizational outcomes, investigate its cross-cultural applicability, and examine its potential for longitudinal studies of personality development and change.

In summary, the development of the Unified Human Dynamics Framework Instrument represents a significant advancement in personality assessment and has the potential to drive meaningful improvements in our understanding of human behavior in organizational settings. As we continue to navigate increasingly complex and dynamic work environments, tools like the UHDF-I could become invaluable in fostering more effective, civil, and productive organizations.

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APPENDIX A. FINAL VERSION OF THE UNIFIED HUMAN DYNAMIC FRAMEWORK INSTRUMENT (UHDF-I)

Please respond to the following statements, indicating your level of agreement: All questions use a 7-point response scale.

Q#	Survey Question	1=Strongly Agree	2= Agree	3= Somewhat Agree	4= Neither Agree Nor Disagree	5= Somewhat Disagree	6= Disagree	7= Strongly Disagree
1	“I believe that”							
2	“I want deserving”							
3	“I help others”							
4	“We should never”							
5	“I expect others”							
6	“I know my”							
7	“My persuasion”							
8	“I feel the need”							
9	“I usually think”							
10	“I frequently sense”							
11	“Regardless of my”							
12	“No matter how”							
13	“When your car”							
14	“Most people are”							
15	“I tend to trust”							
16	“I only see”							
17	“I act on”							
18	“I express my”							
19	“Bullying”							
20	“I derive”							
21	“Only my efforts”							
22	“The outcomes”							
23	“You receive”							
24	“When I am”							
25	“Relationships”							
26	“Misleading”							
27	“I love it”							
28	“The more”							
29	“I prefer”							
30	“Leaders”							
31	“I am most”							
32	“Happy couples”							
33	“I seek out”							
34	“I have friends”							
35	“I believe”							
36	“While making”							
37	“I pride”							
38	“Nothing”							
39	“My Motto”							
40	“While I value”							
41	“Rules”							
42	“I think”							
43	“I hate”							
44	“I neglect”							

Demographics

Instructions: In this last section, you will be asked several demographic questions to provide context for the collected survey data and understand the diversity of participants in aggregate. The software to be used for data analysis will be set to anonymize responses. In rare instances, providing specific demographic data may lead to a loss of anonymity, but the responses will be analyzed and reported in aggregate. Questions are all optional, so if you find one too personal, you can skip responding to it.

Q44 What is your gender identity?
- o Woman (1)
- o Man (2)
- o Genderqueer or non-binary (3)
- o Agender (4)

Q45: What is your race or ethnicity?
- o Asian (1)
- o Black or African American (2)
- o Hispanic or Latino (3)
- o Middle Eastern or North African (4)
- o Multiracial or Multiethnic (5)
- o Native American or Alaska Native (6)
- o Native Hawaiian or other Pacific Islander (7)
- o White (8)
- o Another race or ethnicity, please describe below (9)

  _____

Q46 What is your age?
- o 18 to 24 (1)
- o 25 to 34 (2)
- o 35 to 44 (3)
- o 45 to 54 (4)
- o 55 to 64 (5)
- o 65 to 74 (6)
- o 75 or older (7)

Q47 What is the highest level of education you have completed?
- o Did not attend school (1)
- o 1st grade (2)
- o 2nd grade (3)
- o 3rd grade (4)
- o 4th grade (5)
- o 5th grade (6)
- o 6th grade (7)
- o 7th grade (8)
- o 8th grade (9)
- o 9th grade (10)

- 10th grade (11)
- 11th grade (12)
- Graduated from high school (13)
- 1 year of college (14)
- 2 years of college (15)
- 3 years of college (16)
- Graduated from college (17)
- Some graduate school (18)
- Completed graduate school (19)

Q48 In what country do you currently reside?
- United States (1)
- Canada (2)
- Other (3) _____

Q49 Which of the following categories best describes your employment status?
- Employed, working full-time (1)
- Employed, working part-time (2)
- Not employed, looking for work (3)
- Not employed, NOT looking for work (4)
- Retired (5)
- Disabled, not able to work (6)

Q50 Do you work for government, for profit or non profit company?
- Government (1)
- For Profit Company (2)
- Non-Profit (3)
- Self Employed (4)

Q51 About how many employees work at your organization ? (1)_____

Q52 What industry do you work in? (1) _____

Q53 What is your position? (1) _____

Q54 How many years employed in your current position ? (1)_____

You have now completed the Unified Human Dynamics Survey.
Thank you very much for participating!
Your time and responses are very much appreciated!
~ Frank

APPENDIX B. INVITATION TO PARTICIPATE

BGSU
BOWLING GREEN STATE UNIVERSITY

To All Prospective Survey Respondents:

As many of you know, I am pursuing my Doctorate of Organizational Development & Change program at Bowling Green State University. My first-of-its-kind research is focused on the development of the Unified Human Dynamics Framework Instrument (UHDF-I), and I need your help to complete a survey that should take around 45 minutes.

To complete the survey, please click on the hyperlink as provided or enter the full web address to reach the brief survey: XXXXXXXXXXXXXX

By sharing your perspective through participating in this survey, you could truly make an impact on generating a better understanding of how an employee's change orientation and traitss impacts organizational change projects.

Participants in this research are asked to be working adult and at least 18 years of age.

The UHDF-I survey includes:

- **Research Consent** – a brief section with necessary information about your consent to participate.
- **Survey Questions** – items under the dimensions change orientation and change traits.
- **Demographic Information** – responses to demographic questions will assist with the interpretation of how results may be similar or different by groupings, but nothing will identify you specifically. Your responses will be confidential.

If you have questions regarding the study, please email me at fviti@bgsu.edu.

Thank you in advance for your consideration and participation in this important research. It is very much appreciated!

Franco P. Viti

APPENDIX C. INFORMED CONSENT FORM

BGSU
BOWLING GREEN STATE UNIVERSITY

Informed Consent Form

INFORMED CONSENT FOR RESEARCH PROJECT ENTITLED:
The Development of the Unified Human Dynamics Framework Instrument(UHDF-I): An Exploratory and Confirmatory Factor Analysis.

INTRODUCTION OF THE RESEARCHER
My name is Franco P. Viti, and I am a doctoral student at Bowling Green State University's Schmidthorst School of Business. Dr. Steven Herrol Cady, is the chair of my dissertation committee.
Contact Information: Frank Viti can be reached at email fviti@bgsu.edu. Dr. Cady can be reached at email scady@bgsu.edu.

MY RESEARCH TOPIC:
My research topic is to generate a new, self-empowering Unified Human Dynamics Framework Instrument(UHDF-I) that has the potential to support organizations engaged in change initiatives. The new tool is designed to measure how employees feel about change, including behaviors like project (task) and personal engagement (relationship), as well as their change traits, such as malevolence (dark tetrad traits), benevolence (light triad traits), and locus of control (internal or external). Therefore, the research question is as follows: What are the elements of a holistic instrument that captures an organization's change capability by measuring employee change orientation and change traits?

PURPOSE:
My research aims to: 1) advance a greater understanding of the organizational change, change orientation, and change traits constructs; and 2) generate a new Unified Human Dynamics Framework Instrument that has the potential to support organizations engaged in change initiatives.

RESEARCH PROCEDURE:
Survey respondents who are working adults over 18 years of age will be eligible to participate. First, you will read this informed consent form. Second, by giving your consent to complete the survey, you click on the "NEXT" button. Third, you complete the survey, which will take approximately 45 minutes.

VOLUNTARY NATURE OF YOUR PARTICIPATION IN THIS RESEARCH PROJECT:
Your participation is completely voluntary, and you can withdraw at any time. You may skip survey questions or discontinue participation at any time without explanation or penalty. Your decision to participate or not participate in this survey will have no impact on my relationship with Bowling Green State University. If you have any questions or concerns, send them to the lead researcher Frank Viti at fviti@bgsu.edu.

CONFIDENTIALITY PROTECTION:
Your responses to this survey will be completely confidential. We will not collect any personally identifiable information, such as your name or IP address. Please clear your internet browser and its browsing history upon completion of this survey. Some employers may use tracking software, and therefore you may want to complete this survey on your personal computer. Your survey responses cannot be linked back to you in any way. All data will be reported in aggregate form, and no individual responses will be identified. Your participation is voluntary, and you may withdraw at any time without penalty. If you have any questions or concerns, please contact Frank Viti at fviti@bgsu.edu. By clicking "Next" you are indicating your consent to participate in this confidential survey.

YOUR BENEFITS:
You will not directly benefit from participating in this study.

YOUR RISKS:
The risk of participation is no greater than that experienced in daily life.

CONTACT INFORMATION:
If you have any questions or concerns, please contact me, Frank Viti at fviti@bgsu.edu or my dissertation chair, Steven H. Cady at scady@bgsu.edu directly. You may also contact the Chair of the Bowling Green State University Institutional Review Board, at 419-372-7716 or irb@bgsu.edu, if you have any questions about your rights as a participant in this research.

Thank you for taking the time to support my research project.

By clicking "Next," you acknowledge that you have been informed of the nature of this research project as contained in this consent form. You agree to participate in this research voluntarily and have had the opportunity to have the researcher answer your questions.

APPENDIX D. PARTICIPANT'S GENDER IDENTITY

Gender	Number of Respondents	Percentage of Sample
Woman	313	62.35%
Man	182	36.25%
Genderqueer or non-binary	6	1.20%
Not specified above, please specify	0	0.20%
Total	502	100%

APPENDIX E. PARTICIPANT'S RACE OR ETHNICITY

Race or Ethnicity	Number of Respondents	Percentage of Sample
Asian	59	11.75%
Black or African American	38	7.75%
Hispanic	9	1.79%
Middle Eastern or North African	11	2.19%
Multiracial or Multiethnic	8	1.59%
Native American or Alaska Native	0	0.00%
Native Hawaiian or other Pacific Islander	5	1.00%
White	364	72.51%
Another race or ethnicity, please describe below	8	1.59%
Total	502	100%

APPENDIX F. PARTICIPANT'S AGES

Age	Number of Respondents	Percentage of Sample
18 to 24	59	11.75%
25 to 34	173	34.46%
35 to 44	149	29.68%
45 to 54	72	14.34%
55 to 64	39	7.77%
65 to 74	8	1.59%
75 or older	2	0.40%
Total	502	100%

APPENDIX G. PARTICIPANT'S LEVEL OF EDUCATION

Education Level	Number of Respondents	Percentage of Sample
Did not attend school	0	0.00%
1st grade	0	0.00%
2nd grade	1	0.20%
3rd grade	0	0.00%
4th grade	1	0.20%
5th grade	0	0.00%
6th grade	1	0.20%
7th grade	0	0.00%
8th grade	0	0.00%
9th grade	1	0.20%
10th grade	0	0.00%
11th grade	3	0.60%
Graduated from high school	63	12.55%
1 year of college	30	5.98%
2 years of college	47	9.36%
3 years of college	27	5.38%
Graduated from college	158	31.47%
Some graduate school	26	5.18%
Completed graduate school	144	28.69%
Total	502	100%

APPENDIX H. PARTICIPANT'S COUNTRY OF RESIDENCY

Country of Residency	Number of Respondents	Percentage of Sample
United States	36	7.17%
Canada	117	23.31%
United Kingdom	349	69.52%
Total	502	100%

APPENDIX I. PARTICIPANT'S EMPLOYMENT STATUS

Employment Status	Number of Respondents	Percentage of Sample
Employed, working full-time	318	63.35%
Employed, working part-time	135	26.89%
Not employed, looking for work	19	3.78%
Not employed, NOT looking for work	13	2.59%
Retired	10	1.99%
Disabled, not able to work	7	1.39%
Total	502	100%

APPENDIX J. PARTICIPANT'S INDUSTRY TYPE

Industry Type	Number of Respondents	Percentage of Sample
Government	76	15.14%
For Profit Company	257	51.20%
Non-profit	78	15.54%
Self-employed	43	8.57%
Other	48	9.56%
Total	502	100%

APPENDIX K. DESCRIPTIVE STATISTICS FOR ALL 44 ITEMS

Q#	Dimensions and Items	N	Minimum	Maximum	Mean	Std. Deviation	Skewness
1	"I believe that"	502	1	7	1.814741036	0.996772152	1.78645054
2	"I want deserving"	502	1	7	2.037848606	1.107298304	1.45719503
3	"I help others"	502	1	7	2.007968127	0.992957364	1.445529036
4	"We should never"	502	1	7	2.378486056	1.435289235	1.113489548
5	"I expect others"	502	1	7	5.665338645	1.354947239	-1.145380854
6	"I know my"	502	1	7	5.914342629	1.526425078	-1.535291536
7	"My persuasion"	502	1	7	4.687250996	1.550158325	-0.327141228
8	"I feel the need"	502	1	7	4.701195219	1.722910828	-0.205902941
9	"I usually think"	502	1	7	4.338645418	1.57856796	-0.147651017
10	"I frequently sense"	502	1	7	3.715139442	1.554251744	0.094405222
11	"Regardless of my"	502	1	7	4.721115538	1.481055468	-0.585804696
12	"No matter how"	502	1	7	4.65936255	1.497003658	-0.275858344
13	"When your car"	502	1	7	3.924302789	1.481168219	0.130631755
14	"Most people are"	502	1	7	2.836653386	1.368745494	0.864447826
15	"I tend to trust"	502	1	7	2.719123506	1.311241442	1.132411754
16	"I only see"	502	1	7	4.302788845	1.493816994	0.11454408
17	"I act on"	502	1	7	6.368525896	1.061786531	-2.023298353
18	"I express my"	502	2	7	6.3187251	1.041076504	-1.913592644
19	"Bullying"	502	1	7	6.432270916	1.069629006	-2.156462477
20	"I derive"	502	2	7	6.750996016	0.77366136	-3.978066886
21	"Only my efforts"	502	1	7	2.569721116	1.32612304	0.965246289
22	"The outcomes"	502	1	6	2.292828685	1.04006965	0.919617596
23	"You receive"	502	1	7	2.486055777	1.278879867	1.022790013
24	"When I am"	502	1	7	2.589641434	1.069879893	0.73747788
25	"Relationships"	502	1	7	4.71314741	1.487602277	-0.28857956
26	"Misleading"	502	1	7	4.912350598	1.526965489	-0.510242337
27	"I love it"	502	1	7	3.394422311	1.722172178	0.595175356
28	"The more"	502	1	7	4.828685259	1.750544217	-0.480578557
29	"I prefer"	502	1	6	1.896414343	0.927096584	1.112527507
30	"Leaders"	502	1	6	2.175298805	0.997575609	0.732962873
31	"I am most"	502	1	7	2.115537849	1.110015019	1.229721568
32	"Happy couples"	502	1	6	2.081673307	1.02819668	0.919868213
33	"I seek out"	502	1	7	2.119521912	1.038989111	1.077801787
34	"I have friends"	502	1	7	2.541832669	1.428691956	1.059570156
35	"I believe"	502	1	7	2.567729084	1.224498114	0.824853817
36	"While making"	502	1	7	2.749003984	1.263943787	0.808467582
37	"I pride"	502	1	7	1.966135458	1.06890761	1.583730077
38	"Nothing"	502	1	7	2.292828685	1.077768619	0.904665376
39	"My Motto"	502	1	7	2.764940239	1.369953412	0.579565707
40	"While I value"	502	1	7	3.284860558	1.569586785	0.395226352
41	"Rules"	502	1	7	5.145418327	1.602383742	-0.536628421
42	"I think"	502	1	7	4.928286853	1.696196477	-0.41709673
43	"I hate"	502	1	7	5.613545817	1.607758068	-1.065495114
44	"I neglect"	502	1	7	6.183266932	1.269274112	-1.70605309

Note: HUM – Humanism, NAR – Narcissism, LOCe = Locus of Control: External, FIH – Faith In Humanity, SAD = Sadism, LOCi = Locus of Control: Internal, MCH = Machiavellianism, REL = Relationships, KANT = Kantianism, TO = Task Orientation, PSY = Psychopathy

APPENDIX L. INTER-ITEM CORRELATION MATRIX: UHDF-I – TASK ORIENTATION

Task Orientation (TO) Items	1	2	3	4	5	6	7
TO1:"Achievement/accomplishment: Early on in my life"	1						
TO2:"I pride myself"	.338**	1					
TO3:"Workplaces should expect"	.103*	.299**	1				
TO4:"Strong leaders make"	0.063220685	.221**	.372**	1			
TO5:"My Motto is"	.214**	.466**	.193**	.311**	1		
TO6:"Effectiveness and efficiency are"	.157**	.339**	.383**	.433**	.428**	1	
TO7:"When I drive"	0.06339006	.135**	.253**	.282**	.216**	.250**	1
TO8:"Happy employees are okay"	.092*	.160**	.218**	.288**	.242**	.287**	.333**
TO9:"Nothing gets it done"	.147**	.263**	.340**	.298**	.252**	.450**	.250**
TO10:"My network is"	.169**	.331**	.283**	.355**	.392**	.370**	.341**
TO11:"I feel most fulfilled when"	.263**	.357**	.283**	.273**	.345**	.433**	.233**
TO12:"I believe that having"	.211**	.347**	.229**	.278**	.332**	.374**	.234**
TO13:"I value autonomy"	.151**	.190**	.198**	0.080654956	.165**	.157**	0.060461588
TO14:"When faced with a problem"	.164**	.172**	.152**	.100*	.189**	.153**	.149**
TO15:"Regularly checking progress"	.243**	.317**	.218**	.264**	.350**	.328**	.132**
TO16:"While I value relationships"	.094*	.216**	.170**	.195**	.241**	.286**	.240**
TO17:"The drive to achieve and excel"	.298**	.398**	.230**	.312**	.430**	.459**	.291**
TO18:"I prefer leaders who provide"	0.031689121	.162**	.234**	.228**	.167**	.283**	.191**

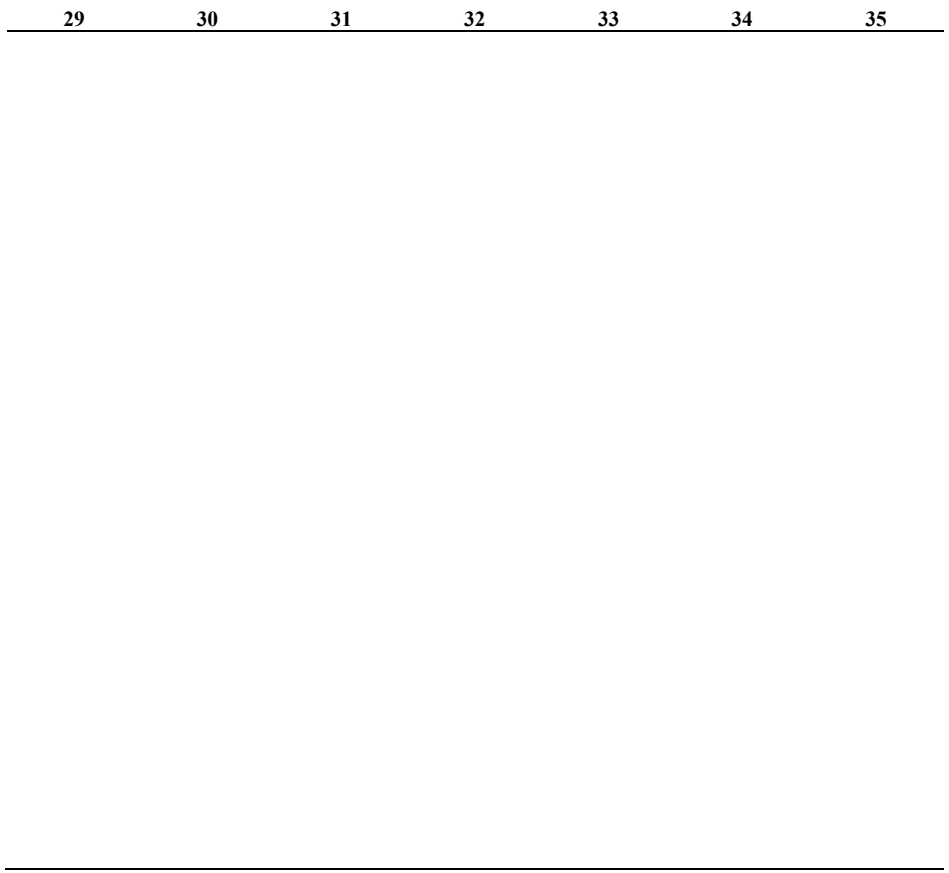
**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

