

This is Online Appendix 1 of Van Lill, X., & Van der Vaart, L. (2024). Can a general factor be derived from employees' responses to items on the Individual Work Performance Review? *African Journal of Psychological Assessment*, 6(0), a133. <https://doi.org/10.4102/ajopa.v6i0.133>

**Table S2**

*Standardized Factor Loadings ( $\lambda$ ) for Bifactor-Exploratory Structural Equation Modelling Solution*

	General ( $\lambda$ )	Factor 1 ( $\lambda$ )	Factor 2 ( $\lambda$ )	Factor 3 ( $\lambda$ )	Factor 4 ( $\lambda$ )	Factor 5 ( $\lambda$ )
1. Quality of work						
Item 1	0.641***	<b>0.548***</b>	0.207***	0.036	0.090**	-0.033
Item 2	0.651***	<b>0.575***</b>	0.142*	0.096***	0.136***	-0.040
Item 3	0.735***	<b>0.477***</b>	0.160**	0.072*	0.044	-0.045
Item 4	0.407***	<b>0.298***</b>	0.101	0.058	0.039	-0.040
$\omega$		0.75				
2. Quantity of work						
Item 1	0.725***	0.279***	<b>0.369***</b>	0.054	0.078**	0.055
Item 2	0.732***	0.121*	<b>0.397***</b>	0.082**	0.030	-0.006
Item 3	0.733***	0.171***	<b>0.460***</b>	0.115***	0.034	0.014
Item 4	0.677***	0.174***	<b>0.415***</b>	0.033	-0.027	-0.034
$\omega$			0.76			
3. Rule adherence						
Item 1	0.585***	0.112**	0.051	<b>0.542***</b>	0.020	0.065
Item 2	0.591***	0.082*	0.119**	<b>0.528***</b>	-0.043	0.053
Item 3	0.551***	-0.069	0.046	<b>0.286***</b>	0.049	0.070

Item 4	0.708***	0.096	0.035	<b>0.440***</b>	-0.085**	0.051
$\omega$				0.72		
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	<b>General (<math>\lambda</math>)</b>	<b>Factor 1 (<math>\lambda</math>)</b>	<b>Factor 2 (<math>\lambda</math>)</b>	<b>Factor 3 (<math>\lambda</math>)</b>	<b>Factor 4 (<math>\lambda</math>)</b>	<b>Factor 5 (<math>\lambda</math>)</b>
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4. Technical performance						
Item 1	0.696***	0.183*	0.015	0.050***	<b>0.485***</b>	-0.071
Item 2	0.701***	0.112***	-0.026	-0.040	<b>0.614***</b>	-0.045
Item 3	0.754***	0.033	0.040	-0.009	<b>0.543***</b>	-0.032
Item 4	0.692***	-0.027	0.054	-0.050	<b>0.591***</b>	-0.035
$\omega$					0.90	
5. Helpful behaviours						
Item 1	0.655***	0.015	0.009	0.114	-0.039	<b>0.583***</b>
Item 2	0.720***	-0.045	0.033	0.027	-0.010	<b>0.542***</b>
Item 3	0.645***	-0.053	-0.002	0.034	-0.087**	<b>0.487***</b>
Item 4	0.705***	-0.069	-0.025	0.017	-0.060	<b>0.486***</b>
$\omega$						0.85
6. Taking initiative						
Item 1	0.744***	-0.018	0.034	0.007	-0.009	0.113**
Item 2	0.768***	-0.032	0.027	-0.024	-0.007	0.050
Item 3	0.785***	0.072	0.078*	0.038	0.027	0.038
Item 4	0.744***	0.081	0.101*	-0.018	0.046	-0.051
7. Self-development						
Item 1	0.677***	-0.044	-0.003	-0.043	0.082**	-0.006
Item 2	0.774***	-0.042	-0.019	-0.044	0.046	0.028
Item 3	0.776***	-0.043	-0.025	-0.014	-0.068*	0.018

