

# Work Personality Index Factorial Similarity Across 4 Countries

Donald Macnab  
Psychometrics Canada

Copyright Psychometrics Canada 2011. All rights reserved. The Work Personality Index is a trademark of Psychometrics Canada Ltd.

Psychometrics Canada Ltd. · 7125 – 77 Avenue · Edmonton, Alberta · T6B 0B5 · Canada

1-800-661-5158 · Tel 780-469-2268 · Fax 780-469-2283 · info@psychometrics.com · www.psychometrics.com

## Summary

This study was conducted to examine the factor structure of the Work Personality Index (WPI) across countries and languages. The similarities between the North American, Australian, South African and French samples were examined by means of factor analysis and congruency coefficients. The results support the factorial validity of the Work Personality Index.

## Introduction

The WPI is a questionnaire that is specifically designed to identify personality traits that directly relate to work performance. By helping identify individuals' personality traits, the WPI can help select candidates, guide career development, and increase team functioning. This primary focus of the WPI helps professionals make the most efficient and effective match between people and work roles.

Unlike some personality models that attempt to provide a comprehensive measure of personality, the WPI focuses on the traits that are important in the work environment. The WPI measures personality traits for the normal adult population and does not examine clinical or mental health related issues. As a result, low scores on the scales are not indicative of pathology, but rather, different preferences and motivations for working. These different preferences and motivations influence the type of work people are successful at and what they enjoy doing.

The WPI assesses 17 primary scales that measure distinct aspects of work personality which allow professionals to make many links between an individual's preferences and their work behavior.

These 17 scales are categorized into five groups that provide a global view of work personality. The WPI model is built upon the personality traits identified in the Occupational Information Network (O\*NET) developed by the U.S. Department of Labor. This model is not based upon a theoretical view of human personality, but is a combination and ordering of personality traits that predict job performance. The model was formulated by examining two main sources.

First, many research studies have been conducted that link different personality traits to effective job performance. Commonly known as predictive or important evidence of the traits that can be measured effectively and that predict job performance. Examining these studies lead to the identification of a number of personality traits that consistently relate to effectiveness on the job. Second, existing taxonomies that are used in personal development and personnel selection were reviewed. To examine these taxonomies, the personality measures that operationalize them were analyzed, and their research critiqued. These personality measures included: the California Psychological Inventory, by Harrison Gough, the Hogan Personality Inventory, by R. Hogan and J. Hogan, and the NEO PI-R, by Paul Costa and Robert McCrae. Reviewing these personality assessments led to the identification of other personality traits that are closely tied to work preferences and motivations.

By examining these two main sources, 17 primary scales were identified, which the O\*NET researchers grouped into 7 global scales. However, factor analysis of the trial WPI data indicated that a 5 factor solution provided a better fit.

Therefore, the WPI contains 17 primary scales that are categorized into 5 global constructs. Figure 1 illustrates how these scales are organized. The 5 groups are labeled Achievement Orientation, Conscientiousness, Social Orientation, Practical Intelligence and Adjustment. These groups closely mirror the global traits identified in the Five-Factor Model of Personality. The 17 primary scales represent a finer grained assessment of the 5 constructs. For example, Achievement Orientation contains the following primary scales: Ambition, Initiative, Flexibility, Energy, and Leadership. The justification for the 5 constructs and the primary scale components is described below.

### Achievement Orientation

Achievement Orientation involves working hard and wanting to get ahead, persisting in the face of obstacles, and striving for career success. This construct has been an important component of personality theory for many years. In the Five-Factor Model, Achievement Orientation falls under the Conscientiousness factor. However, the WPI separates the achievement striving from the dependable and disciplined behaviours that are grouped in the Conscientiousness factor of the Five-Factor Model. This construct is commonly called Achievement Striving, Assertiveness, and Ambition. The **Achievement Orientation** composite contains the following primary scales: **Ambition, Initiative, Flexibility, Energy and Leadership.**