8	9	10	11	12	13	14
1						
.399**	1					
.298**	.349**	1				
.242**	.264**	.417**	1			
.268**	.296**	.333**	.568**	1		
0.081141093	.160**	.188**	.227**	.226**	1	
.208**	.182**	.140**	.193**	.208**	.220**	1
.173**	.246**	.362**	.471**	.534**	.161**	.219**
.381**	.207**	.285**	.314**	.336**	.209**	.227**
.347**	.272**	.399**	.522**	.540**	.189**	.259**
.180**	.245**	.220**	.251**	.246**	.197**	.226**

15	16	17	18	19	20	21
1						
.229**	1					
.461**	.540**	1				
.235**	.242**	.267**	1			

22	23	24	25	26	27	28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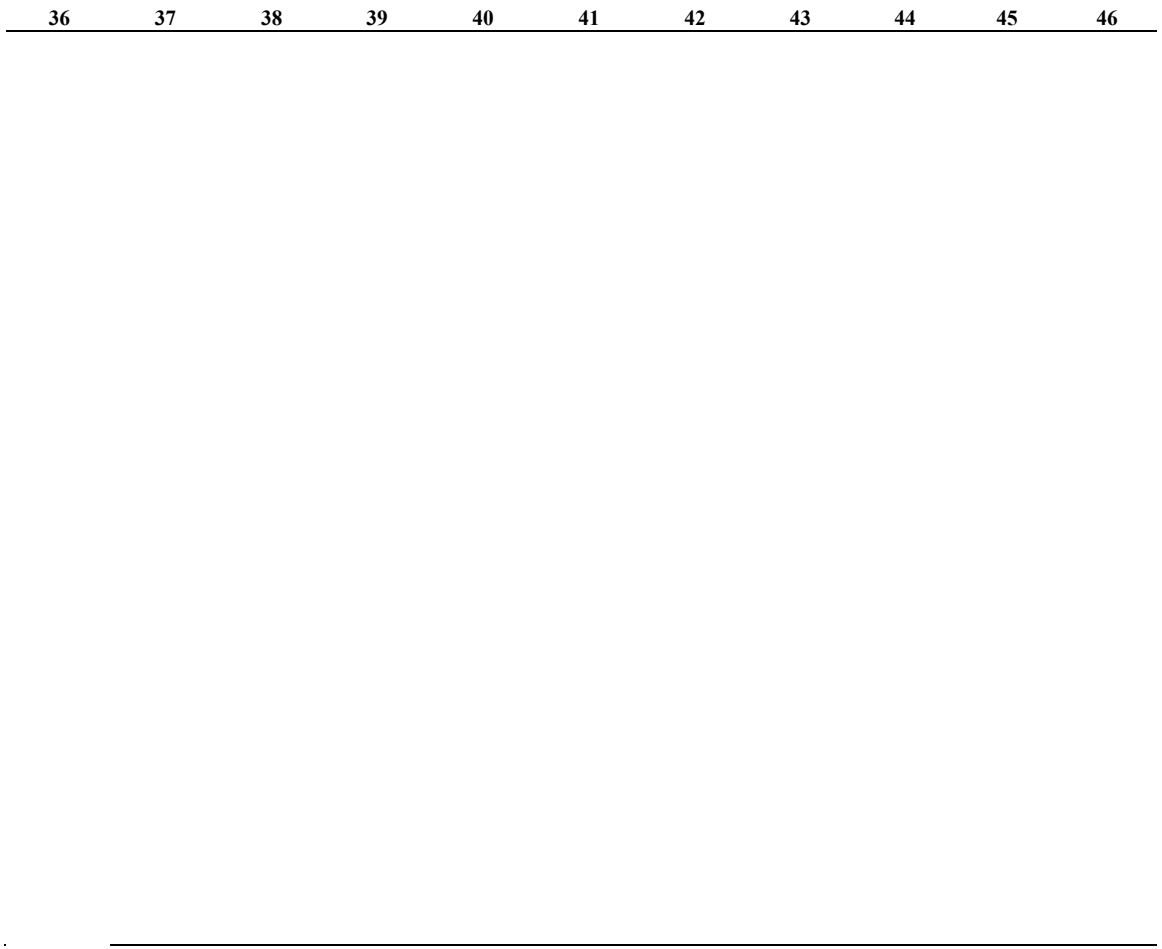
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Task Orientation (TO) Items	1	2	3	4	5	6	7
TO19:"I think it's important for leaders"	0.068497496	.167**	.230**	.184**	0.074399223	.225**	.182**
TO20:"Good managers will"	0.071231605	.110*	.120**	.127**	.153**	.200**	.193**
TO21:"Effective leaders take pride"	0.066401566	.160**	.227**	.244**	.214**	.270**	.130**
TO22:"When I retire"	.130**	.121**	.117**	0.079662706	.191**	.200**	.093*
TO23:"When times get tough"	.177**	.296**	.146**	.212**	.308**	.207**	.163**
TO24:"The key to a successful career"	.188**	.113*	.177**	.238**	.157**	.234**	.185**
TO25:"Personal initiative is what differentiates"	.139**	.089*	.174**	.276**	.226**	.262**	.287**
TO26:"For quality control purposes"	.125**	6.40323E-05	.108*	0.001117734	0.056593644	0.055878082	0.008524656
TO27:"My hobbies are"	.138**	.158**	.116**	.130**	.183**	.219**	.274**
TO28:"The home builder"	0.043688887	0.030296057	0.053823892	0.071547275	.089*	0.039746439	.160**
TO29:"There is no place for emotions"	.098*	0.078022674	.156**	.190**	.220**	.188**	.233**
TO30:"Politicians spend more time"	0.053917216	.133**	.132**	0.065493598	0.082774847	.147**	.144**
TO31:"I feel most frustrated when"	-0.01695368	-0.010685302	0.004620339	0.013371184	-0.05811544	.105*	.156**
TO32:"One must place company priorities"	-0.044353241	.094*	.206**	.205**	.162**	.234**	.256**
TO33:"Knowing that my boss values"	.116**	.116**	.197**	.284**	.186**	.226**	.228**
TO34:"If I have knocked off my day's to-do list"	.117**	.199**	.259**	.230**	.169**	.265**	.120**
TO35:"My best friends help me with"	.120**	.151**	0.042603732	0.019109145	.118**	0.061661956	0.071539856
TO36:"Please answer all questions honestly".	.115**	0.031808464	-0.015653021	0.009276835	-0.009757633	-0.008589685	-0.007452097
TO37:"Staff with"	-0.003786737	.093*	.225**	.221**	.095*	.222**	.213**
TO38:"Magazine covers should"	0.05105225	0.075085158	0.054265566	.149**	.096*	.120**	.177**

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

8	9	10	11	12	13	14
0.067394687	.262**	.169**	.231**	.200**	.200**	.111*
.222**	.142**	.181**	.136**	.236**	.161**	.132**
0.033039592	.248**	.158**	.204**	.265**	.223**	.184**
0.076010681	.150**	.138**	.194**	.197**	.168**	.112*
.195**	.215**	.246**	.293**	.302**	.191**	.284**
.183**	.269**	.213**	.225**	.271**	.210**	.153**
.252**	.330**	.306**	.248**	.303**	.170**	.153**
0.006856139	0.000857329	-0.039470244	-0.014101217	0.025252234	0.084724926	0.025947226
.278**	.165**	.317**	.284**	.247**	0.054707424	.114*
.206**	.127**	.140**	0.058522831	.114*	0.03885628	.139**
.466**	.238**	.181**	.204**	.269**	.089*	.213**
0.071267354	.263**	.113*	.130**	.126**	.100*	.096*
0.035303628	.104*	0.024344955	.090*	0.047164076	0.080027999	-.113*
.418**	.204**	.268**	.176**	.162**	0.05503798	.113*
.214**	.230**	.260**	.296**	.260**	.097*	0.055085853
.134**	.263**	.249**	.341**	.347**	.224**	.162**
-0.038918049	-0.027491431	.206**	0.082867452	0.075479427	.099*	0.015437924
-0.058704101	-0.013808914	0.00259936	0.045317518	.118**	0.06003838	0.03033333
.170**	.253**	.165**	.141**	.194**	.139**	0.086459283
0.008917029	.089*	0.078658005	0.069287483	.204**	.110*	0.075567783

15	16	17	18	19	20	21
0.067394687	.262**	.169**	.231**	.200**	.200**	.111*
.222**	.142**	.181**	.136**	.236**	.161**	.132**
0.033039592	.248**	.158**	.204**	.265**	.223**	.184**
0.076010681	.150**	.138**	.194**	.197**	.168**	.112*
.195**	.215**	.246**	.293**	.302**	.191**	.284**
.183**	.269**	.213**	.225**	.271**	.210**	.153**
.252**	.330**	.306**	.248**	.303**	.170**	.153**
0.006856139	0.000857329	-0.039470244	-0.014101217	0.025252234	0.084724926	0.025947226
.278**	.165**	.317**	.284**	.247**	0.054707424	.114*
.206**	.127**	.140**	0.058522831	.114*	0.03885628	.139**
.466**	.238**	.181**	.204**	.269**	.089*	.213**
0.071267354	.263**	.113*	.130**	.126**	.100*	.096*
0.035303628	.104*	0.024344955	.090*	0.047164076	0.080027999	-.113*
.418**	.204**	.268**	.176**	.162**	0.05503798	.113*
.214**	.230**	.260**	.296**	.260**	.097*	0.055085853
.134**	.263**	.249**	.341**	.347**	.224**	.162**
-0.038918049	-0.027491431	.206**	0.082867452	0.075479427	.099*	0.015437924
-0.058704101	-0.013808914	0.00259936	0.045317518	.118**	0.06003838	0.03033333
.170**	.253**	.165**	.141**	.194**	.139**	0.086459283
0.008917029	.089*	0.078658005	0.069287483	.204**	.110*	0.075567783

22	23	24	25	26	27	28
1						
.371**	1					
.289**	.356**	1				
.129**	.261**	.290**	1			
0.076977772	0.041099985	0.077024468	0.058086084	1		
.155**	.276**	.171**	.310**	-0.061523391	1	
0.083010026	.091*	.195**	.190**	-0.075127057	.240**	1
.098*	.141**	.172**	.336**	-0.004707397	.353**	.333**
.123**	.125**	.187**	.109*	0.061633802	-0.020646479	0.07715342
0.069671104	0.010654148	0.082128339	.120**	0.003232767	0.055367606	.100*
-0.021625316	0.036545866	.120**	.295**	-.094*	.253**	.210**
0.08630489	.136**	.181**	.336**	-0.012882567	.187**	.104*
.203**	.185**	.270**	.286**	0.03354451	.191**	0.035779149
0.087343496	0.033022312	0.079163374	0.043086034	0.004957425	0.060854645	0.024819817
0.005346239	-0.013042218	0.001448903	-0.06341333	0.017659919	-0.074919128	-.134**
.159**	.231**	.300**	.270**	0.051295498	.133**	.133**
.165**	.112*	.148**	.146**	0.028997814	.096*	.107*

29	30	31	32	33	34	35
1						
-0.00170185	1					
-0.029863836	.133**	1				
.438**	-0.00299681	.109*	1			
.170**	.171**	.127**	.319**	1		
0.074003748	.192**	.142**	.111*	.471**	1	
-0.062071841	0.044740299	0.070616808	0.034748788	.140**	.164**	1
-0.054198552	0.067846108	-0.012508799	-0.057451442	0.07213705	0.072055505	0.049510936
.182**	.155**	.117**	.160**	.205**	.223**	0.031028359
0.069122805	.151**	0.055204353	0.006715055	.123**	.183**	0.084954593

36	37	38	39	40
1				
-0.00170185	1			
-0.029863836	.133**	1		
.438**	-0.00299681	.109*	1	
.170**	.171**	.127**	.319**	1
0.074003748	.192**	.142**	.111*	.471**
-0.062071841	0.044740299	0.070616808	0.034748788	.140**
-0.054198552	0.067846108	-0.012508799	-0.057451442	0.07213705
.182**	.155**	.117**	.160**	.205**
0.069122805	.151**	0.055204353	0.006715055	.123**

	42	43	44	45	46
1					
0.023144094	1				
0.031656924	.169**	1			

Task Orientation (TO) Items	1	2	3	4	5	6	7
TO39:"I respect the leader"	0.075401821	.178**	.218**	.179**	.157**	.185**	.195**
TO40:"Lazy colleagues irritate me"	0.004813565	.157**	.281**	.171**	0.051554251	.193**	.280**
TO41:"One's accomplishments should"	0.025403896	.106*	.197**	.152**	0.007270148	.090*	.122**
TO42:"Young people don't"	-0.037124907	.114*	.148**	.102*	.099*	.137**	.222**
TO43:"Getting to the top"	.196**	.251**	.232**	.297**	.318**	.345**	.247**
TO44:"Sharing of my strengths"	.202**	.173**	.194**	.189**	.181**	.198**	.234**
TO45:"Good employees attend"	.140**	.179**	.345**	.293**	.189**	.280**	.277**
TO46:"I believe in a system"	.126**	.191**	.338**	.300**	.252**	.315**	.203**

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

8	9	10	11	12	13	14
.117**	.214**	.159**	.135**	.205**	.198**	.182**
.195**	.252**	.142**	.171**	.105*	0.07968087	0.06870488
0.028448601	.156**	0.051487423	0.082878491	.162**	.143**	0.043705003
.315**	.149**	.105*	0.074452423	.123**	-0.029276893	.097*
.295**	.257**	.315**	.291**	.292**	0.043883877	.132**
.164**	.109*	.227**	.309**	.272**	.214**	.110*
.331**	.363**	.319**	.336**	.426**	.166**	.209**
.256**	.323**	.226**	.287**	.295**	.148**	.119**

15	16	17	18	19	20	21
.126**	0.081332928	.125**	.139**	.227**	.118**	.305**
.107*	.156**	.149**	.135**	.177**	.099*	.217**
.107*	0.062559386	0.05016218	.194**	.182**	0.069800043	.296**
0.059144648	.143**	.150**	.159**	-0.062911507	0.04091637	-0.035844491
.269**	.217**	.438**	.223**	0.082978339	.095*	.143**
.254**	.190**	.322**	.181**	.187**	0.074236363	.125**
.348**	.297**	.343**	.191**	.162**	.165**	.260**
.246**	.242**	.229**	.213**	.221**	.181**	.226**

22	23	24	25	26	27	28
.130**	.142**	.258**	.197**	0.03800646	0.057695563	.095*
.103*	.125**	.168**	.215**	-0.032999999	.165**	0.069305171
.094*	.130**	.158**	.124**	0.062005909	-0.01441876	0.028782975
0.043808368	0.034384453	0.083015041	.143**	0.020259088	.210**	.178**
.188**	.187**	.189**	.280**	-0.023641098	.286**	.124**
.189**	.183**	.300**	.157**	0.076291432	.165**	.094*
.117**	.226**	.238**	.315**	0.04506998	.203**	.165**
.096*	.217**	.209**	.312**	0.086177906	.202**	.112*

29	30	31	32	33	34	35
.103*	.178**	.156**	0.063325257	.134**	.238**	.105*
.165**	.195**	.128**	.188**	.290**	.215**	-0.001794025
-0.011757133	.229**	.129**	-0.009079484	.158**	.178**	.145**
.322**	0.076792116	-0.060900241	.310**	.161**	0.073179858	-0.065186668
.265**	.118**	0.010266906	.239**	.375**	.381**	.112*
.114*	.106*	.101*	.130**	.351**	.320**	.137**
.299**	.221**	0.067878657	.291**	.354**	.341**	.110*
.233**	.130**	0.077801191	.213**	.265**	.285**	0.049524762

36	37	38	39	40
0.067334514	.223**	.297**	1	
0.04021503	.295**	.108*	.194**	1
.113*	.180**	.197**	.248**	.254**
-.100*	.218**	0.034265817	0.012421423	.141**
-0.053938603	.144**	0.071639765	.162**	.207**
0.037353271	.236**	.137**	.188**	.179**
0.051239127	.333**	.162**	.288**	.302**
0.049747694	.226**	.139**	.233**	.352**

41	42	43	44	45	46
1					
0.01205668	1				
.174**	.201**	1			
.097*	0.083673382	.333**	1		
.216**	.183**	.343**	.293**	1	
.269**	.124**	.285**	.207**	.427**	1

APPENDIX M. INTER-ITEM CORRELATION MATRIX: UHDF-I – RELATIONSHIP ORIENTATION

Relationship Orientation (REL) Item	Statistics	1	2	3	4	5	6	7
REL1:People say	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	502						
REL2:As a kid	Pearson Correlation	.127**	1					
	Sig. (2-tailed)	0.004355228						
	N	502	502					
REL3:The more people	Pearson Correlation	.248**	.348**	1				
	Sig. (2-tailed)	1.73463E-08	1.07636E-15					
	N	502	502	502				
REL4:Schools should	Pearson Correlation	.215**	.124**	.218**	1			
	Sig. (2-tailed)	1.11732E-06	0.005369397	8.53817E-07				
	N	502	502	502	502			
REL5:When I walk	Pearson Correlation	.358**	.164**	.226**	.255**	1		
	Sig. (2-tailed)	1.39352E-16	0.000231716	3.15997E-07	6.73831E-09			
	N	502	502	502	502	502		
REL6:Happy couples	Pearson Correlation	.158**	0.070571124	.256**	.268**	.258**	1	
	Sig. (2-tailed)	0.00036446	0.114290441	5.55766E-09	1.00975E-09	4.27183E-09		
	N	502	502	502	502	502	502	
REL7:Leaders	Pearson Correlation	.152**	0.00915685	.212**	.195**	.109*	.315**	1
	Sig. (2-tailed)	0.000614143	0.837841417	1.6463E-06	1.09962E-05	0.01460894	5.12043E-13	
	N	502	502	502	502	502	502	502
REL8:I prefer	Pearson Correlation	.208**	-0.00683494	.128**	.221**	.171**	.344**	.400**
	Sig. (2-tailed)	2.66961E-06	0.878588103	0.004174239	5.53805E-07	0.000117086	2.19801E-15	1.16432E-20
	N	502	502	502	502	502	502	502
REL9:No one	Pearson Correlation	.118**	-.101*	-0.014263988	.175**	.235**	.222**	.132**
	Sig. (2-tailed)	0.008270504	0.023798368	0.74987116	8.22398E-05	1.02286E-07	4.91477E-07	0.003024518
	N	502	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	8	9	10	11	12	13	14
REL1:People say	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL2:As a kid	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL3:The more people	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL4:Schools should	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL5:When I walk	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL6:Happy couples	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL7:Leaders	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL8:I prefer	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	502						
REL9:No one	Pearson Correlation	.363**	1					
	Sig. (2-tailed)	4.60046E-17						
	N	502	502					

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	15	16	17	18	19	20	21
REL1:People say	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL2:As a kid	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL3:The more people	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL4:Schools should	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL5:When I walk	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL6:Happy couples	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL7:Leaders	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL8:I prefer	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL9:No one	Pearson Correlation							
	Sig. (2-tailed)							
	N							