Item 4	0.721***	-0.042	-0.060	-0.067*	0.064*	-0.071
	<b>General (<math>\lambda</math>)</b>	<b>Factor 1 (<math>\lambda</math>)</b>	<b>Factor 2 (<math>\lambda</math>)</b>	<b>Factor 3 (<math>\lambda</math>)</b>	<b>Factor 4 (<math>\lambda</math>)</b>	<b>Factor 5 (<math>\lambda</math>)</b>
8. Innovative behaviours						
Item 1	0.725***	-0.021	-0.037	-0.059	0.061*	-0.067
Item 2	0.700***	-0.089***	-0.075*	-0.107***	0.054*	-0.026
Item 3	0.768***	-0.082**	-0.051	-0.075**	0.055*	-0.005
Item 4	0.747***	-0.045	-0.068*	-0.107***	0.063**	-0.039
9. Emotional resilience						
Item 1	0.587***	0.040	0.038	0.011	0.013	0.000
Item 2	0.682***	-0.023	-0.058	-0.020	-0.053	-0.088*
Item 3	0.737***	-0.061	0.003	0.056*	-0.031	-0.056*
Item 4	0.650***	0.028	0.043	-0.002	-0.033	0.001
10. Dealing with complexity						
Item 1	0.791***	0.088	-0.072	-0.017	0.078*	-0.045
Item 2	0.797***	-0.010	-0.048	-0.097***	0.083***	-0.058**
Item 3	0.789***	-0.020	-0.021	-0.036	0.060*	-0.061*
Item 4	0.783***	0.070	0.012	-0.085**	0.178***	-0.098**
11. Adapting to crises						
Item 1	0.722***	0.074	-0.071	0.033	0.099**	-0.011
Item 2	0.757***	0.055*	-0.054	0.013	0.035	-0.063*
Item 3	0.751***	0.001	-0.019	-0.028	-0.008	-0.055**
Item 4	0.740***	-0.024	0.022	-0.041	0.015	-0.037
12. Interpersonal flexibility						
Item 1	0.642***	-0.005	-0.057	0.043	-0.025	0.068
Item 2	0.613***	-0.043	-0.119*	0.049	-0.031	0.039

Item 3	0.694***	-0.034	-0.016	0.041	-0.079**	0.029
Item 4	0.671***	-0.035	-0.013	0.072*	-0.075**	0.059

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	<b>General (<math>\lambda</math>)</b>	<b>Factor 1 (<math>\lambda</math>)</b>	<b>Factor 2 (<math>\lambda</math>)</b>	<b>Factor 3 (<math>\lambda</math>)</b>	<b>Factor 4 (<math>\lambda</math>)</b>	<b>Factor 5 (<math>\lambda</math>)</b>
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13. Task-orientated

leadership

Item 1	0.701***	-0.018	0.008	0.009	-0.045*	0.012
Item 2	0.709***	-0.055**	-0.014	-0.013	-0.030	-0.024
Item 3	0.685***	-0.025	-0.010	0.011	0.017	0.001
Item 4	0.698***	-0.015	0.014	-0.003	-0.037	-0.014

14. Relations-orientated

leadership

Item 1	0.699***	0.046	-0.026	0.056	-0.053	0.110**
Item 2	0.681***	0.024	-0.022	0.054	-0.083**	0.168***
Item 3	0.724***	-0.062	-0.065	-0.029	-0.012	0.139**
Item 4	0.700***	-0.059	-0.040	-0.006	-0.040	0.243***

15. Change-orientated

leadership

Item 1	0.741***	-0.045	-0.087*	-0.055	-0.005	0.016
Item 2	0.766***	-0.056	-0.091*	-0.014	0.001	-0.008
Item 3	0.763***	-0.086*	-0.023	-0.038	0.025	0.006
Item 4	0.762***	-0.078	-0.019	-0.068*	-0.008	0.001

16. Network-orientated

leadership

Item 1	0.741***	-0.062	0.000	-0.039	0.013	-0.039
Item 2	0.767***	-0.044	-0.020	0.016	0.023	0.047

Item 3	0.700***	-0.084**	-0.040	-0.065**	0.024	-0.003
Item 4	0.716***	-0.072**	-0.093***	-0.108***	0.042	0.042

	<b>General (<math>\lambda</math>)</b>	<b>Factor 1 (<math>\lambda</math>)</b>	<b>Factor 2 (<math>\lambda</math>)</b>	<b>Factor 3 (<math>\lambda</math>)</b>	<b>Factor 4 (<math>\lambda</math>)</b>	<b>Factor 5 (<math>\lambda</math>)</b>
17. Interpersonal rudeness						
Item 1	-0.436***	-0.003	0.082	-0.063	-0.001	0.069
Item 2	-0.366***	0.020	0.076	-0.017	0.071*	-0.032
Item 3	-0.427***	0.025	-0.003	-0.051	0.124***	-0.087
Item 4	-0.530***	0.070	-0.047	-0.051	0.049	-0.125***
18. Withholding effort						
Item 1	-0.678***	-0.017	-0.254**	0.059	0.059	0.029
Item 2	-0.615***	-0.041	-0.197	-0.084	0.080	-0.016
Item 3	-0.589***	-0.093*	-0.071	-0.069	-0.041	-0.013
Item 4	-0.711***	0.027	-0.112	-0.123***	0.094*	0.044
19. Stagnation						
Item 1	-0.674***	0.058	0.138	0.169***	0.120*	0.136**
Item 2	-0.679***	0.001	0.115	0.128**	0.078*	0.066
Item 3	-0.658***	0.029	-0.014	-0.049	0.030	0.044
Item 4	-0.557***	0.029	-0.019	-0.005	-0.016	0.008
20. Stubborn resistance						
Item 1	-0.571***	0.028	0.023	-0.029	0.059	0.017
Item 2	-0.583***	0.098	0.052	-0.067*	0.080*	0.015
Item 3	-0.561***	0.014	0.042	-0.014	0.039	-0.033
Item 4	-0.611***	0.006	0.005	-0.075	0.014	0.008

