

# Appendix 8: Descriptive Statistics of GLOBE CLT Data

## Secondary Data Used in Analysis

### 1. GLOBE Leadership CLT data

**Table 1 Explanation of Variables: GLOBE Leadership CLT**

variable name	storage type	display format	value label	variable label
gc_id	int	%9.0g		
country	str15	%15s		Country surveyed by GLOBE
charisma	float	%9.0g		Charismatic Leadership Style (CLT)
team	float	%9.0g		Team Leadership Style (CLT)
selfprotect	float	%9.0g		Self-Protective Leadership Style (CLT)
participative	float	%9.0g		Participative Leadership Style (CLT)
humane	float	%9.0g		Humane Leadership Style (CLT)
autonomous	float	%9.0g		Autonomous Leadership Style (CLT)
cluster	str15	%15s		Cluster

**Table GLOBE Leadership CLT Scores for Anglo Cluster**

	Charismatic/ Value-based	Team Oriented	Participative	Humane Oriented	Autonomous	Self- Protective
Australia	6.09	5.81	5.71	5.10	3.95	3.05
Canada	6.15	5.84	6.09	5.20	3.65	2.96
England	6.01	5.71	5.57	4.90	3.92	3.04
Ireland	6.08	5.81	5.64	5.06	3.95	3.00
South Africa	5.99	5.80	5.62	5.33	3.75	3.19
New Zealand	5.87	5.44	5.50	4.78	3.77	3.19
USA	6.12	5.80	5.93	5.10	3.75	3.15
Group Mean	6.04	5.74	5.72	5.07	3.82	3.08

**Table 2 GLOBE Leadership CLT Scores for Middle East Cluster**

	Charismatic/ Value-based	Team Oriented	Participative	Humane Oriented	Autonomous	Self- Protective
Egypt	5.57	5.55	4.69	5.15	4.49	4.21
Kuwait	5.90	5.89	5.03	5.21	3.39	4.02
Morocco	4.81	5.15	5.32	4.10	3.34	3.26
Qatar	4.51	4.74	4.75	4.66	3.38	3.91
Turkey	5.95	6.01	5.09	4.90	3.83	3.57
Group Mean	5.35	5.47	4.98	4.80	3.69	3.79