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	22	23	24	25	26	27	28
REL1:People say	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL2:As a kid	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL3:The more people	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL4:Schools should	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL5:When I walk	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL6:Happy couples	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL7:Leaders	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL8:I prefer	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL9:No one	Pearson Correlation							
	Sig. (2-tailed)							
	N							

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	29	30	31	32	33	34	35
REL1:People say	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL2:As a kid	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL3:The more people	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL4:Schools should	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL5:When I walk	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL6:Happy couples	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL7:Leaders	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL8:I prefer	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL9:No one	Pearson Correlation							
	Sig. (2-tailed)							
	N							

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	36	37	38	39	40	41	42
REL1:People say	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL2:As a kid	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL3:The more people	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL4:Schools should	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL5:When I walk	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL6:Happy couples	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL7:Leaders	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL8:I prefer	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL9:No one	Pearson Correlation							
	Sig. (2-tailed)							
	N							

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	43	44	45	46
REL1:People say	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL2:As a kid	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL3:The more people	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL4:Schools should	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL5:When I walk	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL6:Happy couples	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL7:Leaders	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL8:I prefer	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL9:No one	Pearson Correlation				
	Sig. (2-tailed)				
	N				

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	47	48	49	50	51
REL1:People say	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL2:As a kid	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL3:The more people	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL4:Schools should	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL5:When I walk	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL6:Happy couples	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL7:Leaders	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL8:I prefer	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL9:No one	Pearson Correlation					
	Sig. (2-tailed)					
	N					

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

	Statistics	1	2	3	4	5	6	7
REL10:I do everything	Pearson Correlation	0.086636986	-0.075759659	-0.038296509	.127**	.143**	.088*	.120**
	Sig. (2-tailed)	0.05238669	0.089956318	0.391874973	0.004317522	0.001307523	0.049194873	0.00703858
	N	502	502	502	502	502	502	502
REL11:I find that	Pearson Correlation	.180**	0.005805258	0.015323611	.098*	.115**	.171**	.196**
	Sig. (2-tailed)	5.07346E-05	0.896767615	0.73197827	0.028767613	0.009931306	0.000122689	9.30622E-06
	N	502	502	502	502	502	502	502
REL12:The opportunity	Pearson Correlation	.220**	-0.001307091	.207**	.150**	.132**	.291**	.231**
	Sig. (2-tailed)	6.5882E-07	0.976694835	2.89147E-06	0.000727523	0.00312119	3.17378E-11	1.56864E-07
	N	502	502	502	502	502	502	502
REL13:Good labor relations	Pearson Correlation	.139**	-0.00885997	0.041125738	.098*	.148**	.217**	.223**
	Sig. (2-tailed)	0.001830703	0.84302956	0.357819036	0.027694198	0.000891741	9.34974E-07	4.23654E-07
	N	502	502	502	502	502	502	502
REL14:I feel more	Pearson Correlation	.306**	.099*	.323**	.317**	.223**	.358**	.333**
	Sig. (2-tailed)	2.42922E-12	0.025868489	1.26671E-13	3.61245E-13	4.55364E-07	1.26135E-16	1.78946E-14
	N	502	502	502	502	502	502	502
REL15:My job satisfaction	Pearson Correlation	.238**	0.016020021	.289**	.154**	.124**	.300**	.283**
	Sig. (2-tailed)	7.01516E-08	0.720296567	4.22056E-11	0.000529766	0.005285217	6.87281E-12	1.0667E-10
	N	502	502	502	502	502	502	502
REL16:I am more	Pearson Correlation	.158**	0.01000081	.145**	.223**	.185**	.310**	.216**
	Sig. (2-tailed)	0.00038753	0.823131812	0.001080169	4.75017E-07	3.04174E-05	1.24344E-12	9.81099E-07
	N	502	502	502	502	502	502	502
REL17:I am most	Pearson Correlation	.229**	0.058289215	.267**	.273**	.161**	.317**	.319**
	Sig. (2-tailed)	2.05677E-07	0.19228687	1.18339E-09	4.80362E-10	0.000291457	3.5073E-13	2.56271E-13
	N	502	502	502	502	502	502	502
REL18:Feeling trusted	Pearson Correlation	.210**	.122**	.214**	.145**	.110*	0.04730731	0.087008568
	Sig. (2-tailed)	2.13768E-06	0.00615895	1.26632E-06	0.001132122	0.013634456	0.290106875	0.051379751
	N	502	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	8	9	10	11	12	13	14
REL10:I do everything	Pearson Correlation	.257**	.269**	1				
	Sig. (2-tailed)	4.81842E-09	9.56669E-10					
	N	502	502	502				
REL11:I find that	Pearson Correlation	.342**	.321**	.261**	1			
	Sig. (2-tailed)	3.32514E-15	1.64525E-13	2.9979E-09				
	N	502	502	502	502			
REL12:The opportunity	Pearson Correlation	.310**	.231**	.213**	.340**	1		
	Sig. (2-tailed)	1.11807E-12	1.56454E-07	1.50177E-06	4.587E-15			
	N	502	502	502	502	502		
REL13:Good labor relations	Pearson Correlation	.290**	.230**	.143**	.386**	.374**	1	
	Sig. (2-tailed)	3.43463E-11	1.95454E-07	0.001367552	2.6627E-19	3.68733E-18		
	N	502	502	502	502	502	502	
REL14:I feel more	Pearson Correlation	.376**	.261**	.184**	.243**	.448**	.378**	1
	Sig. (2-tailed)	2.62222E-18	2.86925E-09	3.51183E-05	3.70668E-08	3.98516E-26	1.71825E-18	
	N	502	502	502	502	502	502	502
REL15:My job satisfaction	Pearson Correlation	.270**	.192**	.148**	.219**	.440**	.223**	.615**
	Sig. (2-tailed)	7.48329E-10	1.49653E-05	0.000850498	7.56976E-07	3.20136E-25	4.72138E-07	1.83495E-53
	N	502	502	502	502	502	502	502
REL16:I am more	Pearson Correlation	.383**	.357**	.203**	.266**	.388**	.305**	.602**
	Sig. (2-tailed)	5.38272E-19	1.43665E-16	4.32339E-06	1.41473E-09	1.83122E-19	3.12457E-12	9.47715E-51
	N	502	502	502	502	502	502	502
REL17:I am most	Pearson Correlation	.398**	.284**	.244**	.192**	.411**	.243**	.675**
	Sig. (2-tailed)	1.82874E-20	8.9705E-11	2.92681E-08	1.52242E-05	7.48003E-22	3.33683E-08	4.74557E-68
	N	502	502	502	502	502	502	502
REL18:Feeling trusted	Pearson Correlation	.172**	0.059865294	.123**	.138**	.197**	0.077102278	.290**
	Sig. (2-tailed)	0.000112438	0.180518324	0.005837096	0.001875112	8.92599E-06	0.084389294	3.41398E-11
	N	502	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	15	16	17	18	19	20	21
REL10:I do everything	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL11:I find that	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL12:The opportunity	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL13:Good labor relations	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL14:I feel more	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL15:My job satisfaction	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	502						
REL16:I am more	Pearson Correlation	.592**	1					
	Sig. (2-tailed)	8.42739E-49						
	N	502	502					
REL17:I am most	Pearson Correlation	.593**	.624**	1				
	Sig. (2-tailed)	4.97345E-49	1.73755E-55					
	N	502	502	502				
REL18:Feeling trusted	Pearson Correlation	.285**	.239**	.353**	1			
	Sig. (2-tailed)	8.21166E-11	6.32897E-08	3.63808E-16				
	N	502	502	502	502			

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	22	23	24	25	26	27	28
REL10:I do everything	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL11:I find that	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL12:The opportunity	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL13:Good labor relations	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL14:I feel more	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL15:My job satisfaction	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL16:I am more	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL17:I am most	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL18:Feeling trusted	Pearson Correlation							
	Sig. (2-tailed)							
	N							

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	29	30	31	32	33	34	35
REL10:I do everything	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL11:I find that	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL12:The opportunity	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL13:Good labor relations	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL14:I feel more	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL15:My job satisfaction	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL16:I am more	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL17:I am most	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL18:Feeling trusted	Pearson Correlation							
	Sig. (2-tailed)							
	N							

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	36	37	38	39	40	41	42
REL10:I do everything	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL11:I find that	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL12:The opportunity	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL13:Good labor relations	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL14:I feel more	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL15:My job satisfaction	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL16:I am more	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL17:I am most	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL18:Feeling trusted	Pearson Correlation							
	Sig. (2-tailed)							
	N							

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	43	44	45	46
REL10:I do everything	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL11:I find that	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL12:The opportunity	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL13:Good labor relations	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL14:I feel more	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL15:My job satisfaction	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL16:I am more	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL17:I am most	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL18:Feeling trusted	Pearson Correlation				
	Sig. (2-tailed)				
	N				

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	47	48	49	50	51
REL10:I do everything	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL11:I find that	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL12:The opportunity	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL13:Good labor relations	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL14:I feel more	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL15:My job satisfaction	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL16:I am more	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL17:I am most	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL18:Feeling trusted	Pearson Correlation					
	Sig. (2-tailed)					
	N					

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	1	2	3	4	5	6	7
REL19:My overall	Pearson Correlation	.247**	0.019627309	.242**	.238**	.151**	.333**	.318**
	Sig. (2-tailed)	2.04533E-08	0.660876866	4.23919E-08	6.77625E-08	0.000706045	1.95696E-14	2.86794E-13
	N	502	502	502	502	502	502	502
REL20:Forget about	Pearson Correlation	0.060092059	.103*	.142**	0.02790904	-0.000970644	0.015270395	.131**
	Sig. (2-tailed)	0.178869945	0.020775956	0.001400883	0.532709882	0.982692508	0.732873505	0.003235712
	N	502	502	502	502	502	502	502
REL21:When I	Pearson Correlation	.153**	.275**	.372**	.267**	.165**	.331**	.188**
	Sig. (2-tailed)	0.00057396	3.60708E-10	6.01738E-18	1.20547E-09	0.000202771	2.46334E-14	2.13134E-05
	N	502	502	502	502	502	502	502
REL22:Our workplaces	Pearson Correlation	.125**	0.03572552	-0.006481121	.184**	.164**	0.030451471	0.017630035
	Sig. (2-tailed)	0.00517113	0.424462892	0.884828246	3.22841E-05	0.000214394	0.496040389	0.69354181
	N	502	502	502	502	502	502	502
REL23:When a	Pearson Correlation	.230**	0.030204288	.107*	.190**	.237**	.255**	.139**
	Sig. (2-tailed)	1.90884E-07	0.499545621	0.016526564	1.81642E-05	7.55207E-08	6.62433E-09	0.001795778
	N	502	502	502	502	502	502	502
REL24:My school friends	Pearson Correlation	0.014215206	.174**	.149**	.113*	0.073565154	.123**	.168**
	Sig. (2-tailed)	0.750698217	8.56945E-05	0.000796729	0.011126355	0.099686381	0.005689383	0.000151289
	N	502	502	502	502	502	502	502
REL25:If you are reading	Pearson Correlation	-0.047053467	0.020844766	-0.009381427	-0.024405683	-0.035352266	0.001771101	0.044543595
	Sig. (2-tailed)	0.29270576	0.641272208	0.833921457	0.58538484	0.429321862	0.968425369	0.319239651
	N	502	502	502	502	502	502	502
REL26:Happy couples	Pearson Correlation	.172**	0.043478657	.252**	.207**	.184**	.777**	.299**
	Sig. (2-tailed)	0.000104112	0.330957962	1.0034E-08	2.89588E-06	3.34222E-05	1.5639E-102	7.49583E-12
	N	502	502	502	502	502	502	502
REL27:Companies	Pearson Correlation	.111*	-0.041784544	0.00130956	.231**	.098*	.202**	0.050925251
	Sig. (2-tailed)	0.012632956	0.350163691	0.976650832	1.57145E-07	0.028556744	4.80399E-06	0.254747752
	N	502	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	8	9	10	11	12	13	14
REL19:My overall	Pearson Correlation	.402**	.242**	.203**	.249**	.396**	.276**	.512**
	Sig. (2-tailed)	6.35767E-21	4.26245E-08	4.76539E-06	1.5729E-08	2.47485E-20	3.0608E-10	6.60568E-35
	N	502	502	502	502	502	502	502
REL20:Forget about	Pearson Correlation	0.013349695	-.146**	-0.03830019	0.007931757	0.072693286	-0.028267117	0.034083472
	Sig. (2-tailed)	0.765419	0.000996161	0.391829434	0.85929347	0.103777119	0.527463811	0.446077884
	N	502	502	502	502	502	502	502
REL21:When I	Pearson Correlation	.163**	.113*	-0.001422097	0.071557882	.182**	0.047536687	.225**
	Sig. (2-tailed)	0.000241599	0.011350315	0.974644957	0.109302433	3.98789E-05	0.287771824	3.37496E-07
	N	502	502	502	502	502	502	502
REL22:Our workplaces	Pearson Correlation	0.065687312	.110*	.137**	0.011863025	.097*	.105*	.095*
	Sig. (2-tailed)	0.141652147	0.013646517	0.00207156	0.790900053	0.029089099	0.018473107	0.033339009
	N	502	502	502	502	502	502	502
REL23:When a	Pearson Correlation	.370**	.355**	.197**	.213**	.239**	.247**	.341**
	Sig. (2-tailed)	8.89578E-18	2.37325E-16	8.76787E-06	1.44492E-06	6.03165E-08	1.97569E-08	3.87076E-15
	N	502	502	502	502	502	502	502
REL24:My school friends	Pearson Correlation	-0.026994693	-0.055969934	0.078827895	0.001573411	.136**	0.039555276	.189**
	Sig. (2-tailed)	0.546224043	0.210612994	0.077646025	0.971948188	0.002227759	0.376487406	2.11158E-05
	N	502	502	502	502	502	502	502
REL25:If you are reading	Pearson Correlation	-0.017696075	-0.040976959	0.001008126	0.025453936	0.005468134	-0.041147951	-0.026550487
	Sig. (2-tailed)	0.692452206	0.359562269	0.982024286	0.569373114	0.902731932	0.35755922	0.552850067
	N	502	502	502	502	502	502	502
REL26:Happy couples	Pearson Correlation	.312**	.218**	0.057277157	.177**	.291**	.148**	.318**
	Sig. (2-tailed)	8.76484E-13	7.76915E-07	0.200134696	6.63068E-05	3.0511E-11	0.000869753	2.98302E-13
	N	502	502	502	502	502	502	502
REL27:Companies	Pearson Correlation	.213**	.230**	.185**	0.031905644	0.054983887	.175**	.165**
	Sig. (2-tailed)	1.46525E-06	1.89119E-07	3.05898E-05	0.475686828	0.218774639	8.36129E-05	0.000198499
	N	502	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	15	16	17	18	19	20	21
REL19:My overall	Pearson Correlation	.602**	.574**	.601**	.293**	1		
	Sig. (2-tailed)	9.7946E-51	2.24414E-45	1.16511E-50	2.03878E-11			
	N	502	502	502	502	502		
REL20:Forget about	Pearson Correlation	0.073125539	-0.001722353	0.073737911	0.055252705	0.081822359	1	
	Sig. (2-tailed)	0.101732702	0.969294	0.098891246	0.21652747	0.06698698		
	N	502	502	502	502	502	502	
REL21:When I	Pearson Correlation	.187**	.155**	.171**	0.055656962	.179**	.138**	1
	Sig. (2-tailed)	2.57124E-05	0.0004964	0.000114492	0.213179359	5.5534E-05	0.0020014	
	N	502	502	502	502	502	502	502
REL22:Our workplaces	Pearson Correlation	0.030462542	.089*	0.084067485	.101*	0.087210231	.146**	0.063605274
	Sig. (2-tailed)	0.495883703	0.045503527	0.059808946	0.023482386	0.050840068	0.001004024	0.154739812
	N	502	502	502	502	502	502	502
REL23:When a	Pearson Correlation	.258**	.379**	.320**	.228**	.305**	-0.082468993	.113*
	Sig. (2-tailed)	4.56832E-09	1.47522E-18	1.9754E-13	2.50237E-07	3.08604E-12	0.064850553	0.011283838
	N	502	502	502	502	502	502	502
REL24:My school friends	Pearson Correlation	.151**	.106*	.225**	.134**	.118**	.342**	.161**
	Sig. (2-tailed)	0.000665171	0.017964207	3.38197E-07	0.002603113	0.008092712	3.47222E-15	0.000301192
	N	502	502	502	502	502	502	502
REL25:If you are reading	Pearson Correlation	0.005215633	0.048949206	0.031504637	0.060346265	-0.011864163	0.061954295	0.03191346
	Sig. (2-tailed)	0.907202718	0.27367147	0.481253559	0.177035386	0.790880458	0.165753215	0.475578671
	N	502	502	502	502	502	502	502
REL26:Happy couples	Pearson Correlation	.298**	.282**	.312**	0.047994381	.268**	0.045598047	.340**
	Sig. (2-tailed)	9.00676E-12	1.30658E-10	8.58045E-13	0.283150399	9.78218E-10	0.307906791	4.61579E-15
	N	502	502	502	502	502	502	502
REL27:Companies	Pearson Correlation	0.08606278	.172**	.096*	.137**	.088*	-0.014882001	.120**
	Sig. (2-tailed)	0.053975027	0.000109179	0.031152238	0.002115571	0.048092349	0.739418317	0.006917257
	N	502	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	22	23	24	25	26	27	28
REL19:My overall	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL20:Forget about	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL21:When I	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL22:Our workplaces	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	502						
REL23:When a	Pearson Correlation	.140**	1					
	Sig. (2-tailed)	0.001603329						
	N	502	502					
REL24:My school friends	Pearson Correlation	.140**	0.068144496	1				
	Sig. (2-tailed)	0.001677357	0.127316876					
	N	502	502	502				
REL25:If you are reading	Pearson Correlation	-0.006977535	0.007062975	0.028832595	1			
	Sig. (2-tailed)	0.876075316	0.874570319	0.519233014				
	N	502	502	502	502			
REL26:Happy couples	Pearson Correlation	0.06830495	.260**	.127**	0.036659552	1		
	Sig. (2-tailed)	0.126421436	3.14364E-09	0.004284886	0.412445165			
	N	502	502	502	502	502		
REL27:Companies	Pearson Correlation	.245**	.232**	0.047373447	0.028743936	.207**	1	
	Sig. (2-tailed)	2.56074E-08	1.3967E-07	0.289432304	0.520519104	2.9639E-06		
	N	502	502	502	502	502	502	

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	29	30	31	32	33	34	35
REL19:My overall	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL20:Forget about	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL21:When I	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL22:Our workplaces	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL23:When a	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL24:My school friends	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL25:If you are reading	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL26:Happy couples	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL27:Companies	Pearson Correlation							
	Sig. (2-tailed)							
	N							

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	36	37	38	39	40	41	42
REL19:My overall	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL20:Forget about	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL21:When I	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL22:Our workplaces	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL23:When a	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL24:My school friends	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL25:If you are reading	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL26:Happy couples	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL27:Companies	Pearson Correlation							
	Sig. (2-tailed)							
	N							

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	43	44	45	46
REL19:My overall	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL20:Forget about	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL21:When I	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL22:Our workplaces	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL23:When a	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL24:My school friends	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL25:If you are reading	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL26:Happy couples	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL27:Companies	Pearson Correlation				
	Sig. (2-tailed)				
	N				

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	47	48	49	50	51
REL19:My overall	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL20:Forget about	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL21:When I	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL22:Our workplaces	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL23:When a	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL24:My school friends	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL25:If you are reading	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL26:Happy couples	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL27:Companies	Pearson Correlation					
	Sig. (2-tailed)					
	N					

