

TECHNICAL BRIEF

Country Differences Among Subthemes of the Hogan 360

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Introduction

360 feedback, provided in the appropriate context, can help leaders maintain or increase the effectiveness with which they help their teams achieve organisational goals (Smith et al., 2005). However, the impact of 360 feedback depends on the quality of the tool used, the user's knowledge of evidence-based practice in behavioural change, and the user's skill in catalysing a leader's sustained motivation to achieve outcomes. 360 feedback could demotivate leaders if invalid and biased measurements are used (Nowack & Mashihi, 2012). Evidence on the reliability and validity of the Hogan 360 overall is presented in the Hogan 360 Technical Manual (Peter Berry Consultancy, 2022). This technical brief provides additional context on measurement equivalence and mean group differences by country of leaders' employment.

Performance, unlike personality, might be more influenced by contextual factors, and therefore, mean group differences across countries could be attributed to several factors, including, but not limited to, aggregate cultural, political, and economic factors. It is also important to acknowledge that countries are not homogeneous with respect to any of the societal factors mentioned, and generalisations about their impact should be applied cautiously. Heterogeneity within a country is the norm rather than the exception, as nations contain diverse economic, political, and cultural conditions that vary substantially across regions and populations. For example, states in the USA vary substantially in their demographic, social, and economic characteristics, including population density, migration patterns, education, income, and workforce composition (U.S. Census Bureau, 2024). This illustrates how, even within a single national border, citizens' lived experiences, opportunities, and social environments can differ dramatically depending on where they are located.

The results of the present study provide information on whether biases may affect how raters respond to items when evaluating leaders from different countries on the Hogan 360. It also provides information on whether there are practically meaningful mean group differences in ratings between leaders from different countries.

The authors could not identify any systematic review on cross-country differences in performance. Therefore, this paper presents a first attempt to compare the equivalence and the means of a 360 measure across countries, but it should not be viewed as a definitive claim about these differences. We encourage colleagues operating in the scientific and practical community to see if they can replicate the findings published in the present technical brief.

Method

Sample

Data was analysed for a sample of 44,212 subjects who completed the Hogan 360 between January 1, 2013, and December 31, 2023.

Instrument

The Hogan 360, developed by Peter Berry Consultancy, is a comprehensive multi-rater survey designed to gather leadership feedback from key stakeholder groups, including managers, peers, and direct reports. This tool assesses four main domains and 14 underlying competency subthemes, providing a holistic view of leadership effectiveness.

In its current format, the Hogan 360 features:

- 50 scaled items rated on a 7-point scale, with 1 meaning 'Does not describe this person at all' and 7 meaning 'Describes this person exactly'. These items are aligned with the four domains of the Hogan 360 Leadership Model and their respective sub-themes.
- Ranked items that highlight the subject's top strengths and areas for improvement. Raters choose the subject's top four strengths and opportunities from 30 items, with the top selection given the highest weight of 4, followed by weights of 3, 2, and 1.
- Three open-ended questions focused on identifying strengths, opportunities, and overused strengths.

This research focuses on data from the scaled items.

Figure 1

The Hogan 360 Leadership Model



Analysis

Measurement invariance refers to the statistical property that a measurement instrument (e.g., survey, test, or behavioural assessment) operates equivalently across groups or contexts. An instrument is invariant when it measures the same underlying construct consistently across groups defined by characteristics such as cultural background or language. Establishing invariance is essential for valid cross-group comparisons, as it ensures that any observed differences reflect true differences in the construct rather than measurement bias (Brown, 2015).

Following the recommendations of Vandenberg and Lance (2000), we evaluated measurement invariance across multiple groups using a sequential multigroup confirmatory factor analysis approach. Specifically, we assessed the equivalence of an oblique four-factor model representing the Hogan 360 quadrants. Invariance was evaluated by comparing model fit across four increasingly restrictive models: configural invariance (equivalent factor structure), metric invariance (equivalent factor loadings), scalar invariance (equivalent intercepts), and strict invariance (equivalent residual variances). All analyses were conducted in lavaan Version 0.6 21 (Rosseel, 2012; Rosseel et al., 2025) in R (R Core Team, 2024).

Robust maximum likelihood estimation (MLM) was used (Bandalos, 2014). Model fit was further assessed using the Comparative Fit Index (CFI), the Tucker–Lewis Index (TLI), the standardised root mean square residual (SRMR), and the root mean square error of approximation (RMSEA) (Brown, 2015; Hu & Bentler, 1999). Fit was judged acceptable when RMSEA and SRMR were $\leq .08$ (Brown, 2006; Browne & Cudeck, 1992) and CFI and TLI were ≥ 0.95 (Brown, 2006; Hu & Bentler, 1999). As noted by Brown (2015), models with CFI/TLI in the 0.90 to 0.95 range may still be considered acceptable when other indices (e.g., RMSEA, SRMR) fall within recommended thresholds.

Because missing values precluded inspection of all 14 lower-order factors using their respective items, we modelled dimension-level composite scores (representing clusters of items) as indicators of the four higher-order quadrants. This aggregation affects the behaviour of fit indices in that dimension averages reduce item-level error and substantially reduce the number of free parameters, which can deflate CFI and inflate RMSEA in invariance testing. As such, the baseline fit indices are expected to appear less satisfactory in country-based comparisons. Of greater interpretive importance are the changes in fit across increasingly restrictive models. We therefore applied widely accepted invariance decision rules, $\Delta\text{CFI} < 0.01$ and $\Delta\text{RMSEA} < 0.015$, as evidence of invariance in factor loadings, intercepts, and residuals (Chen, 2007; Cheung & Rensvold, 2002).

Following the invariance analyses, we examined mean differences across countries for the 14 Hogan 360 subthemes. These comparisons were conducted using robust t-tests implemented in WRS2 Version 1.1 - 7 (Mair & Wilcox, 2020, 2025), which provide robust statistical estimators suitable for non-normal and heteroscedastic data.

Results

The invariance of the model across raters who evaluated people employed in the respective countries is reported in Table 1 (see Page 9 of technical brief). As expected, the CFI (0.80 to 0.85; $M = 0.83$) and RMSEA (0.11 to 0.12; $M = 0.12$) are generally below the recommended threshold for the baseline configural model. However, the focus of the present study is primarily on changes in fit indices with the consequent stricter models of invariance. The model had satisfactory metric invariance across countries when compared to the globe. However, for scalar invariance, the model showed a slight deterioration in CFI for leaders evaluated in China. With respect to strict invariance, the CFI of the model-to-data fit further deteriorated for China, Oman, Romania, South Korea, and Taiwan, while the RMSEA deteriorated for Denmark and South Africa. Numerous studies assessing measurement invariance in survey instruments demonstrate that the underlying assumptions are often difficult to satisfy. Strict invariance, which requires all measurement parameters to be exactly equivalent across groups or measurement occasions, often does not hold in practice, as it imposes a zero-tolerance standard for any cross-group deviation (Van de Schoot et al., 2015).

Given that metric and scalar invariance were largely achieved across countries, we proceeded to investigate the mean group differences in the average scores across countries, which are reported in Table 2 (see Pages 20 to 21 of technical brief). Among country averages, compared to the global average, the following countries had three or more subthemes that were meaningfully smaller ($d \geq 30$): Chile, Denmark, Greece, Hong Kong, Indonesia, Italy, Malaysia, Mexico, Netherlands, Japan, and South Africa. Countries with three or more subthemes above the global average included: China, Ireland, Oman, and Taiwan.

While it is hard to identify a single reason for these country-level differences, we were interested in whether global engagement statistics from Gallup could offer additional insights into differences in 360 scores across countries. To do so, we investigated employee engagement rates through 2023. For the countries of interest, Gallup has reported more consistent engagement statistics since 2021. Therefore, the average engagement score for the three years was calculated, which appeared relatively stable for the countries investigated. We further computed an overall 360 score across all available data up to 2023 (Table 3; see Page 22).

We estimated robust bivariate associations between the overall 360 score and engagement using the percentage bend correlation (r_{pb}) from the WRS2 package in R, with percentile bootstrap 95% confidence intervals based on 5,000 resamples and pairwise deletion of missing data. The association between the 360 score and engagement was $r_{pb} = 0.18$ (95% CI [-0.24, 0.52]), indicating a modest but practically relevant point estimate that was imprecisely estimated, as reflected by the wide confidence interval spanning zero. The interval width is consistent with the relatively small number of countries included, which limits precision at the country level. Standardised 10 engagement and 360 scores were plotted as line charts (Figure 1) to facilitate visual comparison across countries. In line with the current estimate, prior research suggests that country-level engagement metrics are associated with economic productivity (Schaufeli et al., 2018); however, correlation does not imply causation. One plausible interpretation is a bottom-up one, whereby countries with higher average engagement levels create social and organisational conditions that elevate leadership behaviour, as perceived through 360-degree feedback. An alternative top-down interpretation is that more effective leadership, reflected in higher 360 scores, fosters engagement through clearer direction and supportive management practices.

Schaufeli et al. (2018) provided further social, political, and economic reasons for why certain countries have higher engagement scores. We expect the trends observed in Schaufeli et al.'s (2018) engagement data to translate to our 360 data, given that Gallup's engagement scores and our 360 scores show some overlap at the country level. Socially, Individualism ($r = .50$) is reported to be positively associated with higher engagement. Schaufeli et al. (2018) argue that Individualism is positively associated with engagement because a country-level emphasis on personal autonomy creates conditions in which people feel greater ownership of their work. We instead relied on the Motives, Values, Preferences Inventory (Hogan & Hogan, 2012) to investigate country-level correlations with 360 scores, but adopted an exploratory approach because there was no clear overlap with Hofstede's (2012) value of Individualism. Politically, governance factors, such as a country's level of democracy ($r = 0.45$), are positively associated with engagement. When people experience fairness, integrity, low corruption, and a voice in collective decision-making, employees are more likely to feel trust and autonomy, which, in turn, supports higher engagement (Schaufeli et al., 2018). Economically, productivity was also positively correlated with work engagement ($r = .51$). Efficient systems, advanced infrastructure, and skilled workforces reduce strain and increase resource availability, which increases engagement (Schaufeli et al., 2018).