### Conscientiousness

Conscientiousness involves being planful, careful, dependable and disciplined. While the Conscientiousness label is taken from the Five Factor Model, the WPI composite does not contain the achievement related content. Research has shown that Conscientiousness is consistently related

to work performance in a wide variety of occupations. The four primary scales that reflect the **Conscientiousness** composite are: **Persistence, Attention to Detail, Rule-Following, and Dependability.**

**Figure 1 – 5 Global Constructs and 17 Primary Traits of the WPI Model**

<b>Achievement Orientation</b>
Ambition
Initiative
Flexibility
Energy
Leadership
<b>Conscientiousness</b>
Persistence
Attention to Detail
Rule-Following
Dependability
<b>Social Orientation</b>
Teamwork
Concern for Others
Outgoing
Democratic
<b>Practical Intelligence</b>
Innovation
Analytical Thinking
<b>Adjustment</b>
Self-Control
Stress Tolerance

### Social Orientation

Social Orientation is represented by sensitivity to the needs of others, a willingness to work cooperatively rather than independently, and a preference for working with others and establishing personal

relationships. This composite closely resembles the Extraversion factor of the Five-Factor Model. The elements of **Social Orientation** are found in the following primary scales: **Teamwork, Concern for Others, Outgoing, and Democratic.**

### **Practical Intelligence**

Practical Intelligence involves characteristics such as insight, imagination, originality, being open to new ideas, and maintaining a thoughtful approach to work. This construct is commonly found in many personality taxonomies and has been labeled Openness to Experience, Openness, Culture, Intellect, and Intellectance. The **Practical Intelligence** composite found in the WPI is composed of two primary scales; **Innovation and Analytical Thinking.**

### **Adjustment**

The Adjustment composite found in the WPI closely resembles the Neuroticism composite found in the Five-Factor Model. Representing the tendency to remain calm, composed and free from worry in stressful situations, other common labels for this construct include Emotional Stability, Negative Emotionality, and Worrying. The two primary scales that reflect the key aspects of **Adjustment** are **Self-Control and Stress Tolerance.**

The Work Personality Index is used in a number of countries and has been translated into a number of languages. Establishing the level of generalizability of data coming from North American personality inventories to other countries, cultures and languages, has become an important task. Work with five-factor personality models (McCrae and Costa, 1997), the Eysenck Personality Questionnaire (Barrett and Eysenck, 1984; Eysenck, Barrett and Eysenck, 1985; Barrett, Petrides,

Eysenck and Eysenck, 1998), and the California Psychological Inventory (Schaubhut, Thompson and Morris, 2007) show that there is a trend towards emphasizing universality of personality structures that may be generalized over many contexts.

The establishment of factorial invariance is important for establishing generalizability and test validity. The existence of similar constructs with similar meaning across languages relate to the first of three level of construct equivalence described by van de Vijver and Poortinga (1997) and suggested by van de Vijver & Hambleton (1996) as being fundamental to an accurate test translation. Evidence for invariance must be established before results from quantitative comparisons across different groups can be completely accepted. Accordingly, it is essential to establish the level of equivalence of the Work Personality Index as used in other countries and languages. This study will explore the adequacy of the factor structure of the Work Personality Index for the North American English version; Australian English sample; South African sample and a sample from France.

### **Method**

Participants in this study were drawn from archival data of individuals who took the Work Personality Index instrument in English in North America, Australia and South Africa or the Work Personality Index instrument in French in France. The North American sample consists of 6000 assessments (50% male and 50% female). The Australian sample consists of 12427 participants (58% male and 42% female). The South African sample consists of 2162 participants (59% male and 41% female). The French sample consists of 2633 participants (31% male and 69% female). The Canadian French

sample consists of 2633 participants (47% male and 53% female).

## Measures

The Work Personality Index is a measure of personality. It contains 153 5-point likert type items: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. It is comprised of 17 scales as outlined above (see Figure 1).