Note. Boldface indicates target bifactor-ESEM factor loadings. \*  $p \leq .05$ , \*\*  $p \leq .01$ , \*\*\*  $p \leq .001$ .  $\omega$  = model-based omega composite reliability.

	<b>General (<math>\lambda</math>)</b>	<b>Factor 6 (<math>\lambda</math>)</b>	<b>Factor 7 (<math>\lambda</math>)</b>	<b>Factor 8 (<math>\lambda</math>)</b>	<b>Factor 9 (<math>\lambda</math>)</b>	<b>Factor 10 (<math>\lambda</math>)</b>
1. Quality of work						
Item 1	0.641***	0.016	-0.047	-0.078*	0.006	0.045
Item 2	0.651***	0.081**	0.004	-0.068	-0.006	0.018
Item 3	0.735***	-0.024	-0.054	-0.085*	-0.033	0.000
Item 4	0.407***	-0.023	-0.093	0.033	0.040	-0.034
2. Quantity of work						
Item 1	0.725***	0.010	-0.020	-0.065*	0.010	-0.031
Item 2	0.732***	0.118***	-0.063*	-0.028	-0.002	-0.016
Item 3	0.733***	0.069*	-0.029	-0.063*	0.013	-0.010
Item 4	0.677***	0.039	0.000	-0.112**	0.012	-0.051
3. Rule adherence						
Item 1	0.585***	-0.022	0.019	-0.170***	0.020	-0.071*
Item 2	0.591***	0.045	-0.088*	-0.080	-0.007	0.002
Item 3	0.551***	-0.049	-0.018	0.048	0.018	-0.106*
Item 4	0.708***	0.011	-0.081*	-0.102***	0.021	-0.039
4. Technical performance						
Item 1	0.696***	0.028	-0.003	0.012	0.001	0.039
Item 2	0.701***	-0.011	0.031	0.036	-0.019	0.036
Item 3	0.754***	-0.011	0.030	0.061**	-0.020	0.085***
Item 4	0.692***	0.034	0.057	0.082	-0.059	0.071
5. Helpful behaviours						
Item 1	0.655***	0.030	-0.050	-0.016	-0.051	-0.039

Item 2	0.720***	0.003	0.002	-0.070	-0.045	-0.046
Item 3	0.645***	0.037	-0.004	0.022	-0.011	-0.040
Item 4	0.705***	0.080*	0.030	-0.057	-0.036	-0.050

	General ( $\lambda$ )	Factor 1 ( $\lambda$ )	Factor 2 ( $\lambda$ )	Factor 3 ( $\lambda$ )	Factor 4 ( $\lambda$ )	Factor 5 ( $\lambda$ )
6. Taking initiative						
Item 1	0.744***	<b>0.462***</b>	0.077*	0.043	-0.033	-0.033
Item 2	0.768***	<b>0.474***</b>	0.068	0.008	-0.033	-0.023
Item 3	0.785***	<b>0.461***</b>	-0.002	0.098***	-0.065*	-0.001
Item 4	0.744***	<b>0.338***</b>	-0.009	0.074	-0.005	0.049
$\omega$		0.81				
7. Self-development						
Item 1	0.677***	0.027	<b>0.556***</b>	0.027	-0.017	0.050
Item 2	0.774***	0.097**	<b>0.426***</b>	0.126**	-0.018	-0.006
Item 3	0.776***	0.035	<b>0.375***</b>	0.137**	-0.025	-0.065
Item 4	0.721***	-0.013	<b>0.435***</b>	0.084*	-0.046	0.007
$\omega$			0.81			
8. Innovative behaviours						
Item 1	0.725***	0.020	0.140***	<b>0.455***</b>	-0.021	0.070*
Item 2	0.700***	0.001	0.049	<b>0.490***</b>	0.033	0.090***
Item 3	0.768***	0.115***	0.068*	<b>0.458***</b>	0.016	0.053*
Item 4	0.747***	0.065*	0.079**	<b>0.485***</b>	-0.002	0.054*
$\omega$				0.85		
9. Emotional resilience						
Item 1	0.587***	0.000	0.013	0.018	<b>0.591***</b>	0.031
Item 2	0.682***	-0.052	-0.021	-0.051	<b>0.576***</b>	0.006