We investigated associations between the Hogan 360 overall score at a country level and GDP PPP (World Bank, 2024), Democracy Index (EIU, 2021, 2022, 2023), Altruism value (Hogan, 2023), and Tradition value (Hogan, 2023). Altruism and Tradition values were singled out, given the strength of the relationship reported with all scales investigated for the MVPI. The scores are also provided in Table 3 and a visual depiction of standardised 10 scores is provided in Figure 2 to Figure 5 (see Pages 23 to 25 of technical brief). In our data, percentage bend correlations with 360 were $r_{pb} = 0.16$ (95% CI [-0.23, 0.57]) for GDP PPP, $r_{pb} = .30$ (95% CI [-0.08, 0.65]) for Altruism and $r_{pb} = .29$ (95% CI [-0.11, 0.63]) for Tradition. The Democracy Index showed no association with the overall 360 score ($r_{pb} = -0.02$; 95% CI [-0.42, 0.35]).

The observed positive associations can be framed as bidirectional pathways: higher GDP (PPP) may relate to stronger leadership development systems, which translate into clearer execution and people management captured by 360-degree feedback. Conversely, more effective leadership can, over time, lift productivity and institutional performance, supporting economic capacity. In societies that value Altruism, prosocial norms encourage and positively evaluate supportive, other-focused leader behaviours, raising perceptions of 360 leadership, while leaders who consistently model care can further strengthen those prosocial norms within organisations and, cumulatively, in the wider culture. Where Tradition is more strongly endorsed, stable social structures and widely shared norms can reduce ambiguity around appropriate leadership behaviour, facilitating stronger 360-degree evaluations. Leadership that reinforces continuity and order may, in turn, help maintain this stable context.

Conclusion

Measurement invariance analyses confirmed that the Hogan 360 factor structure is consistent across countries, with equivalent latent factor loadings and satisfactory model fit in each country relative to the global sample, indicating that the instrument measures the same constructs across countries. Sequential analyses further showed that meaningful country-level differences exist, with practically relevant effect sizes reported for some countries (all $d > .30$). While we are careful to make definitive statements about the factors that contribute to higher or lower country-specific 360 scores, cross-country comparisons with other data suggest that cultural and economic factors could play a role.

Country-level differences in engagement were associated with country-level 360 leadership scores ($r = 0.18$). Exploratory analyses further indicate that country-level work-related values, particularly Altruism ($r = 0.30$) and Tradition ($r = 0.29$), may be associated with higher aggregate 360 scores. Given the link between 360 scores and economic performance ($r = 0.16$), leadership effectiveness aggregated across large worker populations may scale up to influence organisational productivity, sector-level output, and ultimately macroeconomic performance (c.f., Campbell & Wiernik, 2015). Notably, we observed no meaningful association between democracy and aggregate 360 scores ($r = -0.02$). This small effect may reflect a limited range in the democracy index across the sampled countries. Studies using broader, more representative samples typically report positive associations between governance quality and engagement (Schaufeli et al., 2018).

Given that country differences exist, what is PBC's position on developing country-specific benchmarks? The Global Benchmark is the preferred standard for the Hogan 360 because it is based on the largest and most diverse dataset, ensuring stable and reliable comparisons across countries, industries, and leadership levels. It avoids the biases and limitations of small local samples, provides consistency for multinational organisations, and aligns leaders to global expectations rather than country-specific norms. For organisations with cross-border teams, global mobility, or enterprise-wide leadership programs, the Global Benchmark delivers the most representative standard.

Limitations of the present study

A key limitation of cross-national comparisons in this study is that such an investigation requires a multilevel approach, with leaders nested within countries, meaning that observed associations can reflect either within-country (between-person) variation or between-country variation. Without an explicit multilevel modelling framework that partitions variance across levels (e.g., via variance components and the intraclass correlation), it is difficult to determine whether relationships between predictors such as values and 360 scores operate primarily at the individual level, the country level, or both. This creates a risk of cross-level inference error, whereby country-level associations (e.g., correlations between country averages and country-level covariates) are misinterpreted as individual-level effects. Accordingly, stronger inference would require multilevel models that separate within-country effects (person-level deviations) from between-country effects (country means), and that can test cross-level relationships directly. However, the present dataset did not support sufficiently well-specified multilevel analyses to cleanly estimate and interpret these components. Future research could prioritise designs and data structures that enable robust multilevel modelling to distinguish individual drivers of 360 ratings from country-level contextual effects (Raudenbush & Bryk, 2002).

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Table 1

Measurement Invariance Test Across National Boundaries on the Hogan 360 Oblique Four-Factor Model

Model	N Raters	Config CFI	Config RMSEA	Metric CFI	Metric RMSEA	Scalar CFI	Scalar RMSEA	Scalar Δ CFI	Strict CFI	Strict RMSEA	Strict Δ CFI	Strict Δ RMSEA
Australia	183111	0.84	0.12	0.84	0.11	0.83	0.11	-0.01	0.83	0.11	< 0.001	< 0.001
Brazil	3279	0.84	0.12	0.84	0.11	0.83	0.11	< 0.001	0.84	0.11	< 0.001	-0.01
Canada	8794	0.84	0.12	0.84	0.11	0.83	0.11	< 0.001	0.84	0.11	< 0.001	-0.01
Chile	1287	0.83	0.12	0.82	0.11	0.82	0.11	-0.01	0.81	0.11	-0.01	< 0.001
China	4970	0.81	0.11	0.81	0.10	0.79	0.11	-0.02	0.69	0.12	-0.10	0.02
Denmark	3281	0.84	0.12	0.85	0.12	0.84	0.11	< 0.001	0.88	0.09	0.04	-0.02
France	3728	0.85	0.12	0.85	0.11	0.84	0.11	< 0.001	0.87	0.10	0.03	-0.01
Germany	4460	0.83	0.12	0.83	0.11	0.82	0.11	< 0.001	0.83	0.11	0.01	-0.01
Greece	2333	0.85	0.12	0.85	0.12	0.84	0.11	< 0.001	0.87	0.10	0.03	-0.01
Hong Kong	3429	0.83	0.12	0.83	0.11	0.83	0.11	-0.01	0.82	0.11	-0.01	< 0.001
India	7235	0.84	0.11	0.84	0.11	0.83	0.11	-0.01	0.82	0.11	-0.01	< 0.001
Indonesia	1465	0.86	0.12	0.86	0.11	0.85	0.11	-0.01	0.84	0.11	-0.01	< 0.001
Ireland	2466	0.83	0.12	0.83	0.11	0.83	0.11	< 0.001	0.82	0.11	-0.01	< 0.001
Italy	3605	0.84	0.12	0.84	0.12	0.84	0.11	-0.01	0.85	0.10	0.02	-0.01
Japan	10687	0.85	0.12	0.85	0.11	0.84	0.11	-0.01	0.86	0.10	0.02	-0.01
Malaysia	2630	0.86	0.11	0.86	0.11	0.85	0.11	-0.01	0.85	0.11	-0.01	< 0.001
Mexico	6967	0.85	0.11	0.85	0.11	0.84	0.11	-0.01	0.85	0.10	0.01	-0.01
Netherlands	2134	0.84	0.12	0.83	0.12	0.83	0.11	< 0.001	0.85	0.10	0.02	-0.01
New Zealand (Aotearoa)	2945	0.83	0.12	0.83	0.12	0.82	0.11	< 0.001	0.83	0.11	0.01	-0.01
Oman	1314	0.83	0.12	0.83	0.11	0.82	0.11	-0.01	0.79	0.12	-0.02	< 0.001
Portugal	2707	0.85	0.12	0.85	0.12	0.85	0.12	-0.01	0.86	0.10	0.02	-0.01
Puerto Rico	1277	0.84	0.11	0.84	0.11	0.83	0.11	-0.01	0.86	0.10	0.02	-0.01
Romania	1766	0.84	0.11	0.84	0.11	0.83	0.11	-0.01	0.81	0.11	-0.02	< 0.001
Saudi Arabia	1286	0.84	0.11	0.84	0.11	0.84	0.11	-0.01	0.86	0.10	0.03	-0.01
Singapore	7654	0.84	0.12	0.84	0.11	0.83	0.11	< 0.001	0.83	0.11	< 0.001	< 0.001
South Africa	1338	0.85	0.12	0.85	0.11	0.84	0.11	< 0.001	0.87	0.09	0.03	-0.02
South Korea	1317	0.82	0.12	0.82	0.11	0.81	0.11	-0.01	0.79	0.11	-0.02	< 0.001
Spain	2521	0.84	0.12	0.84	0.12	0.83	0.11	< 0.001	0.84	0.11	0.01	-0.01
Switzerland	3007	0.83	0.12	0.83	0.12	0.82	0.11	< 0.001	0.84	0.10	0.02	-0.01
Taiwan	1033	0.85	0.11	0.85	0.11	0.84	0.11	-0.01	0.80	0.12	-0.05	0.01
United Arab Emirates	4119	0.85	0.11	0.85	0.11	0.84	0.11	-0.01	0.84	0.10	< 0.01	< 0.01
United Kingdom	21422	0.84	0.12	0.84	0.11	0.84	0.11	< 0.01	0.84	0.11	< 0.01	-0.01
United States	117415	0.84	0.12	0.84	0.11	0.83	0.11	-0.01	0.83	0.11	< 0.01	-0.01

Note. Δ = Difference in value for stricter invariance model. Deltas are only provided when there is a difference larger than 0.001 in a column.