## Procedure

The inter-correlation matrices of the 17 WPI scales for each sample were calculated. Principal components analysis was applied to each correlation matrix with varimax rotation. A comparison was made between the factor structures using procedures and methods outlined by Barrett (1986).

## Results

Tables 1, 2, 3 and 4 show the correlations between the WPI scales for each sample. Principal components analysis with a five-factor solution was applied to each correlation matrix. Table 5, 6, 7 and 8 shows the results of the factor analyses for the North American sample, the Australian sample, the South African sample and the French sample, using principal components analysis with varimax rotation.

Comparison of the factor solutions with varimax rotation for the four samples was made using congruence analysis, following the procedures outlined by Bartlett (1986). In each analysis the North American sample was used as the target matrix with comparisons made to each of the other three samples. Results are shown in Table 9, 10 and 11. All congruence coefficients are above 0.90 which

is typically indicative of showing congruence between factors (Barrett, 1986; Ten Berge, 1986). The overall coefficient of congruence (0.99) for each of the analyses (North America and Australian - .99; North American and South African - .99 and North American and France - .99) demonstrate high similarity for all five factors.

## Discussion

The present study sought to demonstrate the initial validity and factor invariance of the Work Personality Index scales across 4 countries. The number and content of the factors is similar to previous studies. All five factors showed near perfect equivalence across countries. The results suggest that the factor structure of the Work Personality Index is independent of the country and translation of the inventory and support confidence in the invariance of the instrument across countries. At this level, participants from different countries responded to the Work Personality Index in a highly similar fashion. Overall, this study supports the validity of the Work Personality Index factor structure. This gives administrators the first level of confidence that the Work Personality Index may be utilized across countries with similar interpretations. In addition, it suggests that the personality structure as measured by the Work Personality should hold up across cultures and languages.

## Acknowledgements

We would like to thank research departments of Australian Council for Educational Research, Jopie van Rooyen and Partners, and La Fondation JAE for their contribution of data for this study.



## References

- Barrett, P. T. (1986) Factor comparison: An examination of three methods. *Personality and Individual Differences*, 7, 3, 327-340.
- Barrett, P. T. & Eysenck, S. B. G. (1984). The assessment of personality factors across 25 countries. *Personality and Individual Differences*, 5, 615-632.
- Barrett, P. T., Petrides, K. V., Eysenck, S. B. G., & Eysenck, H. J. (1998). The Eysenck Personality Questionnaire: An examination of the factorial similarity of P, E, N, and L across 34 countries. *Personality and Individual Differences*, 25, 5, 805-819.
- Eysenck, H. J., Barrett, P. T. & Eysenck, S. B. G. (1985). Indices of factor comparison for homologous and non-homologous personality scales in 24 different countries. *Personality and Individual Differences*, 6, 400-403.
- Kaiser, H. F. Hunka, S. & Bianchini, J. C. (1971). Relating factors between studies based upon different individuals. *Multivariate Behavioral Research*, 5, 409-422.
- Macnab, D. & Bakker, S. (2001). *Work Personality Index Users Manual*. Edmonton, AB: Psychometrics Canada Ltd.
- McCrae, R. R. & Costa, P. T. (1997). Personality trait structure as a human universal. *American Psychologist*, 52, 509-516.
- Ten Berge, J. M. F. (1986). Rotation to perfect congruence and the cross-validation of component weights across populations. *Multivariate Behavioural Research*, 21, 41-64.
- Schaubhut, N. A., Thompson, R. C., & Morris, M. L. (2007). CPI 260® Validity: Comparing Leaders in three countries. *Annual Conference of the Society for Industrial Organizational Psychology*, New York, NY.
- van de Vijver, F. J. R., & Hambleton, R. K. (1996) Translating tests: some practical guidelines. *European psychologist*, 1 (2), 89-99.
- van de Vijver, F. J. R. & Poortinga, Y. H. (1997). Towards an Integrated Analysis of Bias in Cross-Cultural Assessment. *European Journal of Psychological Assessment*, 13(1), 29-37.