Item 3	0.737***	-0.048	-0.049	0.029	<b>0.494***</b>	0.032
Item 4	0.650***	-0.016	-0.033	0.031	<b>0.545***</b>	0.076**
$\omega$					0.86	

	<b>General (<math>\lambda</math>)</b>	<b>Factor 1 (<math>\lambda</math>)</b>	<b>Factor 2 (<math>\lambda</math>)</b>	<b>Factor 3 (<math>\lambda</math>)</b>	<b>Factor 4 (<math>\lambda</math>)</b>	<b>Factor 5 (<math>\lambda</math>)</b>
10. Dealing with complexity						
Item 1	0.791***	-0.033	-0.039	0.045	0.133**	<b>0.223***</b>
Item 2	0.797***	0.036	-0.002	0.113***	0.031	<b>0.420***</b>
Item 3	0.789***	-0.021	0.009	0.115***	0.042	<b>0.495***</b>
Item 4	0.783***	-0.027	0.032	0.043	0.057	<b>0.266***</b>
$\omega$						0.74
11. Adapting to crises						
Item 1	0.722***	-0.061	0.000	-0.017	0.274***	0.109**
Item 2	0.757***	-0.020	-0.064**	0.011	0.111***	0.125***
Item 3	0.751***	-0.001	-0.036	-0.010	0.106***	0.084***
Item 4	0.740***	0.053	-0.050	0.007	0.070*	0.040
12. Interpersonal flexibility						
Item 1	0.642***	-0.063*	0.020	0.005	0.067	-0.035
Item 2	0.613***	0.021	-0.020	-0.017	0.126***	-0.016
Item 3	0.694***	-0.054*	0.016	0.017	0.007	-0.012
Item 4	0.671***	-0.097***	-0.045	-0.015	0.016	0.016
13. Task-orientated leadership						
Item 1	0.701***	-0.012	0.033	-0.019	0.002	0.037
Item 2	0.709***	-0.006	-0.015	-0.009	-0.024	-0.005



Item 3	0.685***	-0.027	0.007	-0.034	-0.060*	-0.086***
Item 4	0.698***	-0.004	-0.004	-0.015	-0.028	-0.009

	General ( $\lambda$ )	Factor 1 ( $\lambda$ )	Factor 2 ( $\lambda$ )	Factor 3 ( $\lambda$ )	Factor 4 ( $\lambda$ )	Factor 5 ( $\lambda$ )
14. Relations-orientated leadership						
Item 1	0.699***	-0.045	-0.054	-0.051	0.038	-0.090***
Item 2	0.681***	-0.020	-0.029	-0.060	0.001	-0.042
Item 3	0.724***	-0.005	0.010	0.002	-0.086**	-0.006
Item 4	0.700***	0.002	-0.116***	-0.099**	-0.066*	-0.023
15. Change-orientated leadership						
Item 1	0.741***	-0.091*	0.020	0.018	0.006	-0.061
Item 2	0.766***	-0.028	0.046	0.058	-0.002	-0.022
Item 3	0.763***	0.005	-0.001	0.099**	-0.050	0.026
Item 4	0.762***	-0.027	0.050	0.174***	-0.066	0.036
16. Network-orientated leadership						
Item 1	0.741***	0.065	0.013	0.098	0.007	0.008
Item 2	0.767***	0.041	-0.046	0.008	-0.070	0.020
Item 3	0.700***	0.001	0.107***	0.044	-0.035	0.010
Item 4	0.716***	-0.031	0.086***	0.064**	-0.055*	-0.022
17. Interpersonal rudeness						

Item 1	-0.436***	-0.011	-0.009	0.047	-0.065*	-0.008
Item 2	-0.366***	0.065*	-0.007	0.083**	-0.073*	0.013
Item 3	-0.427***	0.092*	0.064	0.054	0.028	0.046
Item 4	-0.530***	0.121***	0.015	0.050	0.013	0.009

	<b>General (<math>\lambda</math>)</b>	<b>Factor 1 (<math>\lambda</math>)</b>	<b>Factor 2 (<math>\lambda</math>)</b>	<b>Factor 3 (<math>\lambda</math>)</b>	<b>Factor 4 (<math>\lambda</math>)</b>	<b>Factor 5 (<math>\lambda</math>)</b>
18. Withholding effort						
Item 1	-0.678***	-0.016	0.037	0.103	0.046	0.055
Item 2	-0.615***	-0.055	0.059	0.086	0.088	0.044
Item 3	-0.589***	-0.038	-0.032	0.080	0.002	0.022
Item 4	-0.711***	-0.029	0.073	0.028	0.112*	-0.005
19. Stagnation						
Item 1	-0.674***	0.141*	0.076	0.026	0.057	0.060
Item 2	-0.679***	0.097*	-0.072	0.037	0.074	0.068
Item 3	-0.658***	0.014	-0.076*	0.047	-0.007	-0.030
Item 4	-0.557***	-0.029	-0.173***	-0.033	-0.083	0.011
20. Stubborn resistance						
Item 1	-0.571***	0.040	-0.035	-0.039	0.040	0.013
Item 2	-0.583***	-0.031	0.015	0.033	0.001	0.005
Item 3	-0.561***	0.025	0.021	0.074	-0.047	0.028
Item 4	-0.611***	-0.019	0.046	0.122	-0.073	0.028