Table 2
T-Test Results, Sub-Theme Means, and Standard Deviations for Countries by Hogan 360 Sub-Theme

Model	Mean	Δ Globe	SD	t	df	d
Australia (N = 17108)						
Integrity	5.91	0.03	0.49	6.74	23844.55	0.07*
Resilience	5.73	0.02	0.55	5.02	22262.44	0.05*
Communication	5.57	0.02	0.53	4.81	23604.36	0.05*
People Skills	5.62	0.04	0.61	10.69	23430.37	0.10*
Team Player	5.51	0.04	0.56	10.83	23605.44	0.11*
Engaging	5.65	-0.04	0.54	13.84	22015.41	0.14*
Capability	6.06	0.02	0.45	4.49	22185.30	0.04*
Efficiency	5.58	0.01	0.55	2.43	24522.08	0.02*
Results	5.86	0.02	0.47	5.37	22293.30	0.05*
Customer	5.66	0.01	0.51	0.82	23070.84	0.01
Accountability	5.42	-0.04	0.50	13.45	21992.21	0.13*
Motivation	5.45	0.04	0.62	9.71	23382.54	0.09*
Strategy	5.38	-0.01	0.52	5.67	23467.17	0.06*
Innovation	5.53	0.01	0.50	0.91	23502.39	0.01
Brazil (N = 290)						
Integrity	5.98	0.10	0.56	3.71	175.26	0.22*
Resilience	5.73	0.03	0.57	1.29	175.23	0.08
Communication	5.59	0.04	0.57	0.99	175.30	0.06
People Skills	5.59	0.02	0.65	0.77	174.95	0.05
Team Player	5.46	-0.01	0.62	0.33	175.57	0.02
Engaging	5.68	-0.01	0.55	0.14	175.20	0.01
Capability	6.01	-0.02	0.49	0.03	175.37	0.00
Efficiency	5.64	0.07	0.56	2.21	175.27	0.13*
Results	5.86	0.02	0.50	1.20	174.90	0.07
Customer	5.77	0.12	0.50	4.54	175.74	0.27*
Accountability	5.54	0.08	0.52	3.22	175.33	0.19*
Motivation	5.50	0.09	0.60	2.54	175.71	0.15*
Strategy	5.46	0.07	0.54	2.32	175.50	0.14*
Innovation	5.59	0.07	0.52	2.69	175.74	0.16*
Canada (N = 693)						
Integrity	5.84	-0.05	0.51	2.89	432.85	0.11*
Resilience	5.67	-0.03	0.56	1.67	432.04	0.06
Communication	5.49	-0.06	0.53	3.55	433.25	0.14*
People Skills	5.53	-0.05	0.63	2.09	431.90	0.08*
Team Player	5.38	-0.10	0.60	4.28	430.69	0.16*
Engaging	5.73	0.04	0.51	1.70	431.59	0.06
Capability	6.00	-0.03	0.47	2.22	429.59	0.08*
Efficiency	5.53	-0.04	0.55	2.02	429.03	0.08*
Results	5.80	-0.04	0.46	3.25	430.28	0.12*
Customer	5.57	-0.08	0.50	5.65	430.83	0.22*
Accountability	5.44	-0.03	0.48	1.50	434.50	0.06
Motivation	5.33	-0.08	0.65	2.94	427.74	0.11*
Strategy	5.35	-0.05	0.50	3.01	434.17	0.12*
Innovation	5.47	-0.05	0.47	3.21	433.59	0.12*

Note. Δ Globe = difference in mean score compared to all other countries, SD = standard deviation, t = t statistic, df = degrees of freedom, d = Yuen's d (values of 0.10, 0.30, and 0.50 correspond to small, medium and large effect sizes), * = significant ($p < .05$).

Table 2 (Continued)

T-Test Results, Sub-Theme Means, and Standard Deviations for Countries by Hogan 360 Sub-Theme

Model	Mean	Δ Globe	SD	t	df	d
Chile (N = 127)						
Integrity	5.81	-0.07	0.56	1.37	76.42	0.12
Resilience	5.62	-0.09	0.59	1.37	76.34	0.12
Communication	5.44	-0.12	0.60	2.17	76.55	0.19*
People Skills	5.39	-0.19	0.67	2.85	76.35	0.25*
Team Player	5.25	-0.22	0.64	3.80	76.41	0.34*
Engaging	5.49	-0.20	0.60	3.94	76.42	0.35*
Capability	5.75	-0.28	0.65	4.26	76.21	0.38*
Efficiency	5.41	-0.16	0.63	2.85	76.38	0.25*
Results	5.71	-0.13	0.57	2.65	76.43	0.24*
Customer	5.50	-0.15	0.58	2.69	76.44	0.24*
Accountability	5.41	-0.05	0.52	0.59	76.46	0.05
Motivation	5.32	-0.09	0.65	1.72	76.50	0.15
Strategy	5.32	-0.08	0.58	1.76	76.36	0.16
Innovation	5.40	-0.12	0.56	2.69	76.49	0.24*
China (N = 479)						
Integrity	6.28	0.40	0.47	19.75	296.64	0.91*
Resilience	6.25	0.55	0.47	29.55	301.13	1.36*
Communication	6.07	0.52	0.56	22.75	295.72	1.05*
People Skills	6.06	0.48	0.55	20.52	297.97	0.94*
Team Player	6.03	0.55	0.58	21.81	295.52	1.00*
Engaging	6.17	0.48	0.48	21.23	297.65	0.98*
Capability	6.31	0.28	0.48	15.31	294.96	0.70*
Efficiency	6.16	0.59	0.52	26.03	296.28	1.20*
Results	6.19	0.35	0.50	18.27	294.57	0.84*
Customer	6.18	0.53	0.49	23.51	292.91	1.09*
Accountability	6.10	0.64	0.47	27.21	294.22	1.25*
Motivation	6.02	0.61	0.58	23.74	296.02	1.09*
Strategy	5.99	0.60	0.54	24.02	293.36	1.10*
Innovation	6.00	0.48	0.54	19.44	293.26	0.89*
Denmark (N = 275)						
Integrity	5.75	-0.14	0.46	5.96	166.81	0.36*
Resilience	5.62	-0.08	0.48	3.67	167.27	0.22*
Communication	5.41	-0.14	0.52	4.64	166.39	0.28*
People Skills	5.38	-0.19	0.56	6.11	166.57	0.37*
Team Player	5.24	-0.23	0.49	9.35	167.92	0.57*
Engaging	5.67	-0.02	0.50	0.92	166.52	0.06
Capability	5.95	-0.09	0.45	3.62	166.00	0.22*
Efficiency	5.40	-0.17	0.51	6.48	166.25	0.39*
Results	5.77	-0.07	0.43	3.01	166.12	0.18*
Customer	5.39	-0.26	0.52	8.94	166.13	0.54*
Accountability	5.24	-0.22	0.46	7.45	165.98	0.45*
Motivation	5.19	-0.22	0.53	7.51	167.42	0.45*
Strategy	5.24	-0.15	0.45	6.11	166.77	0.37*
Innovation	5.31	-0.20	0.47	8.83	167.11	0.53*

Note. Δ Globe = difference in mean score compared to all other countries, SD = standard deviation, t = t statistic, df = degrees of freedom, d = Yuen's d (values of 0.10, 0.30, and 0.50 correspond to small, medium and large effect sizes), * = significant ($p < .05$).

Table 2 (Continued)

T-Test Results, Sub-Theme Means, and Standard Deviations for Countries by Hogan 360 Sub-Theme

Model	Mean	Δ Globe	SD	t	df	d
France (N = 277)						
Integrity	5.80	-0.09	0.56	2.73	167.67	0.16*
Resilience	5.59	-0.12	0.61	3.13	167.66	0.19*
Communication	5.42	-0.13	0.55	3.68	168.08	0.22*
People Skills	5.45	-0.13	0.63	3.53	167.72	0.21*
Team Player	5.35	-0.12	0.61	3.51	168.32	0.21*
Engaging	5.71	0.02	0.54	1.07	168.54	0.06
Capability	5.95	-0.09	0.47	3.26	168.09	0.20*
Efficiency	5.41	-0.16	0.61	4.56	167.71	0.27*
Results	5.76	-0.08	0.52	3.09	167.65	0.19*
Customer	5.64	-0.01	0.52	0.39	168.21	0.02
Accountability	5.37	-0.09	0.47	3.93	168.65	0.24*
Motivation	5.23	-0.18	0.66	4.53	167.75	0.27*
Strategy	5.37	-0.03	0.51	0.66	168.22	0.04
Innovation	5.43	-0.09	0.54	2.54	168.04	0.15*
Germany (N = 362)						
Integrity	5.91	0.02	0.44	0.37	221.91	0.02
Resilience	5.69	-0.01	0.49	1.01	222.93	0.05
Communication	5.58	0.02	0.49	0.68	221.75	0.04
People Skills	5.52	-0.05	0.56	2.15	221.61	0.11*
Team Player	5.41	-0.06	0.50	3.16	222.22	0.17*
Engaging	5.73	0.05	0.51	2.03	222.46	0.11*
Capability	6.02	-0.01	0.43	1.35	221.78	0.07
Efficiency	5.56	-0.01	0.51	0.51	220.91	0.03
Results	5.82	-0.02	0.43	1.46	221.07	0.08
Customer	5.64	-0.02	0.53	0.01	220.88	0.00
Accountability	5.44	-0.02	0.50	0.29	220.80	0.02
Motivation	5.42	0.01	0.55	0.07	221.40	0.00
Strategy	5.45	0.05	0.47	2.87	222.94	0.15*
Innovation	5.48	-0.04	0.48	1.60	221.43	0.08
Greece (N = 188)						
Integrity	5.76	-0.13	0.65	2.16	113.63	0.16*
Resilience	5.54	-0.16	0.66	3.04	113.61	0.22*
Communication	5.41	-0.15	0.61	3.05	113.75	0.22*
People Skills	5.35	-0.23	0.70	4.80	113.95	0.35*
Team Player	5.25	-0.22	0.68	3.69	113.57	0.27*
Engaging	5.38	-0.31	0.69	5.11	113.53	0.37*
Capability	5.89	-0.15	0.59	3.14	113.58	0.23*
Efficiency	5.44	-0.13	0.59	2.93	113.58	0.21*
Results	5.68	-0.16	0.58	3.54	113.50	0.26*
Customer	5.58	-0.07	0.58	1.72	113.64	0.13
Accountability	5.22	-0.24	0.56	5.28	113.76	0.39*
Motivation	5.21	-0.20	0.72	3.42	113.60	0.25*
Strategy	5.24	-0.15	0.62	2.70	113.53	0.20*
Innovation	5.28	-0.24	0.63	4.37	113.54	0.32*

Note. Δ Globe = difference in mean score compared to all other countries, SD = standard deviation, t = t statistic, df = degrees of freedom, d = Yuen's d (values of 0.10, 0.30, and 0.50 correspond to small, medium and large effect sizes), * = significant ($p < .05$).