**Table 1 Inter-Correlations of 17 Work Personality Scales North American Sample (n = 6000)**

WPI Scales																	
WPI Scales	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1 Ambition	1.00																
2 Initiative	0.63	1.00															
3 Flexibility	0.29	0.52	1.00														
4 Energy	0.56	0.67	0.42	1.00													
5 Leadership	0.40	0.49	0.27	0.48	1.00												
6 Persistence	0.61	0.50	0.13	0.56	0.33	1.00											
7 Attention to Detail	0.36	0.20	-0.21	0.25	0.12	0.54	1.00										
8 Rule-Following	0.19	0.02	-0.36	0.11	-0.01	0.36	0.54	1.00									
9 Dependability	0.48	0.40	0.03	0.44	0.23	0.80	0.55	0.40	1.00								
10 Teamwork	0.17	0.31	0.21	0.33	0.16	0.22	0.03	0.13	0.18	1.00							
11 Concern for Others	0.17	0.27	0.13	0.19	0.00	0.19	0.10	0.13	0.25	0.52	1.00						
12 Outgoing	0.13	0.29	0.26	0.35	0.26	0.18	-0.03	0.03	0.14	0.76	0.50	1.00					
13 Democratic	-0.20	-0.21	-0.12	-0.11	-0.25	-0.18	-0.11	0.08	-0.17	0.49	0.21	0.41	1.00				
14 Innovation	0.34	0.48	0.47	0.32	0.30	0.16	-0.24	0.09	0.13	0.16	0.16	-0.23	1.00				
15 Analytical Thinking	0.38	0.38	0.25	0.27	0.24	0.25	0.23	0.04	0.19	0.07	0.09	0.00	-0.18	0.48	1.00		
16 Self-Control	0.07	0.18	0.13	0.24	-0.10	0.23	0.11	0.16	0.23	0.35	0.37	0.24	0.11	0.07	0.13	1.00	
17 Stress Tolerance	0.34	0.50	0.41	0.64	0.34	0.44	0.17	0.07	0.34	0.35	0.17	0.32	-0.09	0.25	0.26	0.58	1.00

**Table 2 - Inter-correlations of 17 WPI Scales for the Australian Sample (n=12427)**

		WPI Scales																
	WPI Scales	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1	Ambition	1.00																
2	Initiative	0.65	1.00															
3	Flexibility	0.34	0.46	1.00														
4	Energy	0.63	0.66	0.33	1.00													
5	Leadership	0.38	0.41	0.30	0.32	1.00												
6	Persistence	0.62	0.57	0.17	0.65	0.23	1.00											
7	Attention to Detail	0.45	0.39	-0.06	0.47	0.10	0.63	1.00										
8	Rule-Following	0.31	0.23	-0.18	0.35	-0.02	0.51	0.60	1.00									
9	Dependability	0.56	0.52	0.12	0.58	0.18	0.79	0.62	0.49	1.00								
10	Teamwork	0.38	0.45	0.20	0.45	0.14	0.44	0.32	0.35	0.40	1.00							
11	Concern for Others	0.33	0.42	0.11	0.37	0.02	0.42	0.37	0.33	0.46	0.53	1.00						
12	Outgoing	0.27	0.36	0.20	0.38	0.13	0.33	0.22	0.23	0.28	0.67	0.42	1.00					
13	Democratic	-0.11	-0.12	-0.11	-0.08	-0.26	-0.08	-0.03	0.08	-0.08	0.34	0.13	0.32	1.00				
14	Innovation	0.49	0.58	0.41	0.45	0.36	0.39	0.27	0.13	0.33	0.31	0.30	0.26	-0.12	1.00			
15	Analytical Thinking	0.46	0.49	0.24	0.39	0.28	0.40	0.43	0.24	0.38	0.31	0.32	0.18	-0.01	0.55	1.00		
16	Self-Control	0.30	0.35	0.12	0.43	-0.01	0.47	0.40	0.43	0.47	0.44	0.51	0.33	0.04	0.28	0.29	1.00	
17	Stress Tolerance	0.49	0.56	0.30	0.65	0.26	0.58	0.43	0.37	0.52	0.45	0.36	0.37	-0.07	0.43	0.40	0.66	1.00