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	1	2	3	4	5	6	7
REL28:Everyone who	Pearson Correlation	.190**	-0.058954711	0.023094272	.231**	.177**	.169**	0.062007422
	Sig. (2-tailed)	1.79311E-05	0.187250803	0.605704712	1.59325E-07	6.40484E-05	0.000139768	0.16538989
	N	502	502	502	502	502	502	502
REL29:A good party	Pearson Correlation	.115*	.271**	.343**	.214**	.118**	.182**	.114*
	Sig. (2-tailed)	0.010211406	6.36711E-10	2.81853E-15	1.37981E-06	0.008317167	4.16236E-05	0.010416851
	N	502	502	502	502	502	502	502
REL30:All you can	Pearson Correlation	.123**	.107*	0.086976075	.207**	.121**	.165**	.207**
	Sig. (2-tailed)	0.005909186	0.016596086	0.051467153	2.80118E-06	0.00661764	0.000209565	2.92395E-06
	N	502	502	502	502	502	502	502
REL31:My social network	Pearson Correlation	.154**	0.034344775	.109*	.156**	.203**	.237**	.156**
	Sig. (2-tailed)	0.000550524	0.442597	0.014377008	0.000435422	4.58585E-06	7.28219E-08	0.000449041
	N	502	502	502	502	502	502	502
REL32:Nothing is	Pearson Correlation	.186**	.117**	.169**	.163**	.192**	.269**	.223**
	Sig. (2-tailed)	2.71498E-05	0.008738701	0.000135776	0.00024034	1.43691E-05	9.16837E-10	4.46541E-07
	N	502	502	502	502	502	502	502
REL33:No one should	Pearson Correlation	.098*	-.143**	-0.046876306	.112*	.190**	.160**	0.084861307
	Sig. (2-tailed)	0.028439801	0.001364569	0.294528777	0.012386215	1.80455E-05	0.000315651	0.05742833
	N	502	502	502	502	502	502	502
REL34:Companies should	Pearson Correlation	.097*	0.06556518	.152**	.266**	.172**	.312**	.199**
	Sig. (2-tailed)	0.029842096	0.142395672	0.000652961	1.31758E-09	0.000104118	7.96307E-13	7.24525E-06
	N	502	502	502	502	502	502	502
REL35:I would appreciate	Pearson Correlation	.228**	.089*	.093*	.197**	.346**	.111*	0.066392904
	Sig. (2-tailed)	2.35527E-07	0.046707373	0.037589735	8.82676E-06	1.40162E-15	0.012440967	0.137414665
	N	502	502	502	502	502	502	502
REL36:Workplace problems	Pearson Correlation	.190**	0.083241596	.225**	.262**	.150**	.258**	.233**
	Sig. (2-tailed)	1.84703E-05	0.062371755	3.49143E-07	2.52403E-09	0.000768902	4.28131E-09	1.33774E-07
	N	502	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	8	9	10	11	12	13	14
REL28:Everyone who	Pearson Correlation	.319**	.283**	.221**	.252**	.173**	.236**	.250**
	Sig. (2-tailed)	2.59571E-13	1.0638E-10	5.85678E-07	1.08209E-08	0.000101615	9.14905E-08	1.41192E-08
	N	502	502	502	502	502	502	502
REL29:A good party	Pearson Correlation	0.003952614	-0.029362826	-0.046942896	-0.05060281	.123**	0.04308574	.181**
	Sig. (2-tailed)	0.929607003	0.511575744	0.293842663	0.257772047	0.005608151	0.335350701	4.37391E-05
	N	502	502	502	502	502	502	502
REL30:All you can	Pearson Correlation	.208**	0.074683525	.109*	0.040249399	.160**	.094*	.177**
	Sig. (2-tailed)	2.65317E-06	0.094627987	0.014289241	0.368163502	0.000317284	0.035834632	6.77711E-05
	N	502	502	502	502	502	502	502
REL31:My social network	Pearson Correlation	.184**	.149**	.120**	.185**	.177**	.173**	.187**
	Sig. (2-tailed)	3.39809E-05	0.000842826	0.007261632	3.06491E-05	6.50749E-05	9.6111E-05	2.46499E-05
	N	502	502	502	502	502	502	502
REL32:Nothing is	Pearson Correlation	.174**	.109*	.115**	0.075590934	.161**	.131**	.228**
	Sig. (2-tailed)	9.1139E-05	0.014896112	0.00970684	0.090676297	0.000287248	0.003238793	2.33785E-07
	N	502	502	502	502	502	502	502
REL33:No one should	Pearson Correlation	.354**	.693**	.243**	.269**	.195**	.253**	.239**
	Sig. (2-tailed)	3.12124E-16	6.03072E-73	3.32848E-08	9.21739E-10	1.03957E-05	8.69399E-09	5.87364E-08
	N	502	502	502	502	502	502	502
REL34:Companies should	Pearson Correlation	.177**	.219**	.126**	.120**	.271**	.220**	.292**
	Sig. (2-tailed)	6.62071E-05	7.07873E-07	0.004840698	0.007250704	6.71033E-10	6.80427E-07	2.44886E-11
	N	502	502	502	502	502	502	502
REL35:I would appreciate	Pearson Correlation	0.076413214	.120**	0.050629795	0.054016219	.152**	.200**	.237**
	Sig. (2-tailed)	0.087210672	0.006978187	0.257518003	0.227001969	0.000651726	6.24122E-06	7.49507E-08
	N	502	502	502	502	502	502	502
REL36:Workplace problems	Pearson Correlation	.270**	.136**	.112*	.190**	.323**	.229**	.436**
	Sig. (2-tailed)	7.98354E-10	0.002222317	0.012114882	1.852E-05	1.08001E-13	2.27042E-07	1.07867E-24
	N	502	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	15	16	17	18	19	20	21
REL28:Everyone who	Pearson Correlation	.178**	.292**	.237**	.175**	.231**	-0.01439367	.119**
	Sig. (2-tailed)	5.97648E-05	2.53464E-11	8.03081E-08	8.4055E-05	1.73611E-07	0.747673898	0.007574548
	N	502	502	502	502	502	502	502
REL29:A good party	Pearson Correlation	.089*	0.027798404	.163**	.133**	0.062631431	.271**	.369**
	Sig. (2-tailed)	0.046190513	0.534336079	0.000250641	0.00293412	0.161167075	6.41205E-10	1.18841E-17
	N	502	502	502	502	502	502	502
REL30:All you can	Pearson Correlation	0.060816674	.097*	.186**	.094*	.119**	0.07644952	.167**
	Sig. (2-tailed)	0.173677458	0.030495834	2.75749E-05	0.035233161	0.007766635	0.087060147	0.000173353
	N	502	502	502	502	502	502	502
REL31:My social network	Pearson Correlation	.168**	.159**	.116**	.122**	.217**	0.055861681	.208**
	Sig. (2-tailed)	0.000157673	0.00035066	0.009453263	0.006299122	9.57679E-07	0.211498132	2.54623E-06
	N	502	502	502	502	502	502	502
REL32:Nothing is	Pearson Correlation	.239**	.161**	.245**	.209**	.223**	.129**	.234**
	Sig. (2-tailed)	5.63784E-08	0.000299873	2.54152E-08	2.39587E-06	4.66379E-07	0.003822042	1.19457E-07
	N	502	502	502	502	502	502	502
REL33:No one should	Pearson Correlation	.202**	.335**	.249**	.105*	.202**	-.167**	0.045232969
	Sig. (2-tailed)	5.32215E-06	1.19221E-14	1.56068E-08	0.019060013	5.01131E-06	0.000173977	0.311800097
	N	502	502	502	502	502	502	502
REL34:Companies should	Pearson Correlation	.280**	.265**	.324**	0.065528988	.315**	.117**	.193**
	Sig. (2-tailed)	1.76514E-10	1.52738E-09	9.29254E-14	0.142616581	5.18911E-13	0.008422526	1.34778E-05
	N	502	502	502	502	502	502	502
REL35:I would appreciate	Pearson Correlation	.211**	.176**	.156**	.107*	.173**	0.077532928	.089*
	Sig. (2-tailed)	1.89641E-06	7.27521E-05	0.000445461	0.016436705	9.6176E-05	0.082663703	0.045152072
	N	502	502	502	502	502	502	502
REL36:Workplace problems	Pearson Correlation	.307**	.369**	.447**	.214**	.306**	0.032927901	.129**
	Sig. (2-tailed)	2.00624E-12	1.21011E-17	4.53567E-26	1.32387E-06	2.5289E-12	0.461656558	0.003765777
	N	502	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	22	23	24	25	26	27	28
REL28:Everyone who	Pearson Correlation	.139**	.323**	0.04187409	-0.05445545	.226**	.390**	1
	Sig. (2-tailed)	0.00182878	1.11456E-13	0.349131224	0.223240665	3.17075E-07	1.1544E-19	
	N	502	502	502	502	502	502	502
REL29:A good party	Pearson Correlation	.147**	0.056751658	.323**	0.037286898	.144**	.164**	0.082953747
	Sig. (2-tailed)	0.000952992	0.204300379	1.08004E-13	0.40448753	0.001188523	0.00022988	0.063285992
	N	502	502	502	502	502	502	502
REL30:All you can	Pearson Correlation	0.073532167	.148**	.095*	-0.045520943	.165**	.177**	.206**
	Sig. (2-tailed)	0.099838782	0.000896827	0.032839989	0.308726371	0.000211893	6.41483E-05	3.43067E-06
	N	502	502	502	502	502	502	502
REL31:My social network	Pearson Correlation	0.030184628	.184**	0.084332648	-0.077600993	.195**	.176**	.224**
	Sig. (2-tailed)	0.499824969	3.52807E-05	0.059004825	0.082393599	1.03523E-05	7.07613E-05	4.07165E-07
	N	502	502	502	502	502	502	502
REL32:Nothing is	Pearson Correlation	.106*	.199**	.188**	-0.017255752	.293**	.233**	.249**
	Sig. (2-tailed)	0.01736697	7.17243E-06	2.23432E-05	0.699729094	2.27362E-11	1.22943E-07	1.64091E-08
	N	502	502	502	502	502	502	502
REL33:No one should	Pearson Correlation	0.080592067	.373**	-.091*	-0.034377295	.194**	.258**	.278**
	Sig. (2-tailed)	0.071211222	5.40783E-18	0.041070346	0.442164878	1.18571E-05	4.29971E-09	2.38656E-10
	N	502	502	502	502	502	502	502
REL34:Companies should	Pearson Correlation	.117**	.258**	.180**	-0.023062047	.266**	.248**	.222**
	Sig. (2-tailed)	0.008981875	4.57999E-09	4.88274E-05	0.606207981	1.31696E-09	1.83189E-08	5.35849E-07
	N	502	502	502	502	502	502	502
REL35:I would appreciate	Pearson Correlation	.160**	.194**	0.0438587	-0.02373125	.137**	.161**	.188**
	Sig. (2-tailed)	0.000326051	1.14547E-05	0.326744611	0.595795581	0.002081896	0.000279939	2.16881E-05
	N	502	502	502	502	502	502	502
REL36:Workplace problems	Pearson Correlation	0.040602354	.345**	.180**	-0.000648027	.253**	.144**	.237**
	Sig. (2-tailed)	0.36397503	1.854E-15	4.79119E-05	0.988444583	9.16146E-09	0.00123278	7.49594E-08
	N	502	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	29	30	31	32	33	34	35
REL28:Everyone who	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL29:A good party	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	502						
REL30:All you can	Pearson Correlation	.212**	1					
	Sig. (2-tailed)	1.70502E-06						
	N	502	502					
REL31:My social network	Pearson Correlation	.137**	.287**	1				
	Sig. (2-tailed)	0.002175646	5.52435E-11					
	N	502	502	502				
REL32:Nothing is	Pearson Correlation	.260**	.423**	.384**	1			
	Sig. (2-tailed)	3.36452E-09	3.04304E-23	4.4791E-19				
	N	502	502	502	502			
REL33:No one should	Pearson Correlation	-.114*	0.070076564	.136**	.146**	1		
	Sig. (2-tailed)	0.010718865	0.116856738	0.00226574	0.001006124			
	N	502	502	502	502	502		
REL34:Companies should	Pearson Correlation	.283**	.103*	.179**	.271**	.238**	1	
	Sig. (2-tailed)	1.13836E-10	0.020724544	5.38456E-05	6.88938E-10	6.68382E-08		
	N	502	502	502	502	502	502	
REL35:I would appreciate	Pearson Correlation	0.084346725	.162**	.216**	.134**	.139**	.313**	1
	Sig. (2-tailed)	0.058962386	0.000258459	1.06815E-06	0.002663897	0.001778371	6.83202E-13	
	N	502	502	502	502	502	502	502
REL36:Workplace problems	Pearson Correlation	.133**	.232**	.219**	.209**	.212**	.286**	.225**
	Sig. (2-tailed)	0.002868071	1.45996E-07	7.1139E-07	2.29242E-06	1.63994E-06	6.70757E-11	3.44964E-07
	N	502	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	36	37	38	39	40	41	42
REL28:Everyone who	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL29:A good party	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL30:All you can	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL31:My social network	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL32:Nothing is	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL33:No one should	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL34:Companies should	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL35:I would appreciate	Pearson Correlation							
	Sig. (2-tailed)							
	N							
REL36:Workplace problems	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	502						

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	43	44	45	46
REL28:Everyone who	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL29:A good party	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL30:All you can	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL31:My social network	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL32:Nothing is	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL33:No one should	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL34:Companies should	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL35:I would appreciate	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL36:Workplace problems	Pearson Correlation				
	Sig. (2-tailed)				
	N				

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	47	48	49	50	51
REL28:Everyone who	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL29:A good party	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL30:All you can	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL31:My social network	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL32:Nothing is	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL33:No one should	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL34:Companies should	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL35:I would appreciate	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL36:Workplace problems	Pearson Correlation					
	Sig. (2-tailed)					
	N					