Table 2 (Continued)

T-Test Results, Sub-Theme Means, and Standard Deviations for Countries by Hogan 360 Sub-Theme

Model	Mean	Δ Globe	SD	t	df	d
Global (N = 44263)						
Integrity	5.89	NA	0.53	NA	NA	NA
Resilience	5.70	NA	0.58	NA	NA	NA
Communication	5.55	NA	0.56	NA	NA	NA
People Skills	5.57	NA	0.64	NA	NA	NA
Team Player	5.47	NA	0.61	NA	NA	NA
Engaging	5.69	NA	0.56	NA	NA	NA
Capability	6.03	NA	0.48	NA	NA	NA
Efficiency	5.57	NA	0.58	NA	NA	NA
Results	5.84	NA	0.50	NA	NA	NA
Customer	5.65	NA	0.54	NA	NA	NA
Accountability	5.46	NA	0.51	NA	NA	NA
Motivation	5.41	NA	0.65	NA	NA	NA
Strategy	5.39	NA	0.55	NA	NA	NA
Innovation	5.52	NA	0.54	NA	NA	NA
Hong Kong (N = 287)						
Integrity	5.67	-0.22	0.54	7.40	174.16	0.44*
Resilience	5.61	-0.09	0.55	2.64	173.89	0.16*
Communication	5.45	-0.11	0.54	3.20	174.18	0.19*
People Skills	5.40	-0.17	0.61	5.04	174.72	0.30*
Team Player	5.32	-0.16	0.62	4.42	174.47	0.26*
Engaging	5.60	-0.09	0.51	2.85	174.80	0.17*
Capability	5.84	-0.20	0.51	6.19	173.78	0.37*
Efficiency	5.51	-0.07	0.54	2.25	171.91	0.13*
Results	5.66	-0.18	0.50	6.05	171.77	0.36*
Customer	5.50	-0.15	0.52	4.98	171.93	0.30*
Accountability	5.41	-0.05	0.43	2.28	174.41	0.13*
Motivation	5.27	-0.14	0.61	3.76	174.80	0.22*
Strategy	5.28	-0.12	0.51	3.63	173.88	0.21*
Innovation	5.36	-0.16	0.51	4.72	174.22	0.28*
India (N = 642)						
Integrity	5.92	0.03	0.51	1.92	399.45	0.08
Resilience	5.81	0.10	0.54	4.88	398.65	0.19*
Communication	5.67	0.12	0.51	5.65	398.98	0.22*
People Skills	5.68	0.11	0.60	4.44	397.03	0.18*
Team Player	5.63	0.16	0.55	7.13	399.04	0.28*
Engaging	5.76	0.07	0.51	3.48	399.37	0.14*
Capability	6.03	-0.01	0.46	0.65	396.48	0.03
Efficiency	5.70	0.13	0.51	5.20	398.84	0.21*
Results	5.85	0.01	0.48	0.15	396.37	0.01
Customer	5.80	0.15	0.49	7.05	398.05	0.28*
Accountability	5.55	0.09	0.48	4.37	398.85	0.17*
Motivation	5.62	0.21	0.59	8.78	399.25	0.35*
Strategy	5.52	0.13	0.52	5.80	394.83	0.23*
Innovation	5.62	0.10	0.51	4.72	398.27	0.19*

Note. Δ Globe = difference in mean score compared to all other countries, SD = standard deviation, t = t statistic, df = degrees of freedom, d = Yuen's d (values of 0.10, 0.30, and 0.50 correspond to small, medium and large effect sizes), * = significant ($p < .05$).

Table 2 (Continued)

T-Test Results, Sub-Theme Means, and Standard Deviations for Countries by Hogan 360 Sub-Theme

Model	Mean	Δ Globe	SD	t	df	d
Indonesia (N = 122)						
Integrity	5.72	-0.17	0.45	5.97	73.63	0.54*
Resilience	5.62	-0.08	0.48	2.50	73.65	0.23*
Communication	5.46	-0.10	0.52	2.64	73.40	0.24*
People Skills	5.49	-0.09	0.51	2.97	73.76	0.27*
Team Player	5.40	-0.07	0.49	2.22	73.59	0.20*
Engaging	5.52	-0.16	0.55	3.65	73.33	0.33*
Capability	5.79	-0.25	0.44	7.37	73.50	0.67*
Efficiency	5.47	-0.10	0.48	3.38	73.42	0.31*
Results	5.55	-0.29	0.50	6.81	73.31	0.62*
Customer	5.57	-0.09	0.43	3.06	72.72	0.28*
Accountability	5.31	-0.15	0.49	3.70	73.33	0.34*
Motivation	5.40	-0.01	0.46	1.44	73.65	0.13
Strategy	5.32	-0.08	0.53	1.99	73.34	0.18
Innovation	5.40	-0.12	0.53	3.11	73.38	0.28*
Ireland (N = 221)						
Integrity	6.08	0.20	0.47	4.96	133.32	0.33*
Resilience	5.89	0.19	0.54	5.75	133.60	0.39*
Communication	5.73	0.18	0.52	4.93	133.54	0.33*
People Skills	5.80	0.23	0.59	6.04	133.62	0.41*
Team Player	5.72	0.24	0.55	6.26	133.64	0.42*
Engaging	5.93	0.24	0.48	8.02	134.05	0.54*
Capability	6.19	0.16	0.39	5.29	133.76	0.36*
Efficiency	5.79	0.22	0.55	6.06	133.21	0.41*
Results	6.04	0.20	0.44	7.56	133.89	0.51*
Customer	5.91	0.26	0.47	9.29	134.16	0.63*
Accountability	5.63	0.17	0.47	5.62	133.65	0.38*
Motivation	5.68	0.27	0.55	7.28	134.00	0.49*
Strategy	5.56	0.16	0.51	5.23	133.38	0.35*
Innovation	5.70	0.18	0.49	6.13	134.01	0.41*
Italy (N = 272)						
Integrity	5.72	-0.16	0.51	5.66	165.07	0.34*
Resilience	5.55	-0.15	0.55	4.30	165.00	0.26*
Communication	5.35	-0.20	0.59	6.33	164.99	0.38*
People Skills	5.30	-0.27	0.61	7.28	165.02	0.44*
Team Player	5.32	-0.15	0.52	5.17	165.45	0.31*
Engaging	5.58	-0.11	0.53	4.36	164.99	0.27*
Capability	5.86	-0.17	0.46	6.41	164.65	0.39*
Efficiency	5.46	-0.12	0.56	3.70	164.77	0.22*
Results	5.69	-0.15	0.45	6.02	164.76	0.37*
Customer	5.61	-0.04	0.50	1.77	164.92	0.11
Accountability	5.37	-0.09	0.43	4.41	165.78	0.27*
Motivation	5.17	-0.24	0.63	6.23	165.08	0.38*
Strategy	5.37	-0.02	0.50	1.08	165.03	0.07
Innovation	5.43	-0.09	0.49	3.73	165.01	0.23*

Note. Δ Globe = difference in mean score compared to all other countries, SD = standard deviation, t = t statistic, df = degrees of freedom, d = Yuen's d (values of 0.10, 0.30, and 0.50 correspond to small, medium and large effect sizes), * = significant ($p < .05$).