Note. Boldface indicates target bifactor-ESEM factor loadings. \*  $p \leq .05$ , \*\*  $p \leq .01$ , \*\*\*  $p \leq .001$ .  $\omega$  = model-based omega composite reliability.

	General ( $\lambda$ )	Factor 11 ( $\lambda$ )	Factor 12 ( $\lambda$ )	Factor 13 ( $\lambda$ )	Factor 14 ( $\lambda$ )	Factor 15 ( $\lambda$ )
1. Quality of work						
Item 1	0.641***	0.049	-0.045	-0.011	-0.027	-0.065*
Item 2	0.651***	0.038	-0.028	-0.007	0.005	-0.044
Item 3	0.735***	-0.018	-0.057	-0.060	-0.019	-0.055
Item 4	0.407***	0.019	0.014	-0.100*	0.027	-0.119**
2. Quantity of work						
Item 1	0.725***	-0.009	-0.079**	-0.032	-0.037	-0.062
Item 2	0.732***	-0.088**	-0.072**	-0.029**	-0.028	-0.044
Item 3	0.733***	-0.031	-0.087**	-0.001**	0.018	-0.039
Item 4	0.677***	-0.007	-0.037	0.056	-0.111	-0.089**
3. Rule adherence						
Item 1	0.585***	-0.008	0.026	0.032	0.056	-0.086**
Item 2	0.591***	-0.030	0.183***	-0.088	0.026	-0.049
Item 3	0.551***	0.056	-0.015	0.138	-0.016	0.055
Item 4	0.708***	-0.031	0.012	-0.019	0.004	-0.052
4. Technical performance						
Item 1	0.696***	0.029	-0.027	-0.070	-0.010	-0.007
Item 2	0.701***	0.003	-0.066***	-0.043	-0.043	0.008
Item 3	0.754***	0.048*	-0.053**	0.003	-0.065	0.013
Item 4	0.692***	0.034	-0.054	0.002	-0.037	-0.003
5. Helpful behaviours						
Item 1	0.655***	-0.043	0.071*	0.025	0.120	0.007
Item 2	0.720***	-0.055	0.032	-0.043	0.117	-0.019
Item 3	0.645***	-0.049	0.033	0.051	0.213	0.013
Item 4	0.705***	-0.014	0.066*	-0.065*	0.109	0.014

	General ( $\lambda$ )	Factor 11 ( $\lambda$ )	Factor 12 ( $\lambda$ )	Factor 13 ( $\lambda$ )	Factor 14 ( $\lambda$ )	Factor 15 ( $\lambda$ )
6. Taking initiative						
Item 1	0.744***	0.008	-0.029	-0.060*	-0.017	-0.033
Item 2	0.768***	-0.033	-0.076*	-0.030	-0.064	-0.033
Item 3	0.785***	0.003	-0.067*	-0.009	0.024	-0.027
Item 4	0.744***	0.007	-0.076	0.048	-0.013	-0.046
7. Self-development						
Item 1	0.677***	-0.024	-0.029	0.057*	-0.032	0.067*
Item 2	0.774***	-0.028	0.020	-0.013	-0.049	-0.003
Item 3	0.776***	-0.086*	0.019	-0.037	-0.020	0.004
Item 4	0.721***	-0.046	-0.034	0.000	-0.092	0.030
8. Innovative behaviours						
Item 1	0.725***	-0.045	-0.043	-0.008	-0.033	0.085**
Item 2	0.700***	0.015	-0.030	-0.048	-0.055	0.086**
Item 3	0.768***	0.033	0.053*	-0.011	-0.038	0.103***
Item 4	0.747***	-0.013	0.010	-0.028	-0.076	0.076**
9. Emotional resilience						
Item 1	0.587***	0.170***	0.050	-0.066	0.015	-0.062*
Item 2	0.682***	0.061	0.015	-0.006	-0.051	-0.017
Item 3	0.737***	0.096***	0.061*	-0.062*	-0.034	0.017
Item 4	0.650***	0.152***	0.094**	0.011	-0.005	-0.030
10. Dealing with complexity						
Item 1	0.791***	0.140***	0.003	0.016	-0.047	-0.035
Item 2	0.797***	0.132***	-0.039	-0.058*	-0.061	0.018
Item 3	0.789***	0.117***	0.007	-0.002	-0.036	0.007
Item 4	0.783***	0.115***	-0.054	-0.061*	-0.076	-0.026