**Table 3 - Inter-correlations of 17 WPI Scales for the South African Sample (n=2162)**

		WPI Scales																
	WPI Scales	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1	Ambition	1.00																
2	Initiative	0.61	1.00															
3	Flexibility	0.36	0.46	1.00														
4	Energy	0.62	0.66	0.36	1.00													
5	Leadership	0.42	0.47	0.27	0.40	1.00												
6	Persistence	0.61	0.58	0.22	0.65	0.35	1.00											
7	Attention to Detail	0.39	0.38	-0.01	0.46	0.19	0.59	1.00										
8	Rule-Following	0.25	0.21	-0.20	0.32	0.08	0.45	0.57	1.00									
9	Dependability	0.54	0.52	0.17	0.56	0.30	0.74	0.55	0.43	1.00								
10	Teamwork	0.32	0.41	0.18	0.43	0.22	0.38	0.32	0.29	0.30	1.00							
11	Concern for Others	0.36	0.39	0.16	0.38	0.15	0.39	0.33	0.27	0.43	0.45	1.00						
12	Outgoing	0.23	0.35	0.20	0.39	0.18	0.29	0.22	0.19	0.23	0.68	0.38	1.00					
13	Democratic	-0.15	-0.15	-0.13	-0.09	-0.24	-0.09	-0.01	0.10	-0.07	0.35	0.11	0.32	1.00				
14	Innovation	0.50	0.59	0.40	0.51	0.42	0.46	0.32	0.14	0.36	0.38	0.28	0.35	-0.11	1.00			
15	Analytical Thinking	0.46	0.47	0.29	0.38	0.34	0.41	0.44	0.21	0.39	0.32	0.30	0.19	-0.05	0.53	1.00		
16	Self-Control	0.25	0.32	0.14	0.40	0.01	0.43	0.38	0.36	0.39	0.42	0.46	0.36	0.10	0.28	0.31	1.00	
17	Stress Tolerance	0.47	0.59	0.36	0.65	0.35	0.59	0.42	0.31	0.52	0.48	0.35	0.39	-0.06	0.49	0.42	0.62	1.00

**Table 4 - Inter-correlations of 17 WPI Scales for the French Sample (n=2633)**

		WPI Scales																
	WPI Scales	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1	Ambition	1.00																
2	Initiative	0.62	1.00															
3	Flexibility	0.29	0.56	1.00														
4	Energy	0.51	0.57	0.33	1.00													
5	Leadership	0.52	0.69	0.35	0.48	1.00												
6	Persistence	0.56	0.48	0.18	0.55	0.37	1.00											
7	Attention to Detail	0.43	0.23	-0.13	0.32	0.21	0.57	1.00										
8	Rule-Following	0.22	0.05	-0.32	0.25	0.03	0.44	0.54	1.00									
9	Dependability	0.43	0.35	0.07	0.44	0.26	0.75	0.57	0.47	1.00								
10	Teamwork	0.15	0.23	0.17	0.26	0.18	0.24	0.12	0.19	0.22	1.00							
11	Concern for Others	0.11	0.12	0.10	0.08	0.01	0.16	0.13	0.14	0.28	0.45	1.00						
12	Outgoing	0.13	0.26	0.22	0.26	0.22	0.20	0.08	0.10	0.19	0.76	0.37	1.00					
13	Democratic	-0.12	-0.18	-0.09	-0.02	-0.19	-0.06	-0.03	0.17	-0.01	0.56	0.26	0.50	1.00				
14	Innovation	0.42	0.55	0.46	0.27	0.44	0.23	0.13	-0.10	0.12	0.12	0.11	0.16	-0.16	1.00			
15	Analytical Thinking	0.38	0.38	0.26	0.19	0.29	0.27	0.26	0.00	0.20	0.13	0.11	0.07	-0.09	0.42	1.00		
16	Self-Control	0.16	0.23	0.20	0.26	0.11	0.39	0.19	0.21	0.30	0.30	0.18	0.19	0.05	0.14	0.22	1.00	
17	Stress Tolerance	0.37	0.50	0.37	0.55	0.41	0.47	0.21	0.15	0.33	0.26	0.03	0.22	-0.05	0.32	0.29	0.66	1.00