Table 2 (Continued)

T-Test Results, Sub-Theme Means, and Standard Deviations for Countries by Hogan 360 Sub-Theme

Model	Mean	Δ Globe	SD	t	df	d
Japan (N = 1069)						
Integrity	5.68	-0.21	0.63	11.23	663.34	0.35*
Resilience	5.61	-0.09	0.62	5.65	667.82	0.17*
Communication	5.39	-0.17	0.74	6.17	659.45	0.19*
People Skills	5.27	-0.30	0.73	15.85	668.22	0.49*
Team Player	5.24	-0.23	0.65	13.08	672.84	0.41*
Engaging	5.40	-0.29	0.71	12.70	660.02	0.39*
Capability	5.90	-0.13	0.56	8.37	662.50	0.26*
Efficiency	5.35	-0.22	0.67	11.65	660.06	0.36*
Results	5.62	-0.22	0.61	11.76	658.86	0.36*
Customer	5.38	-0.27	0.61	15.33	663.53	0.47*
Accountability	5.48	0.02	0.58	1.45	667.60	0.04
Motivation	5.12	-0.29	0.74	13.70	665.02	0.42*
Strategy	5.17	-0.22	0.65	11.47	660.06	0.36*
Innovation	5.20	-0.32	0.69	14.17	659.81	0.44*
Malaysia (N = 241)						
Integrity	5.64	-0.24	0.58	6.22	145.01	0.40*
Resilience	5.57	-0.14	0.58	3.80	145.24	0.25*
Communication	5.42	-0.13	0.55	3.62	145.46	0.23*
People Skills	5.37	-0.20	0.64	4.45	145.17	0.29*
Team Player	5.31	-0.17	0.62	3.87	145.48	0.25*
Engaging	5.48	-0.21	0.60	4.95	145.33	0.32*
Capability	5.76	-0.27	0.54	7.29	145.20	0.47*
Efficiency	5.46	-0.11	0.59	2.65	145.29	0.17*
Results	5.55	-0.29	0.55	7.28	145.00	0.47*
Customer	5.44	-0.22	0.59	5.82	145.25	0.38*
Accountability	5.36	-0.10	0.51	3.23	145.97	0.21*
Motivation	5.29	-0.12	0.66	2.61	145.59	0.17*
Strategy	5.19	-0.21	0.60	5.08	145.29	0.33*
Innovation	5.30	-0.22	0.58	5.19	145.20	0.34*
Mexico (N = 526)						
Integrity	5.73	-0.15	0.58	5.19	320.94	0.23*
Resilience	5.51	-0.20	0.64	5.94	320.07	0.26*
Communication	5.39	-0.16	0.59	5.40	320.97	0.24*
People Skills	5.32	-0.25	0.69	7.79	321.09	0.34*
Team Player	5.25	-0.22	0.66	7.24	320.93	0.32*
Engaging	5.58	-0.11	0.58	3.65	321.59	0.16*
Capability	5.86	-0.17	0.51	7.49	320.79	0.33*
Efficiency	5.47	-0.10	0.59	3.97	320.39	0.17*
Results	5.74	-0.10	0.51	4.73	320.93	0.21*
Customer	5.50	-0.15	0.58	5.19	320.13	0.23*
Accountability	5.49	0.02	0.50	1.40	322.68	0.06
Motivation	5.26	-0.15	0.67	4.66	321.37	0.20*
Strategy	5.39	-0.01	0.56	0.06	322.61	0.00
Innovation	5.44	-0.08	0.56	2.97	322.46	0.13*

Note. Δ Globe = difference in mean score compared to all other countries, SD = standard deviation, t = t statistic, df = degrees of freedom, d = Yuen's d (values of 0.10, 0.30, and 0.50 correspond to small, medium and large effect sizes), * = significant ($p < .05$).

Table 2 (Continued)

T-Test Results, Sub-Theme Means, and Standard Deviations for Countries by Hogan 360 Sub-Theme

Model	Mean	Δ Globe	SD	t	df	d
Netherlands (N = 183)						
Integrity	5.73	-0.16	0.53	4.75	110.93	0.35*
Resilience	5.56	-0.15	0.53	4.57	111.41	0.34*
Communication	5.39	-0.16	0.56	3.52	110.77	0.26*
People Skills	5.33	-0.24	0.61	6.12	111.07	0.45*
Team Player	5.21	-0.26	0.60	6.73	111.08	0.50*
Engaging	5.63	-0.05	0.58	1.09	110.86	0.08
Capability	5.90	-0.13	0.51	3.42	110.78	0.25*
Efficiency	5.37	-0.21	0.58	5.90	110.94	0.44*
Results	5.66	-0.18	0.51	5.54	110.98	0.41*
Customer	5.49	-0.16	0.45	5.12	111.03	0.38*
Accountability	5.39	-0.07	0.50	1.36	110.88	0.10
Motivation	5.21	-0.20	0.60	5.19	111.15	0.38*
Strategy	5.19	-0.20	0.55	5.86	110.97	0.43*
Innovation	5.32	-0.20	0.52	5.24	110.91	0.39*
New Zealand (Aotearoa) (N = 272)						
Integrity	5.83	-0.05	0.49	2.16	165.16	0.13*
Resilience	5.68	-0.02	0.56	0.41	165.19	0.03
Communication	5.53	-0.02	0.53	0.74	165.09	0.05
People Skills	5.54	-0.04	0.61	1.06	165.45	0.06
Team Player	5.44	-0.04	0.57	1.29	165.85	0.08
Engaging	5.69	0.00	0.53	0.43	165.43	0.03
Capability	6.04	0.01	0.47	1.21	165.75	0.07
Efficiency	5.53	-0.04	0.59	1.07	162.70	0.07
Results	5.80	-0.04	0.46	1.53	163.13	0.09
Customer	5.64	-0.02	0.50	1.08	162.75	0.07
Accountability	5.39	-0.07	0.53	1.84	164.72	0.11
Motivation	5.39	-0.02	0.60	0.28	165.06	0.02
Strategy	5.34	-0.05	0.51	1.02	165.09	0.06
Innovation	5.47	-0.05	0.50	1.27	165.42	0.08
Oman (N = 149)						
Integrity	6.20	0.32	0.41	7.91	90.84	0.65*
Resilience	5.98	0.28	0.48	6.56	90.99	0.54*
Communication	5.88	0.33	0.52	6.84	90.62	0.56*
People Skills	5.87	0.29	0.54	6.77	90.99	0.56*
Team Player	5.78	0.31	0.54	6.93	90.91	0.57*
Engaging	5.95	0.26	0.53	5.84	90.62	0.48*
Capability	6.16	0.13	0.47	3.49	90.59	0.29*
Efficiency	5.84	0.27	0.54	6.11	90.74	0.50*
Results	5.89	0.05	0.49	0.62	90.50	0.05
Customer	5.83	0.18	0.49	4.00	90.65	0.33*
Accountability	5.57	0.11	0.54	2.67	90.61	0.22*
Motivation	5.78	0.37	0.58	7.44	90.69	0.61*
Strategy	5.65	0.26	0.57	5.52	90.51	0.45*
Innovation	5.81	0.29	0.52	6.43	90.61	0.53*

Note. Δ Globe = difference in mean score compared to all other countries, SD = standard deviation, t = t statistic, df = degrees of freedom, d = Yuen's d (values of 0.10, 0.30, and 0.50 correspond to small, medium and large effect sizes), * = significant ($p < .05$).

Table 2 (Continued)

T-Test Results, Sub-Theme Means, and Standard Deviations for Countries by Hogan 360 Sub-Theme

Model	Mean	Δ Globe	SD	t	df	d
Portugal (N = 217)						
Integrity	6.00	0.12	0.52	2.74	130.87	0.19*
Resilience	5.79	0.09	0.54	1.98	131.10	0.13*
Communication	5.60	0.04	0.50	0.83	131.28	0.06
People Skills	5.61	0.04	0.63	1.01	131.26	0.07
Team Player	5.46	-0.01	0.54	0.38	131.48	0.03
Engaging	5.67	-0.02	0.54	0.72	131.52	0.05
Capability	6.12	0.09	0.44	3.19	131.38	0.22*
Efficiency	5.71	0.14	0.47	3.06	131.65	0.21*
Results	6.00	0.16	0.42	4.74	131.14	0.32*
Customer	5.64	-0.02	0.49	0.96	131.62	0.07
Accountability	5.37	-0.09	0.47	2.78	131.34	0.19*
Motivation	5.34	-0.07	0.57	1.94	131.35	0.13
Strategy	5.53	0.14	0.47	3.86	131.38	0.26*
Innovation	5.64	0.12	0.51	3.34	131.31	0.23*
Puerto Rico (N = 110)						
Integrity	5.71	-0.17	0.61	2.80	65.24	0.27*
Resilience	5.52	-0.18	0.72	2.00	65.22	0.19*
Communication	5.42	-0.13	0.56	2.44	65.33	0.23*
People Skills	5.32	-0.26	0.79	2.92	65.19	0.28*
Team Player	5.17	-0.30	0.73	4.06	65.26	0.39*
Engaging	5.66	-0.03	0.61	0.24	65.27	0.02
Capability	5.91	-0.13	0.55	1.93	65.25	0.18
Efficiency	5.44	-0.14	0.66	1.55	65.26	0.15
Results	5.76	-0.08	0.54	0.63	65.31	0.06
Customer	5.57	-0.08	0.56	1.32	65.32	0.13
Accountability	5.56	0.10	0.50	3.31	65.44	0.32*
Motivation	5.25	-0.16	0.75	1.90	65.26	0.18
Strategy	5.40	0.01	0.52	0.45	65.33	0.04
Innovation	5.48	-0.04	0.57	0.25	65.40	0.02
Romania (N = 106)						
Integrity	5.74	-0.15	0.60	1.77	63.19	0.17
Resilience	5.61	-0.09	0.62	1.38	63.23	0.13
Communication	5.58	0.03	0.60	0.23	63.24	0.02
People Skills	5.35	-0.22	0.73	2.45	63.20	0.24*
Team Player	5.36	-0.12	0.66	1.46	63.20	0.14
Engaging	5.75	0.06	0.52	1.05	63.39	0.10
Capability	5.93	-0.10	0.47	1.99	63.29	0.19
Efficiency	5.64	0.06	0.53	1.13	63.35	0.11
Results	5.78	-0.06	0.53	1.44	63.30	0.14
Customer	5.74	0.09	0.54	2.44	63.38	0.24*
Accountability	5.58	0.12	0.50	2.15	63.37	0.21*
Motivation	5.40	-0.01	0.69	0.11	63.30	0.01
Strategy	5.56	0.17	0.52	3.46	63.30	0.34*
Innovation	5.60	0.08	0.55	1.52	63.38	0.15

Note. Δ Globe = difference in mean score compared to all other countries, SD = standard deviation, t = t statistic, df = degrees of freedom, d = Yuen's d (values of 0.10, 0.30, and 0.50 correspond to small, medium and large effect sizes), * = significant ($p < .05$).