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	1	2	3	4	5	6	7
REL37:I prefer working	Pearson Correlation	.269**	-0.070772835	0.066356878	.139**	.208**	.286**	.199**
	Sig. (2-tailed)	9.34954E-10	0.113256541	0.137628636	0.001738653	2.56566E-06	6.78868E-11	7.12225E-06
	N	502	502	502	502	502	502	502
REL38:Leaders have	Pearson Correlation	.174**	.089*	.092*	.217**	.131**	.194**	.192**
	Sig. (2-tailed)	8.85465E-05	0.047415552	0.039308558	8.99879E-07	0.003238214	1.22791E-05	1.4744E-05
	N	502	502	502	502	502	502	502
REL39:The wellness	Pearson Correlation	.235**	-0.065707326	0.048978444	.225**	.168**	.161**	.105*
	Sig. (2-tailed)	9.67815E-08	0.141530589	0.273384662	3.35484E-07	0.000154009	0.00029459	0.018431539
	N	502	502	502	502	502	502	502
REL40:I feed off	Pearson Correlation	.275**	.145**	.378**	.318**	.153**	.253**	.261**
	Sig. (2-tailed)	3.52711E-10	0.0011611	1.58072E-18	2.84733E-13	0.000583851	9.3218E-09	2.80139E-09
	N	502	502	502	502	502	502	502
REL41:Companies should	Pearson Correlation	.205**	-0.062863756	0.041119132	.230**	.133**	.194**	.130**
	Sig. (2-tailed)	3.45277E-06	0.159615791	0.357896319	1.93726E-07	0.002900715	1.1742E-05	0.00355564
	N	502	502	502	502	502	502	502
REL42:The Board of Directors	Pearson Correlation	.195**	-0.040756642	0.011816322	.170**	.176**	.215**	.224**
	Sig. (2-tailed)	1.09285E-05	0.362153475	0.791704294	0.000126172	7.35711E-05	1.2277E-06	4.10919E-07
	N	502	502	502	502	502	502	502
REL43:A walk	Pearson Correlation	.169**	0.04968632	.247**	.129**	.212**	.223**	.173**
	Sig. (2-tailed)	0.000142262	0.266503396	2.04636E-08	0.00379078	1.6641E-06	4.45253E-07	9.73083E-05
	N	502	502	502	502	502	502	502
REL44:Teams	Pearson Correlation	.175**	.141**	.169**	.273**	.212**	.253**	.263**
	Sig. (2-tailed)	7.87879E-05	0.001490557	0.000144701	5.22414E-10	1.64042E-06	8.93492E-09	2.32277E-09
	N	502	502	502	502	502	502	502
REL45:Consider yourself	Pearson Correlation	0.056531206	-0.021134693	.099*	.153**	.176**	0.031466108	.139**
	Sig. (2-tailed)	0.206066525	0.636639422	0.027254446	0.000599087	7.22734E-05	0.481790275	0.001849956
	N	502	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	8	9	10	11	12	13	14
REL37:I prefer working	Pearson Correlation	.449**	.393**	.286**	.263**	.293**	.293**	.368**
	Sig. (2-tailed)	2.58033E-26	5.29636E-20	7.11468E-11	2.03822E-09	1.98716E-11	2.25042E-11	1.64523E-17
	N	502	502	502	502	502	502	502
REL38:Leaders have	Pearson Correlation	.256**	.370**	.189**	.225**	.262**	.248**	.297**
	Sig. (2-tailed)	5.74004E-09	1.00106E-17	1.99615E-05	3.71136E-07	2.68053E-09	1.71072E-08	1.12018E-11
	N	502	502	502	502	502	502	502
REL39:The wellness	Pearson Correlation	.200**	.183**	.214**	0.052404148	.098*	.216**	.241**
	Sig. (2-tailed)	6.57963E-06	3.8904E-05	1.27452E-06	0.241192224	0.028568521	1.08683E-06	4.3671E-08
	N	502	502	502	502	502	502	502
REL40:I feed off	Pearson Correlation	.221**	0.065759566	.096*	.127**	.315**	.205**	.436**
	Sig. (2-tailed)	5.70541E-07	0.141213672	0.031211649	0.004458542	5.45241E-13	3.78478E-06	1.18279E-24
	N	502	502	502	502	502	502	502
REL41:Companies should	Pearson Correlation	.260**	.315**	.217**	.194**	.138**	.160**	.200**
	Sig. (2-tailed)	3.2959E-09	5.0177E-13	9.62259E-07	1.20251E-05	0.001958734	0.00033064	6.00928E-06
	N	502	502	502	502	502	502	502
REL42:The Board of Directors	Pearson Correlation	.405**	.412**	.238**	.336**	.370**	.370**	.344**
	Sig. (2-tailed)	3.34073E-21	5.76467E-22	6.87795E-08	9.81325E-15	9.22562E-18	9.56453E-18	2.04342E-15
	N	502	502	502	502	502	502	502
REL43:A walk	Pearson Correlation	.146**	.095*	0.080083684	0.043781211	.180**	0.063883035	.264**
	Sig. (2-tailed)	0.001046648	0.03323415	0.073019195	0.327600861	5.0278E-05	0.152942681	1.97315E-09
	N	502	502	502	502	502	502	502
REL44:Teams	Pearson Correlation	.272**	.183**	0.054432058	.247**	.203**	.241**	.284**
	Sig. (2-tailed)	5.40893E-10	3.85408E-05	0.223439852	2.0615E-08	4.31257E-06	4.32416E-08	8.7475E-11
	N	502	502	502	502	502	502	502
REL45:Consider yourself	Pearson Correlation	.170**	.099*	.119**	.121**	0.06059209	.128**	0.083724086
	Sig. (2-tailed)	0.000127371	0.026583793	0.00762812	0.006486962	0.175274642	0.004065254	0.060863767
	N	502	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	15	16	17	18	19	20	21
REL37:I prefer working	Pearson Correlation	.365**	.436**	.429**	.207**	.419**	-0.01937673	.137**
	Sig. (2-tailed)	3.08953E-17	9.93603E-25	6.09289E-24	2.88357E-06	8.55924E-23	0.664941443	0.002132524
	N	502	502	502	502	502	502	502
REL38:Leaders have	Pearson Correlation	.169**	.321**	.319**	.136**	.251**	-0.025252375	.142**
	Sig. (2-tailed)	0.000137377	1.64218E-13	2.45245E-13	0.002214336	1.18586E-08	0.572435658	0.001407522
	N	502	502	502	502	502	502	502
REL39:The wellness	Pearson Correlation	.094*	.176**	.210**	.208**	.164**	0.021790843	0.066563779
	Sig. (2-tailed)	0.034832325	7.46372E-05	2.05108E-06	2.70414E-06	0.000224013	0.626207071	0.136403274
	N	502	502	502	502	502	502	502
REL40:I feed off	Pearson Correlation	.326**	.310**	.411**	.258**	.338**	.115*	.296**
	Sig. (2-tailed)	6.99764E-14	1.26916E-12	6.18979E-22	4.6432E-09	7.56973E-15	0.010117108	1.22597E-11
	N	502	502	502	502	502	502	502
REL41:Companies should	Pearson Correlation	.149**	.227**	.200**	.133**	.183**	-.091*	.176**
	Sig. (2-tailed)	0.000807406	2.68018E-07	6.42391E-06	0.002915819	3.59888E-05	0.041660223	7.22356E-05
	N	502	502	502	502	502	502	502
REL42:The Board of Directors	Pearson Correlation	.301**	.416**	.359**	.180**	.338**	-0.062333448	0.050035027
	Sig. (2-tailed)	5.45458E-12	2.20618E-22	1.06878E-16	4.82431E-05	7.44827E-15	0.163173355	0.263157673
	N	502	502	502	502	502	502	502
REL43:A walk	Pearson Correlation	.161**	.138**	.190**	.154**	.114*	.113*	.225**
	Sig. (2-tailed)	0.000280255	0.001989989	1.87724E-05	0.00055238	0.010347449	0.011571334	3.50629E-07
	N	502	502	502	502	502	502	502
REL44:Teams	Pearson Correlation	.231**	.234**	.259**	0.072125941	.281**	.089*	.228**
	Sig. (2-tailed)	1.62971E-07	1.08984E-07	4.02132E-09	0.106509729	1.57106E-10	0.045110043	2.37848E-07
	N	502	502	502	502	502	502	502
REL45:Consider yourself	Pearson Correlation	-0.001197446	0.079671724	.089*	.145**	0.071954105	0.027005144	0.043246086
	Sig. (2-tailed)	0.978649298	0.074511571	0.046259618	0.001135256	0.107348497	0.546068626	0.333553559
	N	502	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	22	23	24	25	26	27	28
REL37:I prefer working	Pearson Correlation	.138**	.410**	0.046880771	-0.083522531	.317**	.296**	.385**
	Sig. (2-tailed)	0.001872672	8.63057E-22	0.294482732	0.061490012	3.74762E-13	1.38893E-11	3.48988E-19
	N	502	502	502	502	502	502	502
REL38:Leaders have	Pearson Correlation	.104*	.287**	0.06293747	-0.019225163	.210**	.227**	.266**
	Sig. (2-tailed)	0.020281265	5.82649E-11	0.159125942	0.667404755	2.08514E-06	2.61112E-07	1.50512E-09
	N	502	502	502	502	502	502	502
REL39:The wellness	Pearson Correlation	.219**	.209**	.123**	0.004172622	.162**	.613**	.360**
	Sig. (2-tailed)	7.47937E-07	2.42798E-06	0.005686401	0.925699841	0.000264558	3.96128E-53	7.90279E-17
	N	502	502	502	502	502	502	502
REL40:I feed off	Pearson Correlation	.104*	.268**	.232**	0.05991085	.256**	.179**	.158**
	Sig. (2-tailed)	0.019279552	1.039E-09	1.40271E-07	0.180186274	6.21951E-09	5.5848E-05	0.000367846
	N	502	502	502	502	502	502	502
REL41:Companies should	Pearson Correlation	.125**	.242**	-0.008997738	-0.020784661	.222**	.346**	.297**
	Sig. (2-tailed)	0.004903716	4.22218E-08	0.840621143	0.642234399	4.76293E-07	1.3984E-15	1.07261E-11
	N	502	502	502	502	502	502	502
REL42:The Board of Directors	Pearson Correlation	0.059374674	.365**	0.014562707	-0.000324491	.247**	.215**	.252**
	Sig. (2-tailed)	0.184123154	2.65602E-17	0.744812885	0.994213622	1.94942E-08	1.22462E-06	9.77731E-09
	N	502	502	502	502	502	502	502
REL43:A walk	Pearson Correlation	0.011187762	0.044008047	.167**	0.048361919	.230**	.107*	.182**
	Sig. (2-tailed)	0.802549662	0.325098431	0.000175141	0.279475773	1.83803E-07	0.016008723	3.91806E-05
	N	502	502	502	502	502	502	502
REL44:Teams	Pearson Correlation	.100*	.154**	.148**	-0.03015782	.177**	.115**	.213**
	Sig. (2-tailed)	0.025344656	0.00052664	0.000873516	0.500206025	6.53383E-05	0.009628752	1.5337E-06
	N	502	502	502	502	502	502	502
REL45:Consider yourself	Pearson Correlation	0.052147205	.124**	.100*	0.042471113	0.027795797	.090*	.172**
	Sig. (2-tailed)	0.24351027	0.005451456	0.025530836	0.342296845	0.534374429	0.043248742	0.000104788
	N	502	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	29	30	31	32	33	34	35
REL37:I prefer working	Pearson Correlation	0.02403671	.206**	.177**	.236**	.460**	.263**	.268**
	Sig. (2-tailed)	0.591069987	3.2571E-06	6.75855E-05	8.24164E-08	1.04282E-27	2.04304E-09	9.9982E-10
	N	502	502	502	502	502	502	502
REL38:Leaders have	Pearson Correlation	.090*	.163**	.132**	.166**	.294**	.270**	.093*
	Sig. (2-tailed)	0.043786976	0.000246785	0.00301268	0.000183571	1.84E-11	7.62857E-10	0.037097692
	N	502	502	502	502	502	502	502
REL39:The wellness	Pearson Correlation	.165**	.231**	.181**	.276**	.224**	.255**	.214**
	Sig. (2-tailed)	0.000209358	1.66175E-07	4.61545E-05	3.22247E-10	3.908E-07	6.87996E-09	1.25009E-06
	N	502	502	502	502	502	502	502
REL40:I feed off	Pearson Correlation	.366**	.180**	.183**	.216**	.092*	.316**	.157**
	Sig. (2-tailed)	2.50268E-17	4.84278E-05	3.63702E-05	1.02733E-06	0.039371149	4.10368E-13	0.000432493
	N	502	502	502	502	502	502	502
REL41:Companies should	Pearson Correlation	0.067942367	0.085919244	.161**	.199**	.353**	.193**	.097*
	Sig. (2-tailed)	0.128451881	0.054378272	0.000290927	6.71854E-06	3.7893E-16	1.39861E-05	0.029397601
	N	502	502	502	502	502	502	502
REL42:The Board of Directors	Pearson Correlation	-0.085374887	.133**	.183**	.089*	.462**	.278**	.204**
	Sig. (2-tailed)	0.055930401	0.002802882	3.62186E-05	0.047240718	5.69638E-28	2.26026E-10	4.00376E-06
	N	502	502	502	502	502	502	502
REL43:A walk	Pearson Correlation	.228**	.209**	.159**	.345**	0.072664293	.178**	.136**
	Sig. (2-tailed)	2.32165E-07	2.22498E-06	0.000342139	1.85575E-15	0.103915404	5.96361E-05	0.002182875
	N	502	502	502	502	502	502	502
REL44:Teams	Pearson Correlation	.177**	.111*	.155**	.217**	.130**	.256**	0.075416878
	Sig. (2-tailed)	6.81794E-05	0.012728122	0.000477532	8.75464E-07	0.003606885	6.19043E-09	0.091423862
	N	502	502	502	502	502	502	502
REL45:Consider yourself	Pearson Correlation	0.033011312	.200**	.170**	.176**	.117**	0.024072873	0.001109156
	Sig. (2-tailed)	0.460522017	6.32943E-06	0.000128857	7.04561E-05	0.008587976	0.59051167	0.980223199
	N	502	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	36	37	38	39	40	41	42
REL37:I prefer working	Pearson Correlation	.346**	1					
	Sig. (2-tailed)	1.35424E-15						
	N	502	502					
REL38:Leaders have	Pearson Correlation	.242**	.371**	1				
	Sig. (2-tailed)	4.15657E-08	7.79563E-18					
	N	502	502	502				
REL39:The wellness	Pearson Correlation	.220**	.320**	.257**	1			
	Sig. (2-tailed)	6.50057E-07	1.88309E-13	5.1637E-09				
	N	502	502	502	502			
REL40:I feed off	Pearson Correlation	.263**	.231**	.281**	.284**	1		
	Sig. (2-tailed)	2.08122E-09	1.71196E-07	1.44246E-10	9.25599E-11			
	N	502	502	502	502	502		
REL41:Companies should	Pearson Correlation	.171**	.332**	.342**	.329**	.171**	1	
	Sig. (2-tailed)	0.000116246	2.40558E-14	3.06214E-15	3.98213E-14	0.000115061		
	N	502	502	502	502	502	502	
REL42:The Board of Directors	Pearson Correlation	.412**	.412**	.377**	.211**	.190**	.334**	1
	Sig. (2-tailed)	4.99449E-22	5.71195E-22	1.9281E-18	1.81743E-06	1.8689E-05	1.60611E-14	
	N	502	502	502	502	502	502	502
REL43:A walk	Pearson Correlation	.118**	.169**	.124**	.152**	.215**	.173**	.127**
	Sig. (2-tailed)	0.008348128	0.000148039	0.005506941	0.000608552	1.22199E-06	0.000101042	0.004355099
	N	502	502	502	502	502	502	502
REL44:Teams	Pearson Correlation	.226**	.229**	.203**	.143**	.252**	.129**	.157**
	Sig. (2-tailed)	2.97683E-07	2.19967E-07	4.71169E-06	0.001264946	1.01114E-08	0.003749559	0.000409238
	N	502	502	502	502	502	502	502
REL45:Consider yourself	Pearson Correlation	0.069865699	.143**	.104*	.091*	.136**	0.048720243	0.086035883
	Sig. (2-tailed)	0.117964552	0.001356264	0.019430473	0.041432773	0.002242825	0.275924519	0.0540504
	N	502	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	43	44	45	46
REL37:I prefer working	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL38:Leaders have	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL39:The wellness	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL40:I feed off	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL41:Companies should	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL42:The Board of Directors	Pearson Correlation				
	Sig. (2-tailed)				
	N				
REL43:A walk	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	502			
REL44:Teams	Pearson Correlation	.262**	1		
	Sig. (2-tailed)	2.49384E-09			
	N	502	502		
REL45:Consider yourself	Pearson Correlation	.167**	.186**	1	
	Sig. (2-tailed)	0.000176255	2.68631E-05		
	N	502	502	502	

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	47	48	49	50	51
REL37:I prefer working	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL38:Leaders have	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL39:The wellness	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL40:I feed off	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL41:Companies should	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL42:The Board of Directors	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL43:A walk	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL44:Teams	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL45:Consider yourself	Pearson Correlation					
	Sig. (2-tailed)					
	N					

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	1	2	3	4	5	6	7
REL46:When I	Pearson Correlation	.141**	.222**	.233**	.191**	.136**	.229**	.172**
	Sig. (2-tailed)	0.00153922	5.14821E-07	1.35454E-07	1.69494E-05	0.002312444	2.01913E-07	0.000107538
	N	502	502	502	502	502	502	502
REL47:Hurting colleagues	Pearson Correlation	.155**	-.090*	0.002316619	.130**	.169**	.166**	0.083390756
	Sig. (2-tailed)	0.000488393	0.044026754	0.958707695	0.003580207	0.000147002	0.000183244	0.061902311
	N	502	502	502	502	502	502	502
REL48:I believe	Pearson Correlation	.122**	0.056740542	.093*	.220**	.153**	.242**	.226**
	Sig. (2-tailed)	0.006185439	0.204389173	0.036801159	6.61941E-07	0.000605751	4.07295E-08	3.26689E-07
	N	502	502	502	502	502	502	502
REL49:Regular feedback	Pearson Correlation	.238**	.123**	.229**	.200**	.189**	.254**	.240**
	Sig. (2-tailed)	6.55562E-08	0.005964643	2.02434E-07	6.18211E-06	2.07818E-05	7.59407E-09	5.25137E-08
	N	502	502	502	502	502	502	502
REL50:Being attracted	Pearson Correlation	0.020167375	.215**	.183**	.095*	0.087495786	0.072604634	-0.004274843
	Sig. (2-tailed)	0.652150539	1.20218E-06	3.58676E-05	0.033277299	0.050083977	0.104200414	0.923885087
	N	502	502	502	502	502	502	502
REL51:I believe	Pearson Correlation	.149**	-0.045678056	-0.010066274	.174**	0.072384404	.222**	.180**
	Sig. (2-tailed)	0.000787166	0.307057852	0.821993342	8.83574E-05	0.105257876	5.13062E-07	4.93281E-05
	N	502	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	8	9	10	11	12	13	14
REL46:When I	Pearson Correlation	0.079348195	0.027940848	0.004103934	0.020071316	.151**	.120**	.234**
	Sig. (2-tailed)	0.075700936	0.532242807	0.926919492	0.653699229	0.000716965	0.007230395	1.06835E-07
	N	502	502	502	502	502	502	502
REL47:Hurting colleagues	Pearson Correlation	.313**	.624**	.226**	.231**	.168**	.193**	.174**
	Sig. (2-tailed)	6.75043E-13	1.54319E-55	3.02442E-07	1.59749E-07	0.000156932	1.34877E-05	9.29833E-05
	N	502	502	502	502	502	502	502
REL48:I believe	Pearson Correlation	.192**	.266**	.167**	.336**	.253**	.267**	.301**
	Sig. (2-tailed)	1.48126E-05	1.39176E-09	0.000173658	9.4338E-15	8.61521E-09	1.25546E-09	5.69423E-12
	N	502	502	502	502	502	502	502
REL49:Regular feedback	Pearson Correlation	.347**	.219**	.144**	.378**	.358**	.305**	.421**
	Sig. (2-tailed)	1.12236E-15	7.10702E-07	0.001228187	1.60909E-18	1.13856E-16	3.12812E-12	4.94677E-23
	N	502	502	502	502	502	502	502
REL50:Being attracted	Pearson Correlation	0.050963551	-.090*	0.01607036	0.007218887	0.079157959	0.010885213	0.073843299
	Sig. (2-tailed)	0.254390159	0.043145577	0.719454646	0.871825116	0.076407466	0.807783621	0.098408669
	N	502	502	502	502	502	502	502
REL51:I believe	Pearson Correlation	.355**	.316**	.162**	.406**	.272**	.365**	.290**
	Sig. (2-tailed)	2.13656E-16	4.42712E-13	0.0002724	2.69626E-21	5.54065E-10	2.82307E-17	3.7322E-11
	N	502	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	15	16	17	18	19	20	21
REL46:When I	Pearson Correlation	.190**	.154**	.271**	.157**	.143**	.139**	.366**
	Sig. (2-tailed)	1.75929E-05	0.00054544	6.51594E-10	0.000416889	0.001334181	0.001732959	2.34108E-17
	N	502	502	502	502	502	502	502
REL47:Hurting colleagues	Pearson Correlation	.145**	.270**	.211**	.101*	.206**	-.163**	.091*
	Sig. (2-tailed)	0.001090398	7.67532E-10	1.84945E-06	0.023911297	3.39846E-06	0.000241585	0.042150827
	N	502	502	502	502	502	502	502
REL48:I believe	Pearson Correlation	.185**	.318**	.227**	.165**	.215**	0.071899745	.226**
	Sig. (2-tailed)	3.06363E-05	3.02112E-13	2.68824E-07	0.000205803	1.19309E-06	0.107614926	3.29498E-07
	N	502	502	502	502	502	502	502
REL49:Regular feedback	Pearson Correlation	.307**	.328**	.365**	.258**	.373**	0.052503301	.174**
	Sig. (2-tailed)	2.09927E-12	4.55331E-14	2.63083E-17	4.56461E-09	4.63344E-18	0.240301851	9.01587E-05
	N	502	502	502	502	502	502	502
REL50:Being attracted	Pearson Correlation	0.06090127	-0.016530271	.088*	.141**	0.038791296	.114*	.091*
	Sig. (2-tailed)	0.173078653	0.71177849	0.049122805	0.001535032	0.3857817	0.010617925	0.041475039
	N	502	502	502	502	502	502	502
REL51:I believe	Pearson Correlation	.188**	.292**	.229**	0.064974037	.292**	0.004769166	0.079401565
	Sig. (2-tailed)	2.22179E-05	2.63144E-11	2.12382E-07	0.146036781	2.44049E-11	0.915114976	0.075503678
	N	502	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	22	23	24	25	26	27	28
REL46:When I	Pearson Correlation	.095*	.103*	.159**	.108*	.203**	.134**	0.072649647
	Sig. (2-tailed)	0.033595458	0.020656817	0.000337925	0.015479014	4.6774E-06	0.002615233	0.103985314
	N	502	502	502	502	502	502	502
REL47:Hurting colleagues	Pearson Correlation	.100*	.318**	-0.065972643	0.007402421	.190**	.220**	.256**
	Sig. (2-tailed)	0.025494765	3.10207E-13	0.139926675	0.868595546	1.84963E-05	6.74584E-07	5.59218E-09
	N	502	502	502	502	502	502	502
REL48:I believe	Pearson Correlation	0.058285982	.221**	.090*	0.054175872	.235**	.166**	.224**
	Sig. (2-tailed)	0.192311578	5.37543E-07	0.044870046	0.225629628	9.47111E-08	0.000193619	3.95378E-07
	N	502	502	502	502	502	502	502
REL49:Regular feedback	Pearson Correlation	-0.010959239	.303**	.126**	-0.000590564	.272**	.131**	.242**
	Sig. (2-tailed)	0.806502194	3.71985E-12	0.004553792	0.989469182	6.03438E-10	0.003324885	4.06285E-08
	N	502	502	502	502	502	502	502
REL50:Being attracted	Pearson Correlation	.109*	0.001950021	.169**	0.065406833	0.038934814	0.009243333	-0.035302251
	Sig. (2-tailed)	0.014754032	0.965237566	0.000146054	0.143364116	0.38402513	0.836331399	0.429975392
	N	502	502	502	502	502	502	502
REL51:I believe	Pearson Correlation	0.061906584	.296**	-0.007643975	-0.017321886	.195**	.194**	.312**
	Sig. (2-tailed)	0.166080006	1.40462E-11	0.864348367	0.698634367	1.11911E-05	1.16568E-05	8.72102E-13
	N	502	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	29	30	31	32	33	34	35
REL46:When I	Pearson Correlation	.246**	.126**	.090*	.198**	0.025967929	.190**	.097*
	Sig. (2-tailed)	2.26303E-08	0.004753571	0.042910082	7.4535E-06	0.561598945	1.76622E-05	0.029380174
	N	502	502	502	502	502	502	502
REL47:Hurting colleagues	Pearson Correlation	-0.029309269	0.053567403	.186**	.112*	.640**	.184**	.097*
	Sig. (2-tailed)	0.512346501	0.230891671	2.66792E-05	0.012293453	4.16252E-59	3.25358E-05	0.030195725
	N	502	502	502	502	502	502	502
REL48:I believe	Pearson Correlation	.111*	.170**	.241**	.212**	.216**	.198**	.155**
	Sig. (2-tailed)	0.012447388	0.000132496	4.36991E-08	1.6226E-06	1.06885E-06	8.09691E-06	0.000504727
	N	502	502	502	502	502	502	502
REL49:Regular feedback	Pearson Correlation	.094*	.179**	.281**	.250**	.210**	.245**	.213**
	Sig. (2-tailed)	0.036057521	5.43054E-05	1.48755E-10	1.35754E-08	2.05006E-06	2.65044E-08	1.39087E-06
	N	502	502	502	502	502	502	502
REL50:Being attracted	Pearson Correlation	.229**	.155**	.106*	.111*	-0.024070132	0.00282131	0.042162792
	Sig. (2-tailed)	2.0209E-07	0.000481644	0.017245382	0.012777271	0.590553967	0.949722704	0.345815605
	N	502	502	502	502	502	502	502
REL51:I believe	Pearson Correlation	-0.041655322	.204**	.247**	0.084922096	.333**	.175**	.151**
	Sig. (2-tailed)	0.351657031	4.17946E-06	2.11505E-08	0.057249312	1.73269E-14	8.41688E-05	0.000693638
	N	502	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	36	37	38	39	40	41	42
REL46:When I	Pearson Correlation	.191**	0.077704099	.152**	.202**	.210**	.118**	0.039975923
	Sig. (2-tailed)	1.64168E-05	0.0819858	0.000630134	5.19713E-06	2.08182E-06	0.007866373	0.371429282
	N	502	502	502	502	502	502	502
REL47:Hurting colleagues	Pearson Correlation	.200**	.413**	.291**	.196**	0.065331498	.328**	.336**
	Sig. (2-tailed)	6.44935E-06	3.97746E-22	3.1304E-11	9.88287E-06	0.143826628	4.59571E-14	1.05138E-14
	N	502	502	502	502	502	502	502
REL48:I believe	Pearson Correlation	.299**	.255**	.286**	.152**	.207**	.231**	.322**
	Sig. (2-tailed)	8.46436E-12	6.56268E-09	6.24618E-11	0.000630684	2.77645E-06	1.62694E-07	1.4309E-13
	N	502	502	502	502	502	502	502
REL49:Regular feedback	Pearson Correlation	.412**	.302**	.249**	.163**	.318**	.244**	.336**
	Sig. (2-tailed)	5.59542E-22	4.74995E-12	1.53163E-08	0.000250101	3.02229E-13	3.25052E-08	9.59571E-15
	N	502	502	502	502	502	502	502
REL50:Being attracted	Pearson Correlation	.101*	-0.005352334	-0.030075829	0.03121345	.128**	0.014191372	-0.031815763
	Sig. (2-tailed)	0.023421493	0.904781911	0.501372411	0.485317856	0.003933059	0.751102416	0.476931473
	N	502	502	502	502	502	502	502
REL51:I believe	Pearson Correlation	.277**	.355**	.226**	.179**	.130**	.275**	.376**
	Sig. (2-tailed)	2.78136E-10	2.49181E-16	3.11487E-07	5.52762E-05	0.003479579	3.59272E-10	2.85547E-18
	N	502	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	43	44	45	46
REL46:When I	Pearson Correlation	.208**	.225**	0.080026837	1
	Sig. (2-tailed)	2.46153E-06	3.31326E-07	0.073223669	
	N	502	502	502	502
REL47:Hurting colleagues	Pearson Correlation	.092*	.155**	.125**	0.043591209
	Sig. (2-tailed)	0.03974585	0.000508044	0.004995755	0.329706522
	N	502	502	502	502
REL48:I believe	Pearson Correlation	.136**	.287**	.205**	.230**
	Sig. (2-tailed)	0.002245914	5.29195E-11	3.65928E-06	2.00224E-07
	N	502	502	502	502
REL49:Regular feedback	Pearson Correlation	.208**	.277**	.223**	.158**
	Sig. (2-tailed)	2.6493E-06	2.56898E-10	4.40742E-07	0.000381495
	N	502	502	502	502
REL50:Being attracted	Pearson Correlation	.114*	.089*	.107*	.114*
	Sig. (2-tailed)	0.010748087	0.04614799	0.016064081	0.01046235
	N	502	502	502	502
REL51:I believe	Pearson Correlation	0.084883304	.217**	0.040773641	.112*
	Sig. (2-tailed)	0.057363496	9.26469E-07	0.361953131	0.011710337
	N	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Relationship Orientation (REL) Item	Statistics	47	48	49	50	51
REL46:When I	Pearson Correlation					
	Sig. (2-tailed)					
	N					
REL47:Hurting colleagues	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	502				
REL48:I believe	Pearson Correlation	.227**	1			
	Sig. (2-tailed)	2.78223E-07				
	N	502	502			
REL49:Regular feedback	Pearson Correlation	.171**	.480**	1		
	Sig. (2-tailed)	0.000122702	3.15711E-30			
	N	502	502	502		
REL50:Being attracted	Pearson Correlation	-0.020104754	0.068239368	.179**	1	
	Sig. (2-tailed)	0.653159952	0.126786834	5.48465E-05		
	N	502	502	502	502	
REL51:I believe	Pearson Correlation	.300**	.356**	.350**	0.011447064	1
	Sig. (2-tailed)	7.11313E-12	1.84761E-16	6.68377E-16	0.798070859	
	N	502	502	502	502	