**Table 5 Factor loadings of Work Personality Index Scales for North American Sample**

<b>WPI Scales</b>	<b>F1</b>	<b>F2</b>	<b>F3</b>	<b>F4</b>	<b>F5</b>
Ambition	<b>0.5952</b>	0.4058	0.0137	0.3692	-0.0077
Initiative	<b>0.7149</b>	0.1282	0.1231	0.4112	0.1732
Flexibility	<b>0.5404</b>	-0.4240	0.0837	0.3654	0.2679
Energy	<b>0.7559</b>	0.1988	0.1350	0.1205	0.3158
Leadership	<b>0.7861</b>	0.0360	0.0081	0.0709	-0.1706
Persistence	0.5289	<b>0.6656</b>	0.0270	0.0983	0.2106
Attention to Detail	0.0848	<b>0.8301</b>	-0.0603	0.0998	0.0241
Rule-Following	-0.1103	<b>0.7864</b>	0.1311	-0.1049	0.0131
Dependability	0.3771	<b>0.7219</b>	0.0276	0.0696	0.2051
Teamwork	0.2245	0.0560	<b>0.8620</b>	0.0322	0.1833
Concern for Others	-0.0380	0.1773	<b>0.6594</b>	0.3002	0.2140
Outgoing	0.3404	-0.0512	<b>0.8305</b>	-0.0262	0.0825
Democratic	-0.2692	-0.0594	<b>0.7251</b>	-0.2375	-0.0632
Innovation	0.3184	-0.1765	0.0438	<b>0.7712</b>	0.0322
Analytical Thinking	0.1134	0.1764	-0.0558	<b>0.8038</b>	0.0763
Self-Control	-0.0923	0.1364	0.2345	0.0874	<b>0.8878</b>
Stress Tolerance	0.5134	0.0793	0.0918	0.0648	<b>0.7366</b>

**Table 6 Factor loadings of Work Personality Index Scales for Australian Sample**

<b>WPI Scales</b>	<b>F1</b>	<b>F2</b>	<b>F3</b>	<b>F4</b>	<b>F5</b>
Ambition	<b>0.6190</b>	0.4438	0.0806	0.2788	0.1344
Initiative	<b>0.6523</b>	0.2515	0.1470	0.3535	0.3119
Flexibility	<b>0.6148</b>	-0.3808	0.0551	0.2210	0.3451
Energy	<b>0.5917</b>	0.4301	0.1492	0.1016	0.3802
Leadership	<b>0.7634</b>	0.0571	-0.0502	0.1349	-0.2031
Persistence	0.4070	<b>0.7040</b>	0.1029	0.1149	0.3082
Attention to Detail	0.0769	<b>0.8080</b>	0.0502	0.2651	0.1328
Rule-Following	-0.0941	<b>0.7828</b>	0.1589	0.0385	0.1735
Dependability	0.3149	<b>0.7081</b>	0.0647	0.1147	0.3242
Teamwork	0.2484	0.2485	<b>0.7387</b>	0.1167	0.3053
Concern for Others	-0.0016	0.2844	<b>0.3914</b>	0.3017	0.5013
Outgoing	0.2902	0.1182	<b>0.7722</b>	-0.0246	0.2348
Democratic	-0.3222	-0.0440	<b>0.7783</b>	0.0553	-0.1363
Innovation	0.4440	0.0538	0.0547	<b>0.6833</b>	0.2250
Analytical Thinking	0.1979	0.2713	0.0659	<b>0.8397</b>	0.0887
Self-Control	-0.0286	0.3239	0.1381	0.1264	<b>0.8232</b>
Stress Tolerance	0.3899	0.3352	0.0870	0.1266	<b>0.6599</b>