Table 2 (Continued)

T-Test Results, Sub-Theme Means, and Standard Deviations for Countries by Hogan 360 Sub-Theme

Model	Mean	Δ Globe	SD	t	df	d
Saudi Arabia (N = 131)						
Integrity	5.81	-0.08	0.66	1.16	78.24	0.10
Resilience	5.57	-0.14	0.70	1.85	78.31	0.16
Communication	5.47	-0.08	0.65	1.40	78.37	0.12
People Skills	5.39	-0.18	0.77	2.53	78.28	0.22*
Team Player	5.33	-0.14	0.81	1.46	78.25	0.13
Engaging	5.57	-0.11	0.59	1.74	78.46	0.15
Capability	5.85	-0.19	0.63	3.21	78.23	0.28*
Efficiency	5.41	-0.17	0.72	2.44	78.27	0.21*
Results	5.67	-0.17	0.61	3.18	78.23	0.28*
Customer	5.56	-0.09	0.66	1.35	78.27	0.12
Accountability	5.35	-0.11	0.60	1.96	78.35	0.17
Motivation	5.25	-0.16	0.83	1.46	78.23	0.13
Strategy	5.30	-0.09	0.64	1.14	78.38	0.10
Innovation	5.45	-0.07	0.59	1.07	78.43	0.09
Singapore (N = 666)						
Integrity	5.72	-0.17	0.54	7.74	409.21	0.30*
Resilience	5.59	-0.11	0.58	5.65	411.12	0.22*
Communication	5.45	-0.11	0.58	4.37	410.51	0.17*
People Skills	5.41	-0.16	0.65	6.89	409.58	0.27*
Team Player	5.32	-0.15	0.60	6.90	413.10	0.27*
Engaging	5.59	-0.10	0.57	3.73	409.10	0.15*
Capability	5.87	-0.17	0.50	8.62	408.83	0.34*
Efficiency	5.51	-0.07	0.55	3.06	409.19	0.12*
Results	5.68	-0.16	0.52	7.56	408.58	0.30*
Customer	5.50	-0.15	0.52	6.74	408.41	0.26*
Accountability	5.41	-0.05	0.48	3.06	411.03	0.12*
Motivation	5.31	-0.10	0.62	4.37	411.61	0.17*
Strategy	5.25	-0.14	0.53	6.56	409.34	0.26*
Innovation	5.38	-0.14	0.54	6.66	410.66	0.26*
South Africa (N = 118)						
Integrity	5.61	-0.28	0.65	4.48	71.24	0.41*
Resilience	5.41	-0.29	0.68	4.34	71.26	0.40*
Communication	5.26	-0.29	0.63	4.71	71.26	0.43*
People Skills	5.28	-0.29	0.70	4.31	71.32	0.40*
Team Player	5.15	-0.32	0.61	6.62	71.42	0.61*
Engaging	5.46	-0.23	0.58	3.81	71.38	0.35*
Capability	5.82	-0.21	0.56	3.36	71.20	0.31*
Efficiency	5.35	-0.22	0.64	3.28	71.16	0.30*
Results	5.53	-0.31	0.64	4.98	71.18	0.46*
Customer	5.46	-0.19	0.58	2.84	71.22	0.26*
Accountability	5.27	-0.19	0.64	2.24	71.19	0.21*
Motivation	5.11	-0.30	0.74	3.60	71.28	0.33*
Strategy	5.13	-0.26	0.59	4.55	71.32	0.42*
Innovation	5.15	-0.37	0.72	4.38	71.21	0.40*

Note. Δ Globe = difference in mean score compared to all other countries, SD = standard deviation, t = t statistic, df = degrees of freedom, d = Yuen's d (values of 0.10, 0.30, and 0.50 correspond to small, medium and large effect sizes), * = significant ($p < .05$).

Table 2 (Continued)

T-Test Results, Sub-Theme Means, and Standard Deviations for Countries by Hogan 360 Sub-Theme

Model	Mean	Δ Globe	SD	t	df	d
South Korea (N = 113)						
Integrity	5.69	-0.20	0.73	2.64	68.27	0.25*
Resilience	5.65	-0.06	0.70	0.12	68.24	0.01
Communication	5.49	-0.06	0.76	0.02	68.23	0.00
People Skills	5.45	-0.12	0.82	0.73	68.24	0.07
Team Player	5.42	-0.05	0.79	0.36	t	0.03
Engaging	5.55	-0.14	0.68	1.50	68.23	0.14
Capability	5.92	-0.11	0.72	0.40	68.29	0.04
Efficiency	5.69	0.12	0.74	3.20	68.26	0.30*
Results	5.71	-0.13	0.72	1.01	68.18	0.10
Customer	5.72	0.07	0.62	1.78	68.31	0.17
Accountability	5.50	0.04	0.68	1.98	68.30	0.19
Motivation	5.44	0.03	0.80	2.12	68.47	0.20*
Strategy	5.41	0.02	0.66	0.85	68.31	0.08
Innovation	5.45	-0.07	0.66	0.63	68.33	0.06
Spain (N = 203)						
Integrity	5.88	0.00	0.57	0.41	122.92	0.03
Resilience	5.74	0.04	0.59	0.96	123.33	0.07
Communication	5.51	-0.05	0.57	1.70	123.14	0.12
People Skills	5.57	-0.01	0.66	0.06	122.82	0.00
Team Player	5.42	-0.06	0.67	0.66	122.91	0.05
Engaging	5.69	0.01	0.53	0.50	123.09	0.04
Capability	6.03	0.00	0.50	0.51	123.12	0.04
Efficiency	5.52	-0.05	0.61	1.22	122.92	0.09
Results	5.85	0.02	0.52	0.93	122.76	0.07
Customer	5.71	0.06	0.55	1.54	123.14	0.11
Accountability	5.52	0.06	0.47	1.47	123.12	0.10
Motivation	5.42	0.01	0.68	0.54	122.81	0.04
Strategy	5.44	0.04	0.51	0.69	122.99	0.05
Innovation	5.55	0.03	0.53	0.17	123.25	0.01
Switzerland (N = 237)						
Integrity	5.81	-0.08	0.53	2.06	144.00	0.13*
Resilience	5.58	-0.12	0.59	2.55	143.54	0.17*
Communication	5.39	-0.17	0.54	4.89	143.76	0.32*
People Skills	5.40	-0.17	0.62	4.39	143.86	0.29*
Team Player	5.32	-0.16	0.57	4.00	143.91	0.26*
Engaging	5.58	-0.11	0.53	2.74	143.96	0.18*
Capability	5.93	-0.11	0.47	3.43	143.51	0.22*
Efficiency	5.51	-0.06	0.53	1.83	143.38	0.12
Results	5.76	-0.08	0.48	2.39	143.68	0.16*
Customer	5.55	-0.10	0.54	2.52	143.58	0.16*
Accountability	5.32	-0.14	0.50	3.22	143.34	0.21*
Motivation	5.25	-0.16	0.62	3.95	143.86	0.26*
Strategy	5.31	-0.08	0.53	1.74	143.64	0.11
Innovation	5.37	-0.15	0.52	3.82	143.89	0.25*

Note. Δ Globe = difference in mean score compared to all other countries, SD = standard deviation, t = t statistic, df = degrees of freedom, d = Yuen's d (values of 0.10, 0.30, and 0.50 correspond to small, medium and large effect sizes), * = significant ($p < .05$).

Table 2 (Continued)

T-Test Results, Sub-Theme Means, and Standard Deviations for Countries by Hogan 360 Sub-Theme

Model	Mean	Δ Globe	SD	t	df	d
Taiwan (N = 107)						
Integrity	6.01	0.12	0.53	2.25	64.26	0.22*
Resilience	5.97	0.27	0.51	4.83	64.37	0.47*
Communication	5.71	0.16	0.63	2.54	64.21	0.25*
People Skills	5.80	0.23	0.57	3.21	64.31	0.31*
Team Player	5.74	0.26	0.60	4.07	64.33	0.39*
Engaging	5.85	0.16	0.52	2.94	64.32	0.28*
Capability	6.09	0.06	0.55	1.61	64.20	0.16
Efficiency	5.89	0.31	0.56	6.23	64.26	0.60*
Results	5.95	0.11	0.56	2.90	64.25	0.28*
Customer	5.84	0.19	0.53	3.37	64.27	0.33*
Accountability	5.83	0.36	0.48	6.69	64.26	0.65*
Motivation	5.69	0.28	0.63	4.03	64.31	0.39*
Strategy	5.64	0.24	0.57	4.69	64.26	0.45*
Innovation	5.68	0.16	0.55	2.69	64.30	0.26*
United Arab Emirates (N = 375)						
Integrity	5.91	0.03	0.57	1.72	228.55	0.09
Resilience	5.72	0.02	0.57	0.60	227.91	0.03
Communication	5.64	0.09	0.52	2.15	227.88	0.11*
People Skills	5.59	0.02	0.63	0.46	227.87	0.02
Team Player	5.52	0.05	0.61	1.89	228.43	0.10
Engaging	5.76	0.07	0.55	2.20	227.91	0.11*
Capability	6.00	-0.04	0.50	1.52	227.94	0.08
Efficiency	5.65	0.07	0.55	2.55	227.44	0.13*
Results	5.81	-0.03	0.49	1.20	226.98	0.06
Customer	5.72	0.07	0.51	2.87	227.78	0.15*
Accountability	5.57	0.11	0.52	4.70	227.73	0.24*
Motivation	5.46	0.05	0.65	1.92	227.71	0.10
Strategy	5.47	0.08	0.58	2.70	226.61	0.14*
Innovation	5.56	0.05	0.54	1.37	227.64	0.07
United Kingdom (N = 1848)						
Integrity	5.93	0.05	0.43	3.08	1243.49	0.07*
Resilience	5.75	0.04	0.50	3.01	1238.14	0.07*
Communication	5.59	0.04	0.49	1.94	1234.88	0.05
People Skills	5.62	0.05	0.56	2.79	1230.34	0.07*
Team Player	5.52	0.05	0.51	2.53	1233.86	0.06*
Engaging	5.69	0.00	0.53	0.83	1230.60	0.02
Capability	6.09	0.05	0.40	4.24	1243.26	0.10*
Efficiency	5.55	-0.02	0.51	3.33	1234.15	0.08*
Results	5.89	0.05	0.42	4.41	1246.68	0.10*
Customer	5.65	0.00	0.49	0.32	1228.80	0.01
Accountability	5.43	-0.03	0.46	3.29	1236.23	0.08*
Motivation	5.45	0.04	0.58	1.80	1228.84	0.04
Strategy	5.36	-0.03	0.49	3.90	1212.70	0.09*
Innovation	5.49	-0.03	0.47	3.72	1234.94	0.09*

Note. Δ Globe = difference in mean score compared to all other countries, SD = standard deviation, t = t statistic, df = degrees of freedom, d = Yuen's d (values of 0.10, 0.30, and 0.50 correspond to small, medium and large effect sizes), * = significant ($p < .05$).