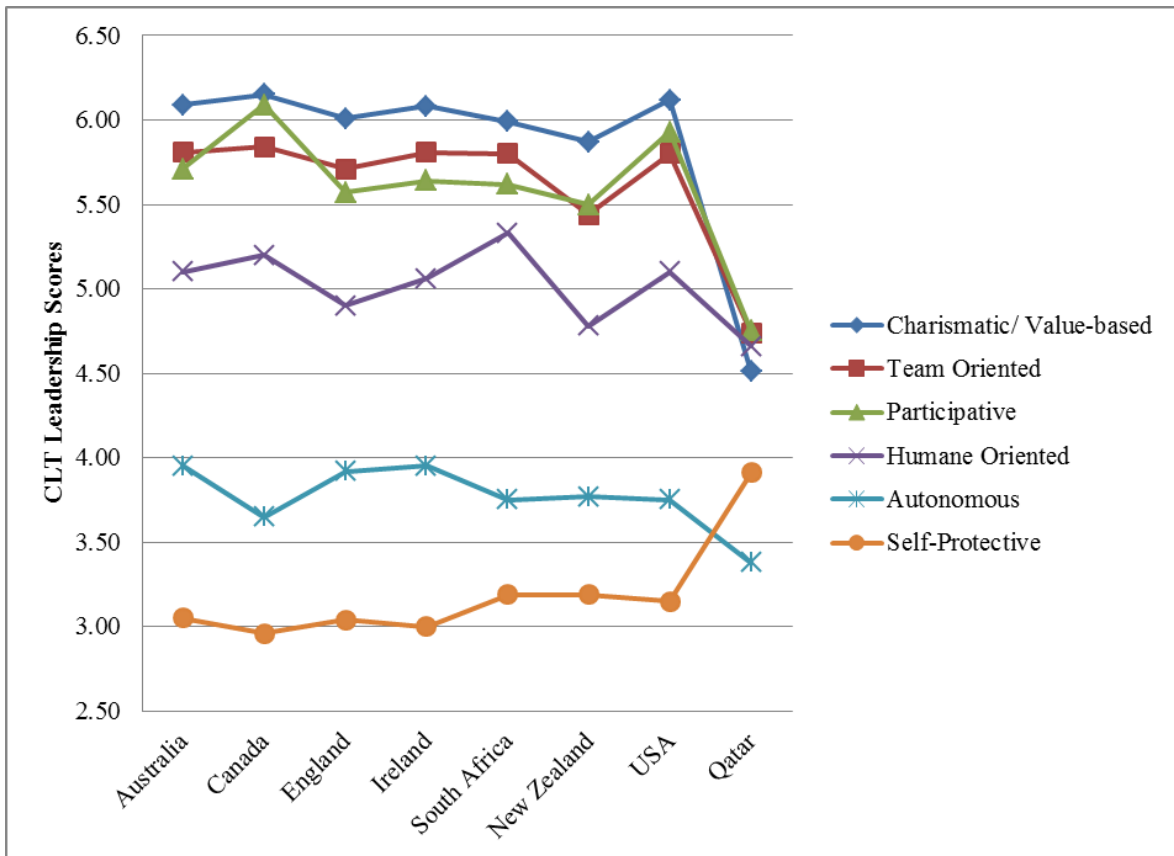


Figure 1 GLOBE Leadership CLT Scores for Study Group of Countries

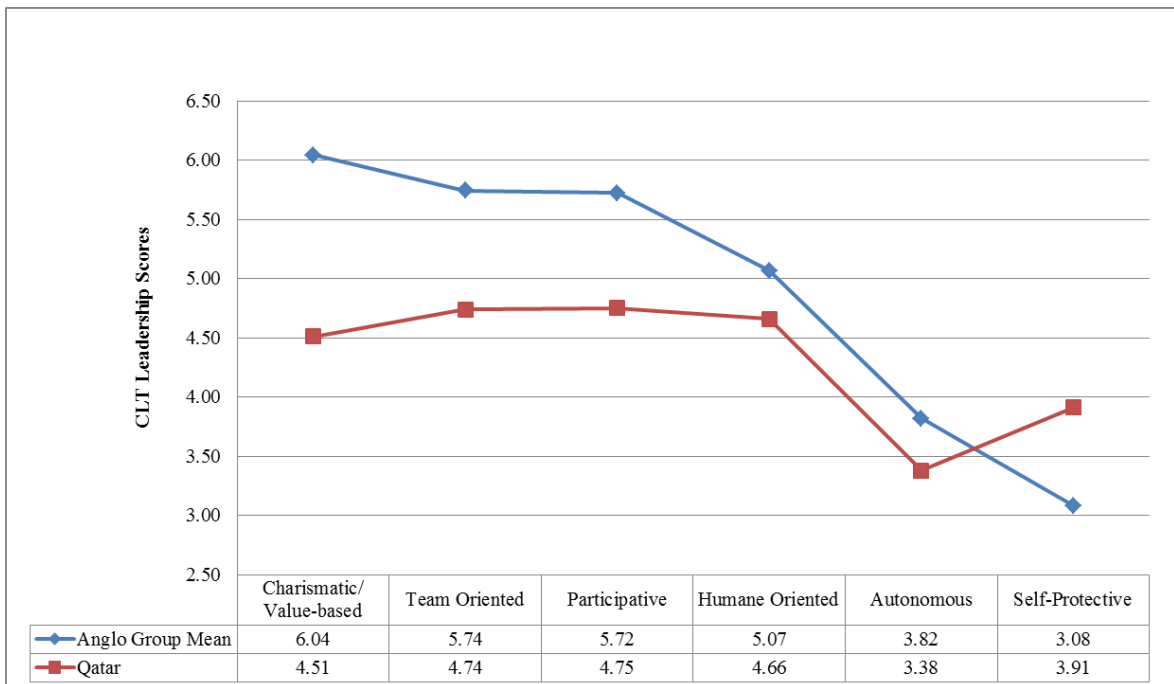


Figure 2 Comparative GLOBE Leadership CLT Scores for Mean of Anglo Cluster Values and Qatar Scores

**Table 3 Descriptive Statistics of GLOBE Leadership CLT Scores for Anglo Cluster**

	Charismatic/ Value-based	Team Oriented	Participative	Humane Oriented	Autonomous	Self- Protective
count	7	7	7	7	7	7
mean	6.0443	5.7443	5.7229	5.0671	3.8200	3.0829
sample standard deviation	0.0955	0.1401	0.2115	0.1823	0.1190	0.0934
sample variance	0.0091	0.0196	0.0447	0.0332	0.0142	0.0087
minimum	5.87	5.44	5.5	4.78	3.65	2.96
maximum	6.15	5.84	6.09	5.33	3.95	3.19
range	0.28	0.4	0.59	0.55	0.3	0.23
skewness	-1.0000	-2.2420	1.0381	-0.2993	-0.0457	0.0645
kurtosis	0.7405	5.1556	0.0086	-0.0449	-1.7710	-1.9454
coefficient of variation (CV)	1.58%	2.44%	3.70%	3.60%	3.12%	3.03%
1st quartile	6.0000	5.7550	5.5950	4.9800	3.7500	3.0200
median	6.0800	5.8000	5.6400	5.1000	3.7700	3.0500
3rd quartile	6.1050	5.8100	5.8200	5.1500	3.9350	3.1700
interquartile range	0.1050	0.0550	0.2250	0.1700	0.1850	0.1500
mode	#N/A	5.8100	#N/A	5.1000	3.9500	3.1900

**Table 4 Descriptive Statistics of GLOBE Leadership CLT Scores for Middle East Cluster**

	Charismatic/ Value-based	Team Oriented	Participative	Humane Oriented	Autonomous	Self- Protective
count	5	5	5	5	5	5
mean	5.3480	5.4680	4.9760	4.8040	3.6860	3.7940
sample standard deviation	0.6535	0.5267	0.2584	0.4500	0.4920	0.3785
sample variance	0.4270	0.2774	0.0668	0.2025	0.2420	0.1432
minimum	4.51	4.74	4.69	4.1	3.34	3.26
maximum	5.95	6.01	5.32	5.21	4.49	4.21
range	1.44	1.27	0.63	1.11	1.15	0.95
skewness	-0.5180	-0.5220	0.1789	-1.1094	1.4931	-0.6028
kurtosis	-2.4917	-1.3544	-1.4186	0.7660	1.5824	-0.8972
coefficient of variation (CV)	12.22%	9.63%	5.19%	9.37%	13.35%	9.98%
1st quartile	4.8100	5.1500	4.7500	4.6600	3.3800	3.5700
median	5.5700	5.5500	5.0300	4.9000	3.3900	3.9100
3rd quartile	5.9000	5.8900	5.0900	5.1500	3.8300	4.0200
interquartile range	1.0900	0.7400	0.3400	0.4900	0.4500	0.4500
mode	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A