**Table 7 Factor loadings of Work Personality Index Scales for South African Sample**

<b>WPI Scales</b>	<b>F1</b>	<b>F2</b>	<b>F3</b>	<b>F4</b>	<b>F5</b>
Ambition	<b>0.7135</b>	0.1865	0.0169	0.2348	0.1919
Initiative	<b>0.7390</b>	0.0442	0.1168	0.2568	0.2997
Flexibility	<b>0.4768</b>	-0.5404	-0.0006	0.2554	0.3419
Energy	<b>0.7169</b>	0.1928	0.1567	0.0600	0.3873
Leadership	<b>0.7538</b>	0.0249	0.0555	0.2061	-0.2544
Persistence	0.6180	<b>0.4726</b>	0.0396	0.0905	0.3875
Attention to Detail	0.2469	<b>0.7096</b>	0.0564	0.3193	0.2458
Rule-Following	0.1043	<b>0.8041</b>	0.1478	0.0303	0.1749
Dependability	0.5394	<b>0.5069</b>	-0.0097	0.0621	0.3774
Teamwork	0.2895	0.1247	<b>0.7648</b>	0.1563	0.2630
Concern for Others	0.2210	0.1969	<b>0.3295</b>	0.0972	0.5029
Outgoing	0.2854	-0.0079	<b>0.7898</b>	0.0284	0.2292
Democratic	-0.3467	0.0902	<b>0.7414</b>	-0.0081	-0.0317
Innovation	0.5335	-0.0288	0.1656	<b>0.5783</b>	0.1685
Analytical Thinking	0.2583	0.1767	0.0475	<b>0.8664</b>	0.1680
Self-Control	0.0186	0.2065	0.1905	0.1623	<b>0.8390</b>
Stress Tolerance	0.4970	0.1173	0.1484	0.1784	<b>0.6277</b>



**Table 8 Factor loadings of Work Personality Index Scales for French Sample**

<b>WPI Scales</b>	<b>F1</b>	<b>F2</b>	<b>F3</b>	<b>F4</b>	<b>F5</b>
Ambition	<b>0.6421</b>	0.4424	-0.0253	0.2511	-0.0036
Initiative	<b>0.8398</b>	0.1418	0.0526	0.2309	0.1507
Flexibility	<b>0.6197</b>	-0.3453	0.1050	0.2721	0.2718
Energy	<b>0.6730</b>	0.3553	0.1117	-0.1684	0.2785
Leadership	<b>0.8117</b>	0.1319	0.0042	0.0603	0.0096
Persistence	0.3980	<b>0.7061</b>	0.0557	0.0939	0.2999
Attention to Detail	0.1094	<b>0.8219</b>	-0.0107	0.1848	-0.0044
Rule-Following	-0.1041	<b>0.7958</b>	0.1411	-0.1575	0.0782
Dependability	0.2268	<b>0.7598</b>	0.1122	0.1128	0.1825
Teamwork	0.1691	0.1077	<b>0.8678</b>	0.0525	0.1719
Concern for Others	-0.0875	0.1827	<b>0.5857</b>	0.4424	-0.0101
Outgoing	0.2705	0.0207	<b>0.8424</b>	-0.0214	0.0786
Democratic	-0.2125	0.0104	<b>0.7834</b>	-0.1518	-0.0218
Innovation	0.5653	-0.0693	0.0017	<b>0.5548</b>	0.0587
Analytical Thinking	0.2245	0.1343	-0.0347	<b>0.7632</b>	0.1486
Self-Control	-0.0026	0.1800	0.1335	0.1562	<b>0.8985</b>
Stress Tolerance	0.4414	0.1612	0.0435	0.0298	<b>0.7846</b>