Table 2 (Continued)

T-Test Results, Sub-Theme Means, and Standard Deviations for Countries by Hogan 360 Sub-Theme

Model	Mean	Δ Globe	SD	t	df	d
United States (N = 9800)						
Integrity	5.95	0.07	0.51	14.55	9576.28	0.17*
Resilience	5.74	0.04	0.59	8.61	9372.24	0.10*
Communication	5.59	0.03	0.54	6.08	10189.44	0.07*
People Skills	5.64	0.06	0.65	12.12	9520.22	0.14*
Team Player	5.52	0.04	0.62	10.06	9463.08	0.12*
Engaging	5.82	0.13	0.53	25.92	9643.93	0.30*
Capability	6.11	0.07	0.45	18.66	9654.14	0.21*
Efficiency	5.65	0.07	0.57	15.48	9550.20	0.18*
Results	5.92	0.08	0.48	19.48	9614.98	0.22*
Customer	5.72	0.06	0.52	14.98	10104.58	0.17*
Accountability	5.54	0.08	0.50	21.10	11180.17	0.24*
Motivation	5.44	0.03	0.66	5.85	9488.81	0.07*
Strategy	5.47	0.08	0.54	19.16	9547.38	0.22*
Innovation	5.60	0.08	0.51	18.24	9639.29	0.21*

Note. Δ Globe = difference in mean score compared to all other countries, SD = standard deviation, t = t statistic, df = degrees of freedom, d = Yuen's d (values of 0.10, 0.30, and 0.50 correspond to small, medium and large effect sizes), * = significant ($p < .05$).

Table 3

Country-Level Hogan 360, Engagement, Economic, Democracy, and Culture Data

Country	ISO 2 Codes	360 (UL = 7) Up to 2023	Engaged (UL = 100) 2021-2023	GDP PPP TRN 2021-2023	Democratic (UL = 1) 2021-2023	Altruism (UL = 100) Up to 2023	Tradition (UL = 100) Up to 2023
Australia	AU	5.65 (6.09)	19.67 (5.94)	1.70 (4.87)	0.88 (7.03)	48.00 (5.07)	46.00 (4.58)
Brazil	BR	5.68 (6.51)	30.20 (8.41)	4.15 (5.56)	0.68 (5.12)	42.00 (3.70)	52.00 (5.77)
Canada	CA	5.59 (5.36)	20.33 (6.09)	2.41 (5.07)	0.88 (7.08)	49.00 (5.30)	46.00 (4.58)
Chile	CL	5.49 (4.17)	28.40 (7.99)	0.60 (4.56)	0.80 (6.34)	42.00 (3.70)	52.00 (5.77)
China	CN	6.13 (10.00)	17.67 (5.47)	32.49 (10.00)	0.21 (1.00)	64.00 (8.73)	65.00 (8.37)
Denmark	DK	5.48 (3.92)	20.67 (6.17)	0.43 (4.51)	0.92 (7.47)	45.00 (4.39)	34.00 (2.18)
France	FR	5.54 (4.76)	6.67 (2.88)	3.79 (5.46)	0.80 (6.34)	37.00 (2.56)	52.00 (5.77)
Germany	DE	5.62 (5.80)	15.67 (5.00)	5.54 (5.95)	0.88 (7.03)	43.00 (3.93)	42.00 (3.78)
Greece	GR	5.45 (3.65)	10.67 (3.82)	0.40 (4.50)	0.79 (6.19)	56.00 (6.90)	61.00 (7.57)
Hong Kong	HK	5.50 (4.18)	6.33 (2.80)	0.51 (4.54)	0.54 (3.77)	53.00 (6.21)	46.00 (4.58)
India	IN	5.73 (7.15)	29.20 (8.18)	13.12 (8.07)	0.70 (5.38)	56.00 (6.90)	53.00 (5.97)
Indonesia	ID	5.50 (4.28)	23.33 (6.80)	3.95 (5.50)	0.67 (5.00)	71.00 (10.00)	70.00 (9.36)
Ireland	IE	5.84 (8.57)	10.80 (3.85)	0.66 (4.58)	0.91 (7.37)	38.00 (2.79)	49.00 (5.18)
Italy	IT	5.49 (4.17)	4.67 (2.41)	3.23 (5.30)	0.77 (6.00)	50.00 (5.53)	51.00 (5.57)
Japan	JP	5.42 (3.19)	5.00 (2.49)	5.91 (6.05)	0.83 (6.58)	34.00 (1.87)	34.00 (2.18)
Malaysia	MY	5.44 (3.49)	21.20 (6.30)	2.81 (5.18)	0.73 (5.60)	47.00 (4.84)	45.00 (4.38)
Mexico	MX	5.50 (4.27)	25.33 (7.27)	1.17 (4.72)	0.53 (3.71)	50.00 (5.53)	70.00 (9.36)
Netherlands	NL	5.46 (3.74)	12.67 (4.29)	2.96 (5.22)	0.90 (7.23)	37.00 (2.56)	29.00 (1.19)
New Zealand	NZ	5.60 (5.50)	20.00 (6.02)	1.32 (4.76)	0.95 (7.77)	46.00 (4.61)	47.00 (4.78)
Oman	OM	5.87 (8.99)	NA (NA)	0.27 (4.47)	0.31 (1.55)	59.00 (7.58)	62.00 (7.77)
Portugal	PT	5.69 (6.65)	18.80 (5.73)	0.20 (4.45)	0.78 (6.14)	49.00 (5.30)	53.00 (5.97)
Puerto Rico	PR	5.52 (4.47)	NA (NA)	0.46 (4.52)	NA (NA)	NA (NA)	NA (NA)
Romania	RO	5.62 (5.73)	33.80 (9.26)	0.14 (4.43)	0.64 (4.80)	53.00 (6.21)	62.00 (7.77)
Saudi Arabia	SA	5.50 (4.29)	22.80 (6.67)	0.79 (4.62)	0.21 (1.00)	58.00 (7.36)	60.00 (7.37)
Singapore	SG	5.50 (4.27)	13.00 (4.37)	2.22 (5.01)	0.62 (4.57)	53.00 (6.21)	51.00 (5.57)
South Africa	ZA	5.36 (2.40)	23.80 (6.91)	0.79 (4.61)	0.71 (5.38)	46.00 (4.61)	38.00 (2.98)
South Korea	KR	5.58 (5.27)	12.60 (4.28)	0.91 (4.65)	0.81 (6.39)	54.00 (6.44)	51.00 (5.57)
Spain	ES	5.64 (6.01)	9.00 (3.43)	2.36 (5.05)	0.80 (6.32)	45.00 (4.39)	50.00 (5.38)
Switzerland	CH	5.51 (4.39)	11.33 (3.98)	0.77 (4.61)	0.91 (7.32)	42.00 (3.70)	44.00 (4.18)
Taiwan	TW	5.84 (8.55)	9.67 (3.59)	NA (NA)	0.90 (7.23)	62.00 (8.27)	45.00 (4.38)
United Arab Emirates	AE	5.67 (6.44)	24.33 (7.04)	0.74 (4.60)	0.29 (1.42)	65.00 (8.96)	63.00 (7.97)
United Kingdom	GB	5.65 (6.16)	10.00 (3.67)	3.78 (5.45)	0.82 (6.51)	47.00 (4.84)	42.00 (3.78)
United States	US	5.70 (6.78)	34.33 (9.39)	25.80 (10.00)	0.79 (6.15)	55.00 (6.67)	55.00 (6.37)

Note. UL = Upper limit of value that can be achieved. Standardised score out of 10 provided in parentheses. GDP PPP TRN = GDP PPP in trillions.