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

APPENDIX N. INTER-ITEM CORRELATION MATRIX: UHDF-I – MACHIAVELLIANISM TRAITS

Machiavellianism Traits (MCH) Items	1	2	3	4	5	6	7
MCH1:Trust no one	1						
MCH2:I prioritize my own success	.533**	1					
MCH3:I often consider	.318**	.435**	1				
MCH4:Don't ever compromise	.121**	0.073893139	.138**	1			
MCH5:Ethical considerations	.227**	.298**	.223**	.183**	1		
MCH6:Avoid attracting attention	.299**	.198**	.151**	.202**	.260**	1	
MCH7:Only the talented	.313**	.305**	.285**	.182**	.304**	.228**	1
MCH8:The more (calculating)	.281**	.351**	.335**	.163**	.361**	.236**	.472**
MCH9:Underhanded tactics	.343**	.434**	.405**	.155**	.400**	.294**	.430**
MCH10:Flattery can go	0.013002184	.104*	.225**	0.055889737	0.083399502	0.028385551	.248**
MCH11:I know I will	.422**	.336**	.295**	.133**	.301**	.303**	.314**
MCH12:Don't get mad, get even.	.364**	.366**	.327**	.112*	.281**	.218**	.283**
MCH13:I love it when	.133**	.164**	.178**	.152**	0.083898907	0.071886344	.224**
MCH14:You're only as good	.099*	.097*	.242**	.205**	.115**	.098*	.176**
MCH15:Strike only when	.190**	.189**	.181**	.134**	0.033034467	.135**	.217**
MCH16:"Please answer all questions honestly.	-0.07303224	-.127**	-0.04431436	-0.011427446	-.165**	-0.081276293	-0.039798371
MCH17:It's not wise to let	.486**	.324**	.168**	.107*	.094*	.219**	.209**
MCH18:Achieving my personal goals	.292**	.495**	.356**	.116**	.298**	.168**	.248**
MCH19:Whatever it takes	.223**	.292**	.381**	.194**	.122**	.172**	.291**
MCH20:Manipulating	0.06042513	0.062762984	.157**	-0.006574519	0.016695397	-0.006579709	.211**
MCH21:I believe subtly guiding	.230**	.229**	.431**	.243**	.200**	.147**	.274**
MCH22:I see no issue	.243**	.343**	.404**	.098*	.214**	.163**	.246**

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

8	9	10	11	12	13	14
1						
.472**	1					
.430**	.640**	1				
.248**	.309**	.322**	1			
.314**	.427**	.432**	.179**	1		
.283**	.412**	.393**	.208**	.633**	1	
.224**	.358**	.328**	.276**	.272**	.347**	1
.176**	.247**	.258**	.113*	.248**	.160**	.163**
.217**	.358**	.295**	.317**	.332**	.371**	.392**
-0.039798371	-0.075895462	-.116**	-0.01387084	-.122**	-.111*	-0.062244692
.209**	.181**	.186**	.107*	.224**	.239**	.134**
.248**	.336**	.457**	.243**	.315**	.419**	.310**
.291**	.323**	.352**	.306**	.306**	.347**	.321**
.211**	.211**	.192**	.250**	.181**	.256**	.229**
.274**	.391**	.381**	.274**	.239**	.337**	.347**
.246**	.408**	.505**	.431**	.348**	.412**	.365**

15	16	17	18	19	20	21
1						
0.037953045	1					
.231**	0.003393709	1				
.299**	-0.082743604	.340**	1			
.352**	-0.06392428	.267**	.460**	1		
.269**	-0.010069515	.125**	.246**	.276**	1	
.336**	0.003141471	.244**	.342**	.442**	.322**	1
.310**	-.113*	.160**	.436**	.419**	.247**	.428**

1

27	28	29	30	31

Machiavellianism Traits (MCH) Items	1	2	3	4	5	6	7
MCH23:Relationships built on flattery	.168**	.176**	.343**	.127**	.194**	0.078382674	.284**
MCH24:Misleading others	.176**	.311**	.369**	0.037901146	.220**	0.077719296	.277**
MCH25:I see no issue in bending	.201**	.305**	.385**	0.057581687	.202**	.114*	.248**
MCH26:Keep a low profile	.289**	.236**	.173**	.144**	.109*	.594**	.215**
MCH27:Moral standards s	.260**	.260**	.281**	.107*	.385**	.204**	.229**
MCH28:Avoid direct conflict	.110*	.107*	.169**	.459**	.101*	.169**	.148**
MCH29:I enjoy developing	0.080241055	.129**	.248**	.216**	0.079327318	0.08172799	.100*
MCH30:Careful planning and foresight	0.053933009	0.06349855	.150**	.253**	-0.02980662	0.027171914	.144**
MCH31:The more (calculating) devious	.227**	.272**	.354**	.133**	.228**	.179**	.377**

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

8	9	10	11	12	13	14
.354**	.421**	.429**	.339**	.372**	.347**	.263**
.437**	.506**	.426**	.254**	.333**	.289**	.190**
.420**	.559**	.426**	.341**	.362**	.369**	.244**
.260**	.288**	.142**	.289**	.192**	.171**	.202**
.383**	.436**	.139**	.356**	.249**	.200**	.267**
.188**	.193**	.222**	.153**	.153**	.241**	.218**
.229**	.189**	.149**	.243**	.171**	.326**	.223**
.169**	.189**	.148**	.157**	.185**	.347**	.195**
.740**	.561**	.278**	.358**	.365**	.414**	.262**

15	16	17	18	19	20	21
.255**	-.106*	.093*	.299**	.322**	.192**	.400**
.278**	-.120**	.146**	.433**	.348**	.277**	.390**
.318**	-.139**	.145**	.442**	.402**	.251**	.383**
.217**	-0.069742344	.270**	.239**	.234**	.096*	.163**
.208**	-0.081508023	.105*	.298**	.268**	.089*	.251**
.261**	-0.045085184	.144**	.250**	.367**	.220**	.364**
.223**	0.019062273	.088*	.131**	.298**	.182**	.296**
.344**	0.002955611	.156**	.164**	.328**	.304**	.307**
.386**	-0.049714165	.160**	.320**	.338**	.278**	.427**

22	23	24	25	26
.527**	1			
.639**	.517**	1		
.822**	.540**	.717**	1	
.224**	.149**	.229**	.238**	1
.428**	.295**	.353**	.447**	.259**
.217**	.232**	.212**	.222**	.192**
.216**	.201**	.183**	.178**	.181**
.116**	.193**	.139**	.136**	0.074211941
.458**	.366**	.454**	.463**	.298**

27	28	29	30	31
1				
.153**	1			
.207**	.284**	1		
0.07921281	.292**	.457**	1	
.360**	.221**	.311**	.218**	1

APPENDIX O. INTER-ITEM CORRELATION MATRIX: UHDF-I – NARCISSISM TRAITS

Narcissism Traits (NAR) Items	1	2	3	4	5	6	7
NAR1:I was born	1						
NAR2:I deserve	.492**	1					
NAR3:My achievements are far	.465**	.715**	1				
NAR4:I often influence people	.520**	.455**	.417**	1			
NAR5:My persuasion	.532**	.454**	.478**	.602**	1		
NAR6:Teams can't succeed	.426**	.508**	.541**	.429**	.481**	1	
NAR7:I feel the need to	.650**	.454**	.463**	.520**	.513**	.492**	1
NAR8:I expect others	.367**	.602**	.517**	.393**	.460**	.540**	.465**
NAR9:This company won't survive	.341**	.414**	.410**	.282**	.301**	.477**	.409**
NAR10:I believe that I should	.344**	.602**	.514**	.358**	.429**	.496**	.432**
NAR11:My talents are	.415**	.579**	.540**	.407**	.427**	.509**	.412**
NAR12:There is a place	.096*	.239**	.187**	.188**	.167**	.121**	.154**
NAR13:It's okay to unload blame							
NAR14:I see no issue	.203**	.403**	.324**	.180**	.220**	.327**	.212**
NAR15:I know my destiny	0.033698588	.171**	.121**	.132**	.150**	.178**	.138**
NAR16:Promoting my successes	.465**	.531**	.496**	.378**	.363**	.438**	.427**
NAR17:There is no need	.325**	.383**	.330**	.329**	.306**	.349**	.354**
NAR18:I often feel	.156**	.351**	.290**	.250**	.237**	.210**	.157**
	.294**	.566**	.502**	.347**	.310**	.376**	.331**

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

8	9	10	11	12	13	14
1						
.554**	1					
.697**	.536**	1				
.520**	.465**	.588**	1			
.243**	.259**	.253**	.159**	1		
.432**	.362**	.446**	.362**	.382**	1	
.292**	.224**	.328**	.133**	.368**	.465**	1
.501**	.403**	.480**	.576**	.182**	.372**	.228**
.299**	.243**	.382**	.445**	.209**	.208**	.306**
.419**	.278**	.381**	.282**	.290**	.508**	.421**
.561**	.422**	.523**	.458**	.276**	.461**	.331**

15	16	17	18	19	20	21
1						
.413**	1					
.340**	.261**	1				
.529**	.351**	.509**	1			

22	23	24	25	26

27	28	29	30	31

Narcissism Traits (NAR) Items	1	2	3	4	5	6	7
NAR19:I find it easy to manipulate	.358**	.375**	.352**	.511**	.545**	.394**	.387**
NAR20:I use flattery	.248**	.318**	.290**	.389**	.368**	.386**	.343**
NAR21:I feel the need .	.602**	.397**	.397**	.457**	.440**	.426**	.852**
NAR22:People often follow my lead	.660**	.374**	.400**	.510**	.501**	.428**	.695**
NAR23:I assert my opinions NAR24:I get irritated	.474**	.490**	.472**	.440**	.399**	.433**	.535**
NAR25:I am more intelligent	.263**	.309**	.249**	.308**	.246**	.213**	.328**
NAR26:I often find myself looking dow	.365**	.495**	.516**	.424**	.347**	.386**	.405**
NAR27:My responses reflect	.226**	.484**	.436**	.252**	.266**	.334**	.281**
NAR28:My talents and abilities	0.034106977	-.133**	-.115*	-0.022076844	-0.029345305	-.097*	0.045714354
NAR29:I find it a waste of time	.416**	.571**	.610**	.410**	.439**	.408**	.462**
NAR30:People's emotions	.117**	.342**	.344**	.175**	.187**	.302**	.245**
NAR31:I am not concerned	.203**	.231**	.241**	.227**	.210**	.276**	.225**
	.164**	.310**	.268**	.237**	.159**	.334**	.229**

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

8	9	10	11	12	13	14
.457**	.365**	.465**	.344**	.246**	.372**	.379**
.445**	.367**	.434**	.292**	.270**	.332**	.416**
.426**	.376**	.417**	.356**	.118**	.193**	.147**
.315**	.334**	.343**	.373**	.145**	.177**	0.054091156
.476**	.421**	.502**	.454**	.246**	.312**	.213**
.311**	.212**	.357**	.309**	.142**	.134**	.194**
.428**	.348**	.421**	.437**	.146**	.238**	.134**
.526**	.391**	.478**	.360**	.261**	.463**	.243**
-.126**	-.118**	-.093*	-0.085362854	-0.068674317	-.180**	-.094*
.439**	.371**	.494**	.561**	.139**	.272**	.118**
.428**	.345**	.441**	.321**	.281**	.421**	.304**
.290**	.201**	.311**	.185**	.157**	.284**	.193**
.361**	.251**	.368**	.251**	.225**	.363**	.267**

15	16	17	18	19	20	21
.376**	.340**	.428**	.524**	1		
.272**	.275**	.313**	.489**	.626**	1	
.339**	.329**	.172**	.353**	.400**	.377**	1
.359**	.350**	.101*	.297**	.431**	.362**	.692**
.399**	.360**	.291**	.530**	.529**	.464**	.589**
.230**	.358**	.212**	.295**	.292**	.307**	.388**
.393**	.342**	.289**	.523**	.401**	.358**	.413**
.389**	.221**	.454**	.601**	.389**	.354**	.260**
-.110*	.119**	-.106*	-.101*	-0.000973705	-0.013303281	0.053396002
.450**	.377**	.223**	.490**	.384**	.317**	.444**
.303**	.189**	.416**	.425**	.326**	.297**	.226**
.165**	.132**	.279**	.315**	.271**	.185**	.248**
.255**	.182**	.321**	.370**	.311**	.261**	.219**

22	23	24	25	26
1				
.571**	1			
.280**	.430**	1		
.392**	.570**	.382**	1	
.188**	.428**	.261**	.464**	1
.101*	-0.044144503	0.074636974	0.020631591	-.126**
.420**	.452**	.236**	.637**	.395**
.119**	.340**	.207**	.376**	.513**
.172**	.302**	.187**	.347**	.303**
.119**	.332**	.217**	.371**	.401**

27	28	29	30	31
1				
0.031544185	1			
-.126**	.251**	1		
-0.029844288	.243**	.542**	1	
-0.054311865	.246**	.627**	.632**	1

APPENDIX P. INTER-ITEM CORRELATION MATRIX: UHDF-I – PSYCHOPATHY TRAITS

Psychopathy Traits (PSY) Items	1	2	3	4	5	6	7
PSY1:I find myself indifferent	1						
PSY2:People often	.691**	1					
PSY3:My emotional reactions	.469**	.449**	1				
PSY4:I use my charm or charisma	.370**	.354**	.309**	1			
PSY5:My charm is	.347**	.381**	.281**	.648**	1		
PSY6:I find myself lying	.334**	.429**	.157**	.328**	.391**	1	
PSY7:Lying to attain	.430**	.432**	.254**	.487**	.420**	.612**	1
PSY8:Who cares	.423**	.473**	.307**	.413**	.455**	.499**	.664**
PSY9:I find it hard	.169**	.213**	0.081382152	.156**	.186**	.306**	.323**
PSY10:I make decisions on the spur	.157**	.275**	0.052266778	.216**	.247**	.336**	.290**
PSY11:Ultimately, no one	.503**	.454**	.293**	.239**	.253**	.230**	.293**
PSY12:I believe that I am	.557**	.579**	.300**	.419**	.483**	.407**	.373**
PSY13:Piss me off	.406**	.347**	.200**	.427**	.426**	.365**	.391**
PSY14:People will tell me	.376**	.454**	.158**	.310**	.340**	.409**	.377**
PSY15:Rules are made to be broken.	.292**	.302**	.231**	.316**	.329**	.244**	.329**
PSY16:I am providing truthful answers in this survey.	-.126**	-.123**	-0.034832255	-0.082348185	-.100*	-.113*	-.144**