**Table 9 Coefficients of Congruence for Work Personality Index North American and Australian Samples**

	Congruence Coefficients	Congruence Coefficients between the target (North America) and maximally congruent comparison matrix (Australia)					
			Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
<i>Achievement</i>							
Ambition	0.99						
Initiative	0.98	Factor 1	<b>0.98</b>	0.35	0.25	0.58	0.43
Flexibility	1.00	Factor 2	0.36	<b>0.97</b>	0.22	0.24	0.39
Energy	0.98	Factor 3	0.24	0.21	<b>0.97</b>	0.16	0.37
Leadership	0.97	Factor 4	0.60	0.25	0.17	<b>0.97</b>	0.37
		Factor 5	0.44	0.39	0.39	0.37	<b>0.95</b>
<i>Conscientiousness</i>							
Persistence	0.99	<b>Overall Solution Congruence = 0.97</b>					
Attention to Detail	0.96						
Rule-Following	0.95						
Dependability	0.98						
<i>Social Orientation</i>							
Teamwork	0.98						
Concern for Others	0.91						
Outgoing	0.99						
Democratic	0.96						
<i>Practical Intelligence</i>							
Innovation	0.96						
Analytical Thinking	0.97						
<i>Adjustment</i>							
Self-Control	0.96						
Stress Tolerance	0.96						

**Table 10 Coefficients of Congruence for Work Personality Index North American and South African Samples**

	Congruence Coefficients	Congruence Coefficients between the target (North America) and maximally congruent comparison matrix (South Africa)					
			Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
<i>Achievement</i>							
Ambition	0.97						
Initiative	0.99	Factor 1	<b>0.98</b>	0.37	0.26	0.62	0.43
Flexibility	0.99	Factor 2	0.36	<b>0.96</b>	0.20	0.25	0.37
Energy	0.98	Factor 3	0.24	0.19	<b>0.96</b>	0.15	0.38
Leadership	0.95	Factor 4	0.62	0.26	0.15	<b>0.93</b>	0.40
		Factor 5	0.43	0.38	0.40	0.40	<b>0.95</b>
<i>Conscientiousness</i>							
Persistence	0.99	<b>Overall Solution Congruence = 0.96</b>					
Attention to Detail	0.94						
Rule-Following	0.98						
Dependability	0.98						
<i>Social Orientation</i>							
Teamwork	0.98						
Concern for Others	0.81						
Outgoing	0.99						
Democratic	0.98						
<i>Practical Intelligence</i>							
Innovation	0.91						
Analytical Thinking	0.98						
<i>Adjustment</i>							
Self-Control	0.97						
Stress Tolerance	0.93						

**Table 11 Coefficients of Congruence for Work Personality Index North American and French Samples**

	Congruence Coefficients	Congruence Coefficients between the target (North America) and maximally congruent comparison matrix (France)					
			Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
<i>Achievement</i>							
Ambition	0.99						
Initiative	0.98	Factor 1	<b>0.99</b>	0.31	0.18	0.55	0.41
Flexibility	1.00	Factor 2	0.31	<b>1.00</b>	0.12	0.13	0.26
Energy	0.98	Factor 3	0.18	0.12	<b>0.99</b>	0.07	0.28
Leadership	0.97	Factor 4	0.55	0.14	0.06	<b>0.98</b>	0.28
		Factor 5	0.41	0.26	0.28	0.28	<b>0.97</b>
<i>Conscientiousness</i>							
Persistence	0.99	<b>Overall Solution Congruence = 0.99</b>					
Attention to Detail	0.96						
Rule-Following	0.95						
Dependability	0.98						
<i>Social Orientation</i>							
Teamwork	0.98						
Concern for Others	0.91						
Outgoing	0.99						
Democratic	0.96						
<i>Practical Intelligence</i>							
Innovation	0.96						
Analytical Thinking	0.97						
<i>Adjustment</i>							
Self-Control	0.96						
Stress Tolerance	0.96						