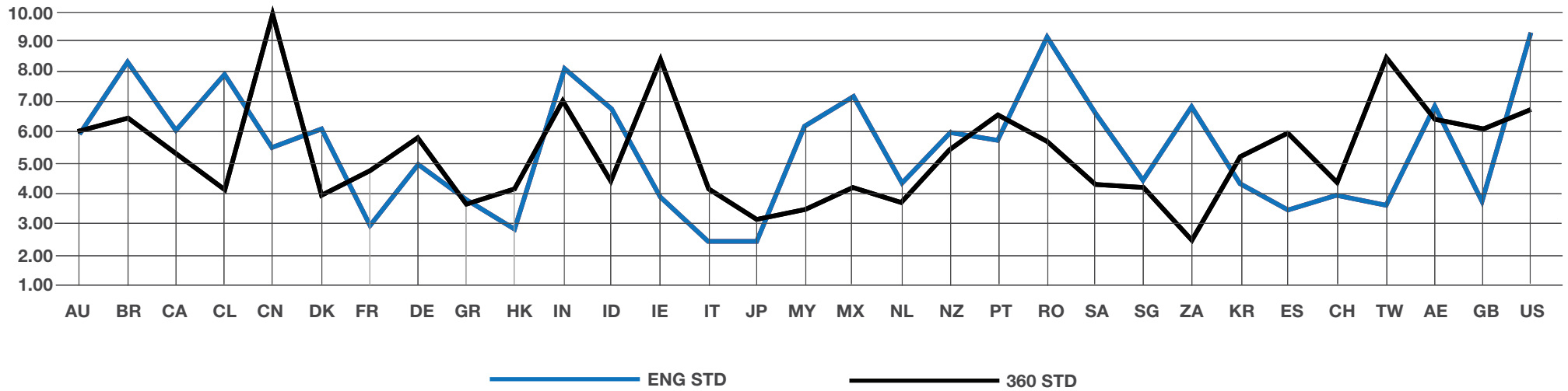


Figure 1. Standardised Ten Score Line Graph for Engagement and Hogan 360 Overall Score

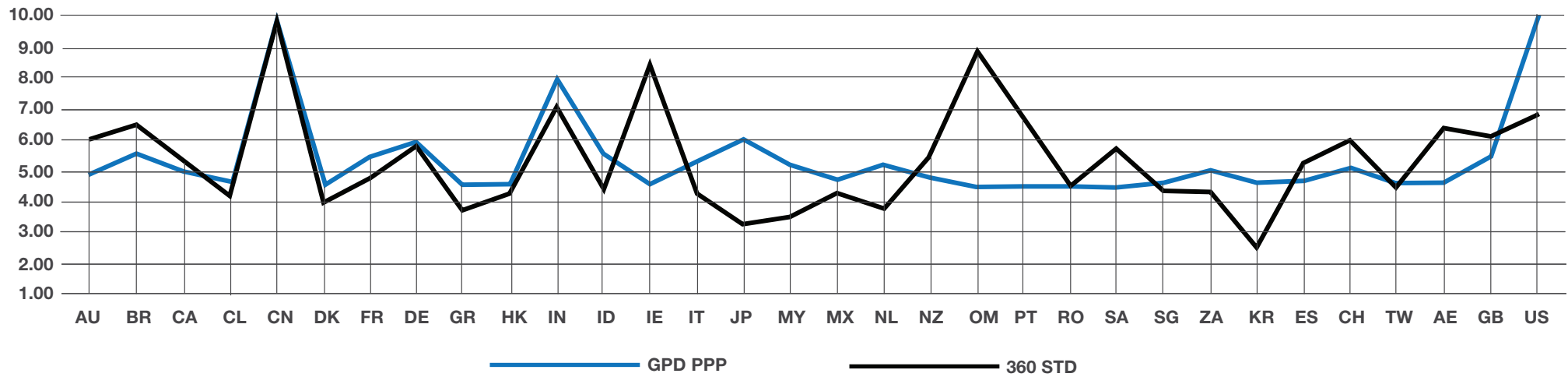


Figure 2. Standardised Ten Score Line Graph for GDP Purching Power Parity and Hogan 360 Overall Score

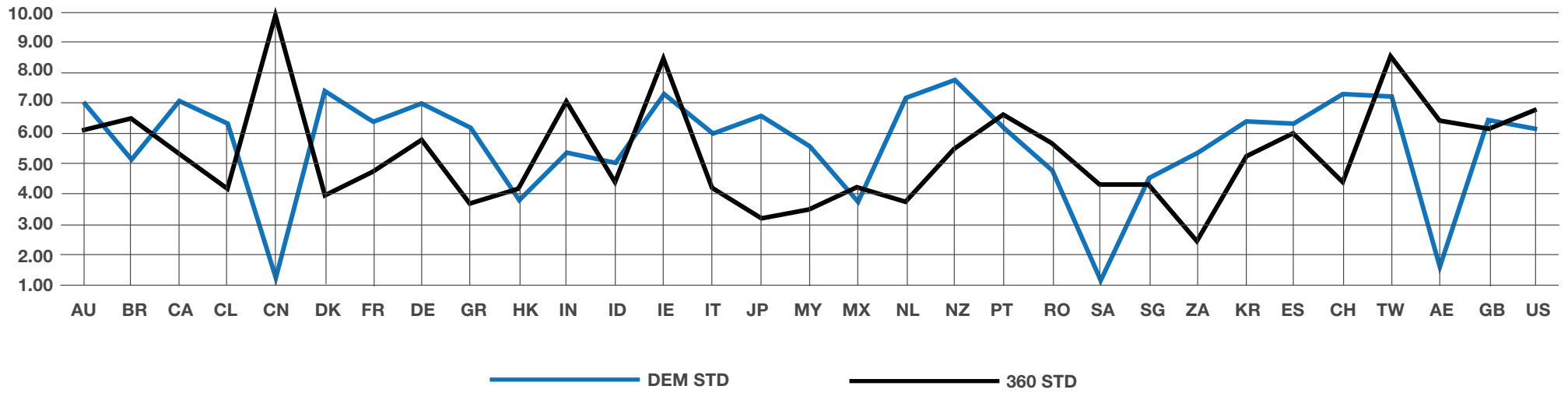


Figure 3. Standardised Ten Score Line for Democratic Index and Hogan 360 Overall Score

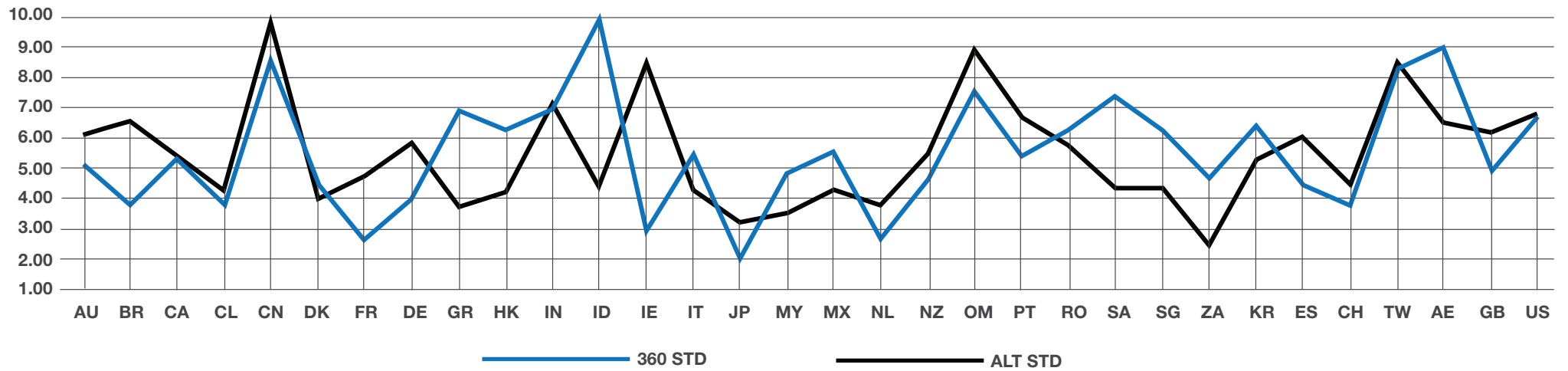


Figure 4. Standardised Ten Score Line for Value Altruism and Hogan 360 Overall Score

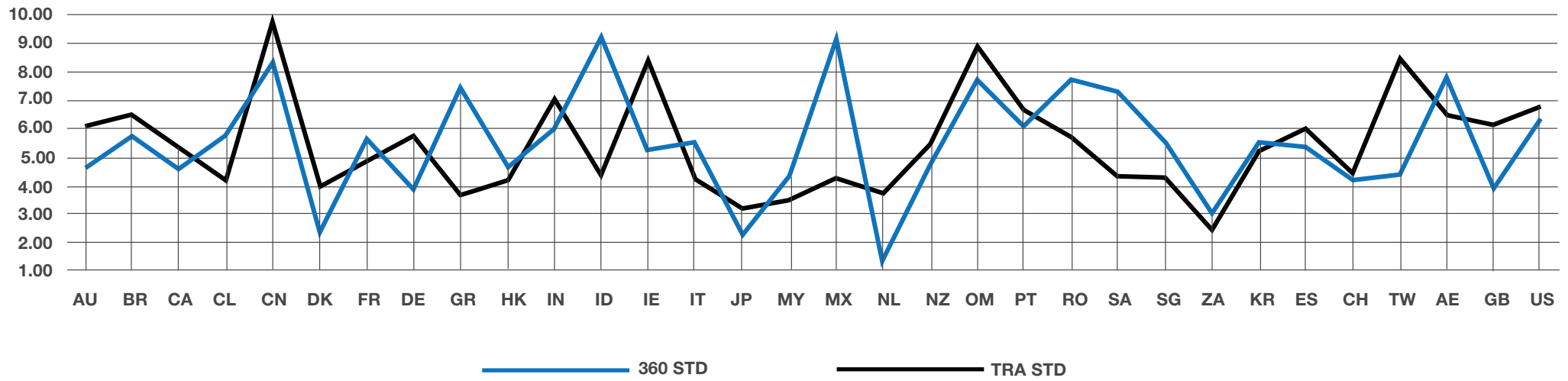


Figure 5. Standardised Ten Score Line for Value Tradition and Hogan 360 Overall Score

About Peter Berry Consultancy (PBC)

Peter Berry Consultancy (PBC) is a global leadership advisory firm grounded in the science of personality and organisational psychology. We combine rigorous psychometrics with expert consulting to deliver deeper insight into human behaviour at work.

Through evidence-based diagnostics, research, consulting and coaching, we help organisations make better decisions about talent; strengthening leadership, improving team performance, succession planning and enabling sustainable organisational success.

PBC is the developer of proprietary diagnostic tools, including the Hogan 360 Suite, and is an authorised distributor of Hogan Assessments.

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