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

8	9	10	11	12	13	14
1						
.378**	1					
.397**	.569**	1				
.356**	.204**	.198**	1			
.419**	.207**	.301**	.512**	1		
.420**	.347**	.311**	.285**	.403**	1	
.416**	.429**	.415**	.332**	.418**	.433**	1
.437**	.281**	.329**	.238**	.301**	.418**	.334**
-.122**	0.00780001	-0.05388737	-.169**	-.204**	-0.069022497	-.150**

15	16	17	18	19	20	21
1						
-0.060859059	1					

22	23	24	25

26	27	28	29	30

Psychopathy Traits (PSY) Items	1	2	3	4	5	6	7
PSY17:Fighting over	.185**	.246**	.164**	.284**	.282**	.229**	.192**
PSY18:I hate	.369**	.396**	.304**	.309**	.302**	.348**	.331**
PSY19:I think it's okay to	.286**	.300**	.248**	.303**	.324**	.287**	.311**
PSY20:Cyberbullying is okay	.397**	.417**	.248**	.273**	.219**	.291**	.373**
PSY21:Altercations with the police	.330**	.389**	.166**	.167**	.206**	.318**	.290**
PSY22:I neglect responsibilities	.176**	.231**	.140**	.183**	.226**	.339**	.330**
PSY23:After I hurt someone	.347**	.290**	.217**	.220**	.194**	.177**	.264**
PSY24:I influence or control	.447**	.467**	.293**	.569**	.472**	.480**	.677**
PSY25:I believe that I am superior	.490**	.486**	.266**	.436**	.437**	.373**	.391**
PSY26:It is difficult for me to understand	.621**	.587**	.451**	.335**	.280**	.328**	.391**
PSY27:I rely on others	.478**	.448**	.350**	.311**	.288**	.433**	.378**
PSY28:I engage in	.397**	.398**	.262**	.320**	.374**	.429**	.368**
PSY29:I have engaged	.368**	.347**	.218**	.350**	.354**	.428**	.395**
PSY30:I find it hard to control	.147**	.170**	0.064628416	.187**	.162**	.253**	.251**

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

8	9	10	11	12	13	14
.264**	.364**	.286**	.200**	.221**	.297**	.284**
.304**	.158**	.204**	.327**	.402**	.275**	.272**
.424**	.214**	.237**	.188**	.296**	.377**	.291**
.371**	.142**	.143**	.349**	.420**	.275**	.322**
.318**	.157**	.228**	.235**	.288**	.204**	.329**
.404**	.277**	.423**	.146**	.227**	.178**	.283**
.201**	.093*	0.059601406	.207**	.257**	.214**	.184**
.589**	.256**	.277**	.296**	.457**	.465**	.389**
.397**	.207**	.249**	.382**	.688**	.414**	.384**
.425**	.267**	.277**	.402**	.459**	.348**	.368**
.454**	.305**	.309**	.352**	.420**	.315**	.330**
.375**	.243**	.263**	.342**	.360**	.229**	.397**
.410**	.246**	.320**	.240**	.387**	.347**	.424**
.245**	.761**	.546**	.138**	.175**	.363**	.443**

15	16	17	18	19	20	21
.270**	0.010891628	1				
.325**	-.132**	.163**	1			
.388**	-0.020077519 -.208**	.264**	.385**	1		
.258**		.135**	.404**	.231**	1	
.269**	-.157**	.146**	.291**	.211**	.392**	1
.277**	-.126**	.198**	.190**	.225**	.218**	.406**
.199**	-.090*	.133**	.157**	.146**	.270**	.187**
.347**	-.150**	.310**	.386**	.355**	.458**	.365**
.261**	-.216**	.255**	.403**	.335**	.501**	.335**
.286**	-.206**	.265**	.408**	.309**	.393**	.305**
.274**	-.173**	.274**	.377**	.287**	.339**	.264**
.263**	-.203**	.181**	.337**	.251**	.301**	.389**
.308**	-.160**	.252**	.321**	.321**	.380**	.336**
.257**	-0.041204634	.333**	.166**	.209**	.185**	.205**

22	23	24	25
1			
.192**	1		
.366**	.344**	1	
.299**	.374**	.598**	1
.257**	.361**	.508**	.527**
.395**	.293**	.478**	.535**
.327**	.254**	.386**	.358**
.406**	.281**	.519**	.413**
.313**	0.072245746	.287**	.273**

26	27	28	29	30
1				
.624**	1			
.444**	.471**	1		
.427**	.476**	.496**	1	
.298**	.322**	.307**	.368**	1

APPENDIX Q. INTER-ITEM CORRELATION MATRIX: UHDF-I – SADISM TRAITS

Sadism Traits (SAD) Items	1	2	3	4	5	6	7
SAD1:The statement	1						
SAD2:A good street fight	0.069185745	1					
SAD3:I feel a sense of	.127**	.434**	1				
SAD4:I find it hard to empathize	.137**	.332**	.576**	1			
SAD5:I revel	0.053006821	.406**	.544**	.575**	1		
SAD6:I feel guilty or regretful	-.104*	-.097*	-.257**	-.145**	-.149**	1	
SAD7:Cruelty against pets	.105*	.160**	.598**	.290**	.363**	-.179**	1
SAD8:Cyberbullying is	0.029898123	.289**	.499**	.420**	.448**	-.187**	.460**
SAD9:I take pleasure in being mean	0.079819674	.255**	.528**	.421**	.481**	-.134**	.584**
SAD10:I am proud of	0.069139016	.237**	.421**	.381**	.446**	-.154**	.414**
SAD11:I feel a need to dominate	.095*	.252**	.500**	.408**	.454**	-.188**	.497**
SAD12:Its okay when I inflict	0.014841198	.248**	.473**	.424**	.528**	-.149**	.410**
SAD13:I engage in behaviors	0.065688956	.313**	.354**	.405**	.387**	-0.073753061	.257**
SADI4: really enjoy	0.057855552	.263**	.515**	.437**	.520**	-.174**	.471**
SAD15:I enjoy	0.041670974	.393**	.322**	.273**	.320**	-0.038119643	.141**
SAD16:It's okay to see	.120**	.323**	.266**	.387**	.331**	-.106*	.107*

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

8	9	10	11	12	13	14
	1					
	.591**	1				
	.569**	.672**	1			
	.565**	.800**	.646**	1		
	.598**	.632**	.582**	.565**	1	
	.415**	.408**	.394**	.362**	.460**	1
	.630**	.679**	.540**	.600**	.676**	.513**
	.287**	.277**	.275**	.263**	.335**	.258**
	.371**	.234**	.293**	.224**	.443**	.366**

15	16	17	18	19	20	21
1						
.362**	1					

22	23	24	25	26	27	28

29	30	31	32	33

Sadism Traits (SAD) Items	1	2	3	4	5	6	7
SAD17:Bullying and belittling	0.070908869	.365**	.341**	.371**	.366**	-.141**	.177**
SAD18:I act on sudden urges	.095*	.250**	.286**	.318**	.289**	-0.033856308	.182**
SAD19:I engage in actions	0.021184962	.324**	.371**	.403**	.376**	-0.064332399	.206**
SAD20:I feel guilty	-.104*	-.116**	-.265**	-.213**	-.247**	.456**	-.182**
SAD21:I seek validation	.099*	.248**	.312**	.338**	.398**	-.112*	.261**
SAD22:Each question in this survey	-.121**	-0.044726022	-.244**	-.161**	-0.083282907	.165**	-.111*
SAD23:I express my frustrations	.090*	.256**	.371**	.361**	.350**	-.127**	.215**
SAD24:I manipulate	0.021431982	.388**	.463**	.407**	.505**	-.137**	.272**
SAD25:I fantasize about	-0.04978926	.321**	.407**	.364**	.414**	-.111*	.266**
SAD26:I derive sexual	0.004641126	.284**	.422**	.310**	.348**	-.182**	.226**
SAD27:I often display	0.061141165	.317**	.302**	.377**	.373**	-0.027747185	.110*
SAD28:I find violent acts, weapons, or violent media content interesting.	-0.031497318	.472**	.315**	.320**	.317**	-0.077292477	.113*
SAD29:I exploit others	0.017575173	.348**	.492**	.431**	.520**	-.179**	.221**
SAD30:I engage in bullying	0.014911445	.306**	.523**	.436**	.476**	-.179**	.284**
SAD31:I use threats	0.00548834	.260**	.483**	.387**	.444**	-.175**	.283**
SAD32:I am generally insensitive	0.006435406	.243**	.398**	.587**	.433**	-.159**	.247**
SAD33:I enjoy humiliating	0.027684212	.301**	.512**	.439**	.558**	-.188**	.341**

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

8	9	10	11	12	13	14
.469**	.356**	.378**	.384**	.522**	.361**	.441**
.306**	.319**	.349**	.344**	.408**	.453**	.400**
.401**	.319**	.377**	.316**	.447**	.538**	.430**
-.187**	-.189**	-.214**	-.203**	-.177**	-.110*	-.216**
.326**	.387**	.342**	.435**	.409**	.276**	.397**
-.099*	-.195**	-.196**	-.234**	-.115*	-.115*	-.142**
.313**	.357**	.392**	.368**	.423**	.375**	.369**
.471**	.459**	.432**	.460**	.474**	.454**	.472**
.455**	.423**	.354**	.380**	.422**	.391**	.473**
.381**	.325**	.324**	.352**	.332**	.343**	.406**
.302**	.284**	.272**	.286**	.307**	.351**	.333**
.362**	.249**	.242**	.221**	.322**	.285**	.334**
.451**	.405**	.434**	.409**	.489**	.404**	.483**
.583**	.503**	.479**	.551**	.539**	.424**	.571**
.532**	.466**	.483**	.536**	.551**	.413**	.525**
.518**	.446**	.471**	.448**	.535**	.440**	.529**
.613**	.581**	.490**	.580**	.644**	.458**	.702**

15	16	17	18	19	20	21
.344**	.612**	1				
.273**	.380**	.471**	1			
.307**	.442**	.456**	.595**	1		
-0.066928873	-0.013954277	-0.077562245	-0.035349325	-0.060362769	1	
.230**	.277**	.415**	.414**	.406**	-0.007003527	1
-0.067318396	-.091*	-0.032867627	-0.036687007	-0.012799963	.194**	0.006409707
.272**	.330**	.385**	.504**	.474**	-0.049806372	.472**
.249**	.349**	.429**	.462**	.556**	-.125**	.452**
.255**	.336**	.360**	.336**	.500**	-0.079300837	.325**
.191**	.279**	.326**	.348**	.473**	-.112*	.337**
.307**	.351**	.376**	.348**	.447**	-0.022740726	.349**
.531**	.472**	.428**	.289**	.375**	-0.01427865	.230**
.347**	.418**	.429**	.466**	.532**	-.158**	.376**
.360**	.341**	.522**	.435**	.440**	-.188**	.365**
.326**	.331**	.492**	.448**	.412**	-.163**	.361**
.282**	.473**	.485**	.374**	.451**	-.149**	.358**
.283**	.344**	.465**	.396**	.483**	-.210**	.419**

22	23	24	25	26	27	28
1						
-0.03642321	1					
-0.028099041	.558**	1				
-0.032464639	.374**	.544**	1			
-0.062273426	.309**	.481**	.432**	1		
-0.018168908	.349**	.434**	.451**	.290**	1	
-0.040178628	.266**	.351**	.475**	.322**	.403**	1
-0.08652341 -.154**	.488**	.673**	.484**	.527**	.454**	.446**
	.454**	.532**	.482**	.575**	.368**	.388**
-.127**	.459**	.535**	.383**	.524**	.368**	.331**
-.135**	.410**	.461**	.406**	.429**	.417**	.335**
-.121**	.401**	.503**	.509**	.543**	.403**	.355**

29	30	31	32	33
1				
.625**	1			
.639**	.769**	1		
.501**	.529**	.553**	1	
.579**	.725**	.702**	.587**	1

APPENDIX R. INTER-ITEM CORRELATION MATRIX: UHDF-I – FAITH IN HUMANITY TRAITS

Faith in Humanity (FIH) Items	1	2	3	4	5	6	7	8
FIH1:I only see the positive	1							
FIH2:I often find myself	.256**	1						
FIH3:Most people are born	.368**	.335**	1					
FIH4:I feel a deep	.372**	.406**	.517**	1				
FIH5:When your car	.291**	.193**	.378**	.353**	1			
FIH6:I trust	.335**	.217**	.502**	.524**	.570**	1		
FIH7:I feel a strong sense	.309**	.469**	.379**	.579**	.308**	.440**	1	
FIH8:I treat people fairly	.297**	.248**	.404**	.449**	.346**	.485**	.482**	1
FIH9:I only see the	.717**	.217**	.384**	.432**	.376**	.348**	.340**	.393**
FIH10:Forgive and move on	.420**	.272**	.435**	.392**	.352**	.422**	.397**	.398**
FIH11:I believe that people	.356**	.264**	.632**	.513**	.389**	.545**	.434**	.491**
FIH12:When I see	.254**	.398**	.351**	.511**	.333**	.365**	.581**	.415**
FIH13:I believe that	.288**	.284**	.389**	.455**	.180**	.350**	.385**	.438**
FIH14:I can easily	.188**	.353**	.254**	.466**	.277**	.328**	.510**	.399**
FIH15:I value collaborative	.214**	.351**	.257**	.446**	.256**	.361**	.491**	.379**
FIH16:I tend to trust	.370**	.197**	.461**	.458**	.442**	.491**	.340**	.485**
	.361**	.320**	.351**	.370**	.317**	.363**	.367**	.351**

**. Correlation is significant at the 0.01 level (2-tailed).

9	10	11	12	13	14	15	16	17
1								
.595**	1							
.500**	.592**	1						
.350**	.424**	.430**	1					
.320**	.326**	.459**	.480**	1				
.316**	.323**	.354**	.547**	.440**	1			
.282**	.328**	.354**	.519**	.467**	.547**	1		
.466**	.482**	.459**	.426**	.359**	.321**	.430**	1	
.526**	.719**	.497**	.385**	.295**	.310**	.305**	.425**	1

APPENDIX S. INTER-ITEM CORRELATION MATRIX: UHDF-I – KANTIANISM TRAITS

Kantianism Traits (KANT) Item	Statistics	1	2	3	4	5	6
KANT1:I have friends	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	502					
KANT2:While making decisions	Pearson Correlation	.372**	1				
	Sig. (2-tailed)	6.82262E-18					
	N	502	502				
KANT3:I seek out	Pearson Correlation	.411**	.452**	1			
	Sig. (2-tailed)	7.38949E-22	1.38499E-26				
	N	502	502	502			
KANT4:I believe in	Pearson Correlation	.246**	.203**	.336**	1		
	Sig. (2-tailed)	2.36212E-08	4.46244E-06	1.1035E-14			
	N	502	502	502	502		
KANT5:I respect	Pearson Correlation	.319**	.329**	.394**	.326**	1	
	Sig. (2-tailed)	2.24313E-13	4.19517E-14	4.82172E-20	6.24631E-14		
	N	502	502	502	502	502	
KANT6:I don’t	Pearson Correlation	.292**	.247**	.340**	.215**	.404**	1
	Sig. (2-tailed)	2.54094E-11	2.14381E-08	5.00742E-15	1.21041E-06	4.22635E-21	
	N	502	502	502	502	502	502
KANT7:I believe	Pearson Correlation	.214**	.400**	.369**	.193**	.309**	.303**
	Sig. (2-tailed)	1.27917E-06	1.07005E-20	1.11195E-17	1.33793E-05	1.36697E-12	3.77933E-12
	N	502	502	502	502	502	502
KANT8:What you	Pearson Correlation	.131**	.138**	.153**	.257**	.110*	.181**
	Sig. (2-tailed)	0.003390701	0.001909653	0.000572226	4.92196E-09	0.013846534	4.41501E-05
	N	502	502	502	502	502	502
KANT9:Please answer all questions honestly.	Pearson Correlation	0.031227011	0.026191492	0.042555141	0.073001204	.092*	.104*
	Sig. (2-tailed)	0.485128157	0.558233586	0.34134184	0.102317461	0.038328924	0.019608994
	N	502	502	502	502	502	502
KANT10:I value	Pearson Correlation	.182**	.194**	.329**	.150**	.411**	.425**
	Sig. (2-tailed)	4.15629E-05	1.26352E-05	3.63828E-14	0.000765066	6.35518E-22	2.10183E-23
	N	502	502	502	502	502	502
KANT11:People should	Pearson Correlation	.204**	.348**	.349**	.133**	.448**	.401**
	Sig. (2-tailed)	3.93733E-06	1.02142E-15	8.48377E-16	0.002832184	3.77757E-26	8.08366E-21
	N	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Kantianism Traits (KANT) Item	Statistics	7	8	9	10	11	12	13	14	15	16	17	18
KANT1:I have friends	Pearson Correlation												
	Sig. (2-tailed)												
	N												
KANT2:While making decisions	Pearson Correlation												
	Sig. (2-tailed)												
	N												
KANT3:I seek out	Pearson Correlation												
	Sig. (2-tailed)												
	N												
KANT4:I believe in	Pearson Correlation												
	Sig. (2-tailed)												
	N												
KANT5:I respect	Pearson Correlation												
	Sig. (2-tailed)												
	N												
KANT6:I don’t	Pearson Correlation												
	Sig. (2-tailed)												
	N												
KANT7:I believe	Pearson Correlation	1											
	Sig. (2-tailed)												
	N	502											
KANT8:What you	Pearson Correlation	.239**	1										
	Sig. (2-tailed)	6.10952E-08											
	N	502	502										
KANT9:Please answer all questions honestly.	Pearson Correlation	0.018936163	0.015705918	1									
	Sig. (2-tailed)	0.67211158	0.725557509										
	N	502	502	502									
KANT10:I value	Pearson Correlation	.221**	.125**	.132**	1								
	Sig. (2-tailed)	5.67638E-07	0.004976333	0.003018248									
	N	502	502	502	502								
KANT11:People should	Pearson Correlation	.325**	.138**	.098*	.630**	1							
	Sig. (2-tailed)	7.83807E-14	0.00187779	0.028583119	8.94362E-57								
	N	502	502	502	502	502							