	General ( $\lambda$ )	Factor 11 ( $\lambda$ )	Factor 12 ( $\lambda$ )	Factor 13 ( $\lambda$ )	Factor 14 ( $\lambda$ )	Factor 15 ( $\lambda$ )
11. Adapting to crises						
Item 1	0.722***	<b>0.419***</b>	-0.033	0.003	-0.017	0.022
Item 2	0.757***	<b>0.488***</b>	-0.056*	-0.014	-0.030	0.008
Item 3	0.751***	<b>0.567***</b>	-0.049*	0.009	-0.063	0.033
Item 4	0.740***	<b>0.525***</b>	-0.031	0.026	-0.070	-0.008
$\omega$		0.88				
12. Interpersonal flexibility						
Item 1	0.642***	-0.034	<b>0.569***</b>	-0.052	0.058	0.044
Item 2	0.613***	-0.059	<b>0.545***</b>	-0.093	0.084	0.003
Item 3	0.694***	-0.066*	<b>0.544***</b>	-0.034	0.124	-0.010
Item 4	0.671***	0.003	<b>0.533***</b>	0.030	0.150	-0.035
$\omega$			0.86			
13. Task-orientated leadership						
Item 1	0.701***	-0.011	-0.048*	<b>0.597***</b>	-0.009	0.097***
Item 2	0.709***	-0.020	-0.047*	<b>0.614***</b>	0.003	0.085***
Item 3	0.685***	0.030	-0.038	<b>0.596***</b>	0.032	0.118***
Item 4	0.698***	0.023	-0.004	<b>0.603***</b>	0.046	0.135***
$\omega$				0.93		
14. Relations-orientated leadership						
Item 1	0.699***	-0.112***	0.199***	-0.012	<b>0.450***</b>	0.004
Item 2	0.681***	-0.064*	0.141***	0.016	<b>0.530***</b>	-0.022
Item 3	0.724***	0.000	0.104**	0.096**	<b>0.345***</b>	0.104**
Item 4	0.700***	-0.023	0.060	0.018	<b>0.426***</b>	0.083*
$\omega$					0.79	

15. Change-orientated leadership						
Item 1	0.741***	0.055	0.000	0.218***	0.030	<b>0.408***</b>
Item 2	0.766***	0.016	0.002	0.179***	0.008	<b>0.424***</b>
Item 3	0.763***	-0.002	-0.011	0.123***	0.044	<b>0.518***</b>
Item 4	0.762***	-0.001	0.016	0.071*	0.049	<b>0.469***</b>
$\omega$						0.85
16. Network-orientated leadership						
Item 1	0.741***	0.049	0.004	0.109*	0.142	0.124*
Item 2	0.767***	0.005	0.006	0.090*	0.192	0.087*
Item 3	0.700***	0.022	-0.036	0.105***	-0.030	0.039
Item 4	0.716***	-0.013	-0.028	-0.012***	-0.022	0.101***
17. Interpersonal rudeness						
Item 1	-0.436***	-0.004	-0.029	0.026	0.029	-0.006
Item 2	-0.366***	0.029	-0.122***	0.038	-0.053	-0.011
Item 3	-0.427***	0.030	-0.074*	0.068	-0.167	0.038
Item 4	-0.530***	0.043	-0.097**	-0.027	-0.157	0.068*
18. Withholding effort						
Item 1	-0.678***	0.014	0.076	-0.076	0.133	0.112*
Item 2	-0.615***	0.028	0.053	0.006	0.084	0.112
Item 3	-0.589***	0.018	0.004	0.007	-0.057	-0.009
Item 4	-0.711***	0.051	0.050	0.015	0.025	0.061

	<b>General (<math>\lambda</math>)</b>	<b>Factor 11 (<math>\lambda</math>)</b>	<b>Factor 12 (<math>\lambda</math>)</b>	<b>Factor 13 (<math>\lambda</math>)</b>	<b>Factor 14 (<math>\lambda</math>)</b>	<b>Factor 15 (<math>\lambda</math>)</b>
19. Stagnation						
Item 1	-0.674***	0.108	0.069	0.040	0.142	0.127
Item 2	-0.679***	0.099	0.032	0.035	0.084	0.094*
Item 3	-0.658***	-0.031	-0.016	0.038	0.071	0.007
Item 4	-0.557***	0.045	-0.054	0.039	-0.009	-0.029
20. Stubborn resistance						
Item 1	-0.571***	0.017	-0.092**	0.098**	0.037	0.040
Item 2	-0.583***	0.000	-0.079**	0.066*	0.018	0.039
Item 3	-0.561***	0.029	-0.123**	0.119***	-0.037	-0.013
Item 4	-0.611***	0.080	-0.052	0.047	-0.085	0.104*

*Note.* Boldface indicates target bifactor-ESEM factor loadings. \*  $p \leq .05$ , \*\*  $p \leq .01$ , \*\*\*  $p \leq .001$ .  $\omega$  = model-based omega composite reliability.

