**Table 1S.** Domains and descriptions of original 9-factor MLQ full range leadership theory and 4-factor CVF organizational culture questionnaire

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| **Domain** | **Subdomain** | **# items** | **Description** |
| **Leadership** |  |  |  |
| Lasseiz-Faire | - | 4 | Does not lead, take accountability, use authority or make decisions unless major problems occur |
| Transactional | Contingent reward (CR) | 4 | Rewards employees when contractual obligations and tasks are fulfilled and completed |
|  | Management by Exception active (MBEA) | 4 | Leaders actively monitor employee mistakes and deviances, requesting employees to carry out corrections |
|  | Management by Exception passive (MBEP) | 4 | Leaders passively wait for mistakes and deviances to occur, then request employees to carry out corrections  |
| Transformational | Individualized Consideration (IC) | 4 | Coaches employees to achieve through self-development and growth  |
|  | Idealized Influence attributed (IIa) | 4 | Exhibits as role model and emphasizes on high ethical and moral standards. They are admired, respected and trusted by employees. |
|  | Idealized Influence behavior (IIb) | 4 | To spur employees in achieving goals through exhibiting extra effort |
|  | Inspirational Motivation (IM) | 4 | Creates shared vision and goals to arouse enthusiastic and motivated team spirit  |
|  | Intellectual Stimulation (IS) | 4 | Encourages employees to tackle persistent old problems through innovation and creativity |
| **Organizational Culture** |  |  |
| Group | - | 5 | People-centric and friendly culture emphasizes on teamwork, loyalty and participation |
| Rational | - | 5 | Results-centric and competitive culture that emphasizes on gaining market share and influence through demanding means |
| Developmental | - | 5 | Innovative and flexible culture that encourages changes, risk taking and experimentation |
| Hierarchical | - | 5 | Rigid and formal culture where efficiency is achieved through following procedural policies |