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Kantianism Traits (KANT) Item	Statistics	1	2	3	4	5	6
KANT12:Manipulation	Pearson Correlation	.091*	.264**	.167**	0.023351693	.217**	.239**
	Sig. (2-tailed)	0.042184532	1.96943E-09	0.000169823	0.601691285	9.61745E-07	5.73851E-08
	N	502	502	502	502	502	502
KANT13:I think	Pearson Correlation	.153**	.378**	.233**	.126**	.198**	.170**
	Sig. (2-tailed)	0.000574938	1.86251E-18	1.24192E-07	0.004673298	7.77861E-06	0.000135091
	N	502	502	502	502	502	502
KANT14:I make	Pearson Correlation	.095*	.195**	.273**	.295**	.276**	.252**
	Sig. (2-tailed)	0.034177425	1.11675E-05	4.97897E-10	1.45916E-11	2.9736E-10	1.01834E-08
	N	502	502	502	502	502	502
KANT15:I act	Pearson Correlation	.215**	.434**	.326**	.207**	.262**	.250**
	Sig. (2-tailed)	1.14193E-06	1.7905E-24	6.24108E-14	2.86673E-06	2.56691E-09	1.28774E-08
	N	502	502	502	502	502	502
KANT16:My actions	Pearson Correlation	.240**	.521**	.407**	.245**	.395**	.316**
	Sig. (2-tailed)	4.99981E-08	3.12135E-36	1.97306E-21	2.81314E-08	3.10567E-20	3.95268E-13
	N	502	502	502	502	502	502
KANT17:I use reason	Pearson Correlation	.252**	.345**	.339**	.235**	.292**	.263**
	Sig. (2-tailed)	1.05537E-08	1.73563E-15	6.34144E-15	9.64743E-08	2.71979E-11	2.10354E-09
	N	502	502	502	502	502	502
KANT18:I envision	Pearson Correlation	.319**	.371**	.409**	.128**	.352**	.332**
	Sig. (2-tailed)	2.51724E-13	7.45881E-18	1.10967E-21	0.003950418	4.7963E-16	2.34965E-14
	N	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Kantianism Traits (KANT) Item	Statistics	7	8	9	10	11	12
KANT12:Manipulation	Pearson Correlation	.179**	.090*	0.03364367	.351**	.478**	1
	Sig. (2-tailed)	5.56873E-05	0.043498128	0.451971556	4.87758E-16	4.70732E-30	
	N	502	502	502	502	502	502
KANT13:I think	Pearson Correlation	.272**	.115*	-0.016522028	.176**	.291**	.234**
	Sig. (2-tailed)	5.4387E-10	0.010220257	0.711915812	7.18912E-05	3.10733E-11	1.11459E-07
	N	502	502	502	502	502	502
KANT14:I make	Pearson Correlation	.234**	.182**	0.0833746	.258**	.321**	.228**
	Sig. (2-tailed)	1.13878E-07	4.07357E-05	0.061953017	4.7333E-09	1.55831E-13	2.29772E-07
	N	502	502	502	502	502	502
KANT15:I act	Pearson Correlation	.307**	.233**	0.063121764	.316**	.418**	.437**
	Sig. (2-tailed)	2.16313E-12	1.3467E-07	0.157906241	4.43619E-13	1.14276E-22	8.42906E-25
	N	502	502	502	502	502	502
KANT16:My actions	Pearson Correlation	.323**	.256**	0.079565257	.415**	.526**	.415**
	Sig. (2-tailed)	1.1637E-13	6.04871E-09	0.074901278	2.90391E-22	4.2034E-37	2.62144E-22
	N	502	502	502	502	502	502
KANT17:I use reason	Pearson Correlation	.299**	.214**	.093*	.221**	.297**	.177**
	Sig. (2-tailed)	7.9395E-12	1.31817E-06	0.037346968	5.41177E-07	1.20367E-11	6.61802E-05
	N	502	502	502	502	502	502
KANT18:I envision	Pearson Correlation	.285**	.118**	0.015368069	.404**	.488**	.249**
	Sig. (2-tailed)	7.61851E-11	0.008005141	0.731230629	3.57056E-21	1.99171E-31	1.58674E-08
	N	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Kantianism Traits (KANT) Item	Statistics	13	14	15	16	17	18
KANT12:Manipulation	Pearson Correlation						
	Sig. (2-tailed)						
	N						
KANT13:I think	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	502					
KANT14:I make	Pearson Correlation	.266**	1				
	Sig. (2-tailed)	1.35067E-09					
	N	502	502				
KANT15:I act	Pearson Correlation	.317**	.502**	1			
	Sig. (2-tailed)	3.76334E-13	1.90598E-33				
	N	502	502	502			
KANT16:My actions	Pearson Correlation	.323**	.423**	.601**	1		
	Sig. (2-tailed)	1.2038E-13	3.34022E-23	1.59588E-50			
	N	502	502	502	502		
KANT17:I use reason	Pearson Correlation	.288**	.454**	.431**	.481**	1	
	Sig. (2-tailed)	4.54819E-11	7.3409E-27	3.94294E-24	2.10899E-30		
	N	502	502	502	502	502	
KANT18:I envision	Pearson Correlation	.292**	.319**	.377**	.502**	.398**	1
	Sig. (2-tailed)	2.41603E-11	2.35715E-13	1.9494E-18	2.41412E-33	1.52395E-20	
	N	502	502	502	502	502	502

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

APPENDIX T. INTER-ITEM CORRELATION MATRIX: UHDF-I – HUMANISM TRAITS

Humanism Traits (HUM) Items	1	2	3	4	5	6	7	8
HUM1:I believe that every person has value and should be treated with respect, regardless of their status or contributions to society.	1							
HUM2:We are all born equal.	.306**	1						
HUM3:I help others without expecting anything in return, simply because it's the right thing to do.	.530**	.269**	1					
HUM4:It's important to me to be considerate of others.	.579**	.266**	.671**	1				
HUM5:I take time to appreciate and celebrate the creative and intellectual accomplishments of others, from art and literature to scientific breakthroughs.	.408**	.202**	.408**	.483**	1			
HUM6:I want deserving colleagues to succeed – jealousy and harm to others is not in my DNA.	.439**	.264**	.501**	.525**	.449**	1		
HUM7:I maintain a hopeful outlook on humanity, believing that people are capable of making positive changes and acting for the greater good.	.454**	.388**	.414**	.497**	.503**	.508**	1	
HUM8:I am using a computer or mobile device to complete this survey.	0.049211052	-0.009659509	0.023847329	0.016858613	0.061564207	0.084426459	-0.003588381	1
HUM9:I look up to good people and try to emulate them.	.300**	.195**	.314**	.388**	.383**	.283**	.344**	0.033272729
HUM10:We should never judge someone because of their background and past.	.438**	.308**	.397**	.413**	.355**	.404**	.436**	0.074165625
HUM11:When someone shares their problems with me, I actively try to put myself in their shoes and feel what they are feeling.	.405**	.240**	.444**	.489**	.510**	.432**	.471**	-0.039203376
HUM12:In my daily life, I strive to make decisions that are fair and ethical, even when no one is watching.	.451**	.215**	.530**	.599**	.409**	.500**	.398**	0.085352666
HUM13:I regularly question my own beliefs and assumptions, seeking out evidence and using logical reasoning to form my conclusions.	.250**	.112*	.256**	.330**	.377**	.226**	.259**	-0.000585223
HUM14:I feel a personal responsibility to contribute positively to society and work towards the betterment of my community and the environment.	.490**	.265**	.487**	.505**	.500**	.401**	.502**	0.024633745
HUM15:I actively support and advocate for the rights and freedoms of all individuals, and I stand against discrimination and injustice.	.482**	.197**	.392**	.410**	.457**	.373**	.470**	0.050904461
HUM16:I am eager to explore new ideas, engage with different cultures, and learn from experiences that are unfamiliar to me.	.457**	.179**	.346**	.398**	.481**	.311**	.409**	-0.008532926
HUM17:I act out of a sense of moral obligation, rather than personal gain or desire.	.356**	.196**	.428**	.433**	.384**	.369**	.413**	0.039499669

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Humanism Traits (HUM) Items	9	10	11	12	13	14	15	16	17
HUM1:I believe that every person has value and should be treated with respect, regardless of their status or contributions to society.									
HUM2:We are all born equal.									
HUM3:I help others without expecting anything in return, simply because it's the right thing to do.									
HUM4:It's important to me to be considerate of others.									
HUM5:I take time to appreciate and celebrate the creative and intellectual accomplishments of others, from art and literature to scientific breakthroughs.									
HUM6:I want deserving colleagues to succeed – jealousy and harm to others is not in my DNA.									
HUM7:I maintain a hopeful outlook on humanity, believing that people are capable of making positive changes and acting for the greater good.									
HUM8:I am using a computer or mobile device to complete this survey.									
HUM9:I look up to good people and try to emulate them.	1								
HUM10:We should never judge someone because of their background and past.	.285**	1							
HUM11:When someone shares their problems with me, I actively try to put myself in their shoes and feel what they are feeling.	.438**	.481**	1						
HUM12:In my daily life, I strive to make decisions that are fair and ethical, even when no one is watching.	.364**	.374**	.552**	1					
HUM13:I regularly question my own beliefs and assumptions, seeking out evidence and using logical reasoning to form my conclusions.	.319**	.202**	.365**	.392**	1				
HUM14:I feel a personal responsibility to contribute positively to society and work towards the betterment of my community and the environment.	.482**	.378**	.540**	.534**	.443**	1			
HUM15:I actively support and advocate for the rights and freedoms of all individuals, and I stand against discrimination and injustice.	.317**	.405**	.415**	.392**	.364**	.614**	1		
HUM16:I am eager to explore new ideas, engage with different cultures, and learn from experiences that are unfamiliar to me.	.315**	.335**	.383**	.378**	.364**	.530**	.630**	1	
HUM17:I act out of a sense of moral obligation, rather than personal gain or desire.	.327**	.297**	.485**	.556**	.413**	.552**	.436**	.411**	1

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

APPENDIX U. INTER-ITEM CORRELATION MATRIX: UHDF-I – LOCUS OF CONTROL INTERNAL ATTRIBUTION STYLE

Locus of Control Internal Attribution Style (LOCi) Items	1	2	3	4	5	6	7	8
LOCi1:I control my own destiny.	1							
LOCi2:Only my efforts will make me successful.	.611**	1						
LOCi3:The outcomes of my projects are directly influenced by my own actions and dedication.	.380**	.514**	1					
LOCi4:My abilities and efforts will lead me to succeed in my endeavors.	.518**	.546**	.603**	1				
LOCi5:In times of difficulty, my inner strength and personal control will help me overcome challenges.	.416**	.417**	.510**	.629**	1			
LOCi6:You receive based on what you put in.	.437**	.472**	.388**	.536**	.451**	1		
LOCi13:When I am in control of my life, good things happen.	.352**	.314**	.293**	.334**	.314**	.327**	1	
LOCi14:Live free or die.	.147**	.149**	.096*	.156**	.144**	.165**	.232**	1
LOCi15:The smaller the government, the better my life.	.104*	.120**	0.068450824	.153**	.132**	.211**	.176**	.266**
honloc16:It is important to me to be honest while participating in surveys.	-0.023504822	0.035522732	.098*	.121**	.116**	0.081844739	.088*	0.039867994
LOCi17:When you don't get engaged in politics, it bites you in the bum.	-0.078660531	-.115**	0.03277414	-0.025509475	-0.035934044	-0.039221671	0.067920226	0.054820622
LOCi18:I believe in short term pain for long term gain.	0.069018923	0.072407663	.248**	.222**	.187**	.164**	.226**	.142**
LOCi19:I regularly set clear, personal objectives and believe I can achieve them through my actions.	.255**	.201**	.345**	.431**	.455**	.389**	.270**	.111*
LOCi20:When faced with obstacles, I am confident in finding effective solutions on my own.	.299**	.236**	.345**	.460**	.473**	.350**	.337**	.102*
LOCi21:I maintain a positive outlook, expecting that my efforts will lead to favorable results.	.403**	.273**	.378**	.465**	.485**	.428**	.367**	.107*
LOCi22:I find that I can initiate and continue tasks and goals without needing external encouragement.	.175**	.185**	.316**	.359**	.411**	.245**	.187**	0.063771338

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Locus of Control Internal Attribution Style (LOCi) Items	9	10	11	12	13	14	15	16
LOCi1:I control my own destiny.								
LOCi2:Only my efforts will make me successful.								
LOCi3:The outcomes of my projects are directly influenced by my own actions and dedication.								
LOCi4:My abilities and efforts will lead me to succeed in my endeavors.								
LOCi5:In times of difficulty, my inner strength and personal control will help me overcome challenges.								
LOCi6:You receive based on what you put in.								
LOCi13:When I am in control of my life, good things happen.								
LOCi14:Live free or die.								
LOCi15:The smaller the government, the better my life.	1							
honloc16:It is important to me to be honest while participating in surveys.	0.016179125	1						
LOCi17:When you don't get engaged in politics, it bites you in the bum.	-0.027320579	-0.028037244	1					
LOCi18:I believe in short term pain for long term gain.	.129**	.118**	.143**	1				
LOCi19:I regularly set clear, personal objectives and believe I can achieve them through my actions.	.166**	.098*	.102*	.327**	1			
LOCi20:When faced with obstacles, I am confident in finding effective solutions on my own.	.168**	.148**	0.024167281	.331**	.551**	1		
LOCi21:I maintain a positive outlook, expecting that my efforts will lead to favorable results.	.200**	.111*	0.011713392	.216**	.517**	.640**	1	
LOCi22:I find that I can initiate and continue tasks and goals without needing external encouragement.	0.07554001	0.08590993	-0.046556374	.216**	.414**	.494**	.477**	1

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Locus of Control Internal Attribution Style (LOCi) Items	17	18	19	20	21	22
LOCi1:I control my own destiny.						
LOCi2:Only my efforts will make me successful.						
LOCi3:The outcomes of my projects are directly influenced by my own actions and dedication.						
LOCi4:My abilities and efforts will lead me to succeed in my endeavors.						
LOCi5:In times of difficulty, my inner strength and personal control will help me overcome challenges.						
LOCi6:You receive based on what you put in.						
LOCi13:When I am in control of my life, good things happen.						
LOCi14:Live free or die.						
LOCi15:The smaller the government, the better my life.						
honloc16:It is important to me to be honest while participating in surveys.						
LOCi17:When you don't get engaged in politics, it bites you in the bum.						
LOCi18:I believe in short term pain for long term gain.						
LOCi19:I regularly set clear, personal objectives and believe I can achieve them through my actions.						
LOCi20:When faced with obstacles, I am confident in finding effective solutions on my own.						
LOCi21:I maintain a positive outlook, expecting that my efforts will lead to favorable results.						
LOCi22:I find that I can initiate and continue tasks and goals without needing external encouragement.						

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

APPENDIX V. INTER-ITEM CORRELATION MATRIX: UHDF-I – LOCUS OF CONTROL EXTERNAL ATTRIBUTION STYLE

Locus of Control External Attribution Style (LOCe) Items	1	2	3	4	5	6
LOCe7:Regardless of my efforts, my destiny is always determined by others.	1					
LOCe8:Life happens and it often disrupts my best plans.	.366**	1				
LOCe9:I frequently sense that I have little power over the significant events that happen in my life.	.441**	.498**	1			
LOCe10:I tend to believe that my successes and failures are often the result of other people's decisions and influences rather than my own.	.554**	.383**	.504**	1		
LOCe11:Planning is a waste of time when there are so many things we can't control.	.353**	.254**	.373**	.409**	1	
LOCe12:I sometimes feel powerless to change my situation, especially when I've tried and failed before.	.384**	.377**	.529**	.454**	.421**	1
LOCe23:I often feel that the outcomes of my efforts are influenced more by luck or fate than by my own actions.	.459**	.255**	.479**	.521**	.394**	.358**
LOCe24:I usually think that many aspects of my life are predetermined and that my actions have little effect on changing the course of events.	.447**	.329**	.494**	.576**	.473**	.426**
LOCe25:When things go wrong, I generally find that it's easier to attribute the cause to someone else's actions rather than my own choices or behaviors.	.332**	.152**	.282**	.418**	.361**	.293**
LOCe26:I often expect that things will turn out poorly, regardless of the effort I put into trying to change the outcome.	.354**	.337**	.485**	.463**	.394**	.519**
LOCe27:I know the government will take care of me.	-0.014260256	-0.055349128	-0.041842552	-0.030631918	-0.005839697	-.132**
LOCe28:No matter how hard I try, luck will decide what happens.	.348**	.260**	.445**	.387**	.441**	.418**
LOCe29:Trying to get politicians to do the right thing is a complete waste of time.	.135**	.186**	.178**	.097*	.248**	.166**

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Locus of Control External Attribution Style (LOCe) Items	7	8	9	10	11	12	13
LOCe7:Regardless of my efforts, my destiny is always determined by others.	1						
LOCe8:Life happens and it often disrupts my best plans.	.681**	1					
LOCe9:I frequently sense that I have little power over the significant events that happen in my life.	.375**	.393**	1				
LOCe10:I tend to believe that my successes and failures are often the result of other people's decisions and influences rather than my own.	.401**	.445**	.466**	1			
LOCe11:Planning is a waste of time when there are so many things we can't control.	-0.016736478	0.036273092	.120**	-0.074509363	1		
LOCe12:I sometimes feel powerless to change my situation, especially when I've tried and failed before.	.492**	.491**	.311**	.453**	.093*	1	
LOCe23:I often feel that the outcomes of my efforts are influenced more by luck or fate than by my own actions.	.236**	.210**	.095*	.146**	-.289**	.191**	1
LOCe24:I usually think that many aspects of my life are predetermined and that my actions have little effect on changing the course of events.							
LOCe25:When things go wrong, I generally find that it's easier to attribute the cause to someone else's actions rather than my own choices or behaviors.							
LOCe26:I often expect that things will turn out poorly, regardless of the effort I put into trying to change the outcome.							
LOCe27:I know the government will take care of me.							
LOCe28:No matter how hard I try, luck will decide what happens.							
LOCe29:Trying to get politicians to do the right thing is a complete waste of time.							

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

APPENDIX W. EIGENVALUES, TOTAL VARIANCES EXPLAINED FOR THE FINAL 11-FACTOR STRUCTURE

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	6.833257541	15.53013077	15.53013077
2	4.029487327	9.157925743	24.68805652
3	2.690047739	6.113744861	30.80180138
4	2.005960458	4.559001041	35.36080242
5	1.857843247	4.222371017	39.58317344
6	1.651773527	3.754030744	43.33720418
7	1.521541569	3.45804902	46.7952532
8	1.35238325	3.073598296	49.8688515
9	1.20386285	2.736051932	52.60490343
10	1.09000658	2.477287682	55.08219111
11	1.030982291	2.343141571	57.42533268
12	0.946076913	2.150174802	59.57550748
13	0.930730064	2.1152956	61.69080308
14	0.87736297	1.994006751	63.68480983
15	0.846210022	1.923204595	65.60801443
16	0.814262892	1.850597481	67.45861191
17	0.793183801	1.802690457	69.26130237
18	0.778696778	1.769765406	71.03106777
19	0.74547961	1.694271841	72.72533961
20	0.727742751	1.653960798	74.37930041
21	0.689974902	1.568124776	75.94742519
22	0.680036679	1.545537907	77.49296309
23	0.650953796	1.479440445	78.97240354
24	0.604015793	1.372763166	80.34516671
25	0.590571607	1.342208197	81.6873749
26	0.560449996	1.273749991	82.96112489
27	0.554820897	1.260956584	84.22208148
28	0.54143139	1.230525885	85.45260736
29	0.537740008	1.222136382	86.67474374
30	0.513964012	1.168100027	87.84284377
31	0.50214589	1.141240659	88.98408443
32	0.4711326	1.070755909	90.05484034
33	0.461463085	1.048779738	91.10362008
34	0.426611573	0.969571756	92.07319183
35	0.416811086	0.947297923	93.02048976
36	0.39908603	0.907013704	93.92750346
37	0.390550117	0.887613903	94.81511736
38	0.367515076	0.835261536	95.6503789
39	0.359169793	0.816294984	96.46667388
40	0.339557185	0.771720874	97.23839476
41	0.321980805	0.731774557	97.97016932
42	0.312297584	0.709767237	98.67993655
43	0.297371694	0.675844758	99.35578131
44	0.283456224	0.64421869	100

Extraction Sums of Squared Loadings		
Total	**% of Variance**	**Cumulative %**
6.833257541	15.53013077	15.53013077
4.029487327	9.157925743	24.68805652
2.690047739	6.113744861	30.80180138
2.005960458	4.559001041	35.36080242
1.857843247	4.222371017	39.58317344
1.651773527	3.754030744	43.33720418
1.521541569	3.45804902	46.7952532
1.35238325	3.073598296	49.8688515
1.20386285	2.736051932	52.60490343
1.09000658	2.477287682	55.08219111
1.030982291	2.343141571	57.42533268

Rotation Sums of Squared Loadings		
Total	**% of Variance**	**Cumulative %**
2.63384368	5.986008364	5.986008364
2.624727719	5.96529027	11.95129863
2.536480248	5.764727837	17.71602647
2.399690679	5.453842453	23.16986892
2.368351878	5.382617904	28.55248683
2.285501118	5.194320723	33.74680755
2.233488157	5.076109447	38.822917
2.151992343	4.890891689	43.71380869
2.109074008	4.793350017	48.5071587
2.04976662	4.6585605	53.1657192
1.87422993	4.259613478	57.42533268