	$\lambda$	Factor 16 ( $\lambda$ )	Factor 17 ( $\lambda$ )	Factor 18 ( $\lambda$ )	Factor 19 ( $\lambda$ )	Factor 20 ( $\lambda$ )
1. Quality of work						
Item 1	0.641***	-0.057*	0.062*	-0.025	0.034	0.024
Item 2	0.651***	-0.040	0.007	-0.031	-0.025	0.028
Item 3	0.735***	-0.070*	0.051	-0.062	0.048	0.083*
Item 4	0.407***	-0.113**	0.032	-0.026	0.064	0.067
2. Quantity of work						
Item 1	0.725***	-0.055	0.084*	-0.152*	0.066*	0.034
Item 2	0.732***	-0.072*	0.097**	-0.159	0.021	0.043
Item 3	0.733***	-0.052*	0.015	-0.159***	0.003	0.054
Item 4	0.677***	-0.030	0.011	-0.115**	0.007	0.044
3. Rule adherence						
Item 1	0.585***	-0.050	-0.116**	-0.063	0.022	-0.135**
Item 2	0.591***	-0.076**	-0.003	-0.056	0.008	-0.165***
Item 3	0.551***	-0.035	-0.022	-0.029	-0.014	0.170*
Item 4	0.708***	-0.074	-0.113**	-0.094	0.048	0.025
4. Technical performance						
Item 1	0.696***	0.006	0.073*	-0.006	-0.007	0.037
Item 2	0.701***	0.008	0.078**	0.026	0.012	0.038
Item 3	0.754***	0.023	0.070**	0.030	0.038*	0.052*
Item 4	0.692***	0.048	0.067*	0.055	0.046	0.076*
5. Helpful behaviours						
Item 1	0.655***	0.050	-0.046	-0.017	0.078	-0.013
Item 2	0.720***	-0.005	-0.040	0.059	-0.020	0.066*
Item 3	0.645***	0.000	-0.026	0.058	0.030	-0.056
Item 4	0.705***	-0.004	-0.094**	-0.080*	0.051	0.005



	$\lambda$	Factor 16 ( $\lambda$ )	Factor 17 ( $\lambda$ )	Factor 18 ( $\lambda$ )	Factor 19 ( $\lambda$ )	Factor 20 ( $\lambda$ )
6. Taking initiative						
Item 1	0.744***	-0.003	0.103**	-0.051	0.036	-0.026
Item 2	0.768***	-0.037	0.085**	-0.065	0.060	-0.022
Item 3	0.785***	0.026	0.107***	-0.017	0.003	0.036
Item 4	0.744***	0.049	0.108**	-0.001	-0.009	0.051
7. Self-development						
Item 1	0.677***	0.102***	-0.014	0.010	-0.109**	0.040
Item 2	0.774***	-0.017	0.079**	0.057	-0.074	-0.022
Item 3	0.776***	-0.036	0.020	0.033	-0.108**	-0.065
Item 4	0.721***	0.165***	0.014	0.005	-0.085	0.073
8. Innovative behaviours						
Item 1	0.725***	0.050	0.056	0.068	0.042	0.084*
Item 2	0.700***	0.047	0.098***	0.098***	0.020	0.108***
Item 3	0.768***	0.054**	0.097***	0.030	-0.007	0.003
Item 4	0.747***	0.048	0.082**	0.068*	-0.005	0.002
9. Emotional resilience						
Item 1	0.587***	0.006	-0.110***	0.050	-0.014	-0.126***
Item 2	0.682***	-0.047	-0.023	0.068	0.001	0.046
Item 3	0.737***	-0.059*	0.053	0.035	-0.034	0.079*
Item 4	0.650***	-0.032	-0.037	0.018	-0.003	-0.047
10. Dealing with complexity						
Item 1	0.791***	0.000	0.028	-0.013	0.023	0.025
Item 2	0.797***	0.014	0.057*	0.006	0.000	0.051
Item 3	0.789***	-0.007	0.017	0.072*	0.007	0.017
Item 4	0.783***	-0.009	0.003	0.034	0.039	0.015

	$\lambda$	Factor 16 ( $\lambda$ )	Factor 17 ( $\lambda$ )	Factor 18 ( $\lambda$ )	Factor 19 ( $\lambda$ )	Factor 20 ( $\lambda$ )
11. Adapting to crises						
Item 1	0.722***	0.039	-0.005	-0.016	0.022	-0.043
Item 2	0.757***	-0.004	0.050*	0.018	0.069**	0.059*
Item 3	0.751***	0.013	0.052*	0.048*	0.025	0.055**
Item 4	0.740***	-0.002	0.022	0.037	0.004	0.039
12. Interpersonal flexibility						
Item 1	0.642***	-0.022	-0.070*	0.029	0.054	-0.080*
Item 2	0.613***	-0.041	-0.154***	0.042	-0.076	-0.092*
Item 3	0.694***	-0.005	-0.086**	0.034	-0.020	-0.098**
Item 4	0.671***	0.003	-0.084**	0.015	-0.005	-0.096**
13. Task-orientated leadership						
Item 1	0.701***	0.111***	0.008	0.017	0.046	0.076**
Item 2	0.709***	0.049*	0.033	-0.008	0.028	0.100***
Item 3	0.685***	0.051*	0.081**	-0.002	0.029	0.075**
Item 4	0.698***	0.074***	0.002	-0.018	0.008	0.066**
14. Relations-orientated leadership						
Item 1	0.699***	0.008	-0.170***	0.044	0.062	-0.071*
Item 2	0.681***	-0.013	-0.189***	0.045	0.072*	-0.034
Item 3	0.724***	0.105**	-0.057	0.035	0.025	0.067
Item 4	0.700***	0.054	-0.064	-0.028	0.028	0.007

	$\lambda$	Factor 16 ( $\lambda$ )	Factor 17 ( $\lambda$ )	Factor 18 ( $\lambda$ )	Factor 19 ( $\lambda$ )	Factor 20 ( $\lambda$ )
15. Change-orientated leadership						
Item 1	0.741***	0.075*	0.052	0.004	0.041	0.083*
Item 2	0.766***	0.070**	0.046	0.048	-0.003	0.053
Item 3	0.763***	0.073**	-0.009	0.092	-0.001	0.039
Item 4	0.762***	0.089**	0.039	0.054	0.043	0.022
16. Network-orientated leadership						
Item 1	0.741***	<b>0.265***</b>	0.022	0.032	0.021	0.051
Item 2	0.767***	<b>0.260***</b>	0.016	0.017	0.086*	0.038
Item 3	0.700***	<b>0.609***</b>	0.020	0.111	-0.034	0.050
Item 4	0.716***	<b>0.592***</b>	0.058*	0.026	-0.020	0.048
$\omega$		0.81				
17. Interpersonal rudeness						
Item 1	-0.436***	0.040	<b>0.695***</b>	0.050	0.061	0.078
Item 2	-0.366***	0.042	<b>0.721***</b>	-0.001	0.048	0.113**
Item 3	-0.427***	0.003	<b>0.654***</b>	0.044	0.031	0.063
Item 4	-0.530***	-0.006	<b>0.609***</b>	0.058	0.042	0.157***
$\omega$			0.87			
18. Withholding effort						
Item 1	-0.678***	0.121**	-0.018	<b>0.275*</b>	0.071	0.091
Item 2	-0.615***	0.044	-0.005	<b>0.396</b>	0.090	0.065
Item 3	-0.589***	0.000	0.164**	<b>0.638</b>	0.020	0.042
Item 4	-0.711***	0.106**	0.001	<b>0.425*</b>	0.014	0.082
$\omega$				0.74		

	$\lambda$	Factor 16 ( $\lambda$ )	Factor 17 ( $\lambda$ )	Factor 18 ( $\lambda$ )	Factor 19 ( $\lambda$ )	Factor 20 ( $\lambda$ )
19. Stagnation						
Item 1	-0.674***	0.150***	0.070	-0.028	<b>0.161</b>	0.272***
Item 2	-0.679***	0.062	0.080	0.035	<b>0.312***</b>	0.209**
Item 3	-0.658***	-0.014	0.061	0.041	<b>0.616***</b>	0.194***
Item 4	-0.557***	-0.061	0.076*	0.064	<b>0.653***</b>	0.161**
20. Stubborn resistance					0.78	
Item 1	-0.571***	0.021	0.125***	0.040	0.100*	<b>0.614***</b>
Item 2	-0.583***	0.059	0.108**	0.028	0.181***	<b>0.617***</b>
Item 3	-0.561***	0.063	0.081*	0.033	0.136***	<b>0.583***</b>
Item 4	-0.611***	-0.010	0.185***	0.118	0.185***	<b>0.439***</b>
$\omega$	0.99					0.84

*Note.* Boldface indicates target bifactor-ESEM factor loadings. \*  $p \leq .05$ , \*\*  $p \leq .01$ , \*\*\*  $p \leq .001$ .  $\omega$  = model-based omega composite reliability.