

# Followers' Comply to Toxic Leaders: the Context of Engineering Academicians in Research University in Malaysia



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**Abstract:** Followership benefits a lot in an organization. A good and skilled follower can support the organization by helping a leader upright and on a track. However, in a certain situation, followers choose to follow a toxic leader. Although researchers have examined the followers susceptible to bad leaders, the types of follower are yet to be investigate using Toxic Leadership Theory. Thus, the objectives of this research are to determine the extent to which follower's personality comply with toxic leaders. Besides that, this study attempts to show that age as a moderating variable in the relationship between followers and toxic leaders. Few studies have investigated the influence of follower's personality on toxic leadership growth. Therefore, this study provided new insights into follower personality on toxic leadership process specifically in higher education context. A total of 350 academicians from engineering field were involved and the data were analyzed using structural equation modelling (SEM) via SmartPLS 3.0. The findings indicate that ambitious have a positive impact on toxic leaders, core self-evaluation have negative impact on toxic leaders, congruent values have positive impact on toxic leaders, self-concept has negative impact on toxic leaders and congruent values has positive impact on toxic leaders through age. Finally, a theoretical and practical implication have been discussed for future directions.

**Keywords:** Academicians, modelling, personality, toxic leadership.

## I. INTRODUCTION

Organization entire world, beside highlighting on profit outcomes, are continuing preventing and coping the toxic leaders to achieve business sustainability (32). define toxic leadership referring to a leader who possess destructive behavior and their dysfunctional personal characteristics, inflict serious and enduring harm on the individuals, organizations, communities and nations. Numerous studies have attempted to explain the outcomes of toxic leadership. In an investigation into toxic leadership outcomes, researchers

found that toxic leadership has linked to negative outcomes such as organization performance (1), turnover (48), job dissatisfaction (44), psychological distress (12), organization commitment (44), team spirit (45), loss of trust, reduced effectiveness (1), financial stability (28), unit civility, organizational commitment and job satisfaction (15).

Despite its severe outcomes, toxic leaders have several followers who tolerate, accept and comply their toxicity. Investigating the followers' roles is a continuing concern within leadership scholars. According to (54), followers are someone who supports and is guided by another person or by a group. Followers play a vital role in both individual and organization development (10). Prior scholars such as (51) and (41) pointed some of key reasons for followers comply with destructive leadership while there has been little discussion about why followers tolerate toxic leaders. Thus, the aims of this study are to investigate type of follower's that tolerate toxic leaders towards toxic leaders and to examine the moderating of age on relationship of type of followers and toxic leaders.

This study provides an important opportunity to advance our knowledge about type of follower and age factor as a contribution to toxic leader's development in organizations. The study would also offer a new dimensions or perspective of the findings from previous studies. The model could introduce a mechanism in eliminating toxic leaders presents in organizations.

## II. LITERATURE REVIEW

Previously, many of toxic leadership study have focused on leadership centric-approach. Among the popular dimension that have been discussed were toxic leader traits' and followers' outcomes. However, researcher have shown and increased interest in followership roles for destructive and toxic leadership process (32); (41) and (51). There are two main reasons for growing interest in followers' concept. First, followers are an important component in toxic leadership success (32) and (54) and plays a vital role in protecting toxic leaders (30). Second, followers' individual differences such as needs, values and characteristics have a significant relationship on destructive leadership development (20); (35) and (56). Identifying followers' characteristics or needs help to explain why followers comply with leader toxicity (23). Therefore, expanding the study on followers' characteristics and needs will offer some insight on follower categorization.

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Over the past century, there has been a dramatic increase in studying followership. In 1997, (55) categorized followers as lack of cohesive self-concept and sharing leaders' value.

(49) divide the categories of followers into uncritical or conformers' follower and Machiavellians. Then, (29) draw a fine concept of followers such as bystander and acolytes. (41) draw two types of followers which are conformers (comply with the leaders because of fear) and colluders (participate in the destruction for personal gain). Finally, a recent study by (51), develop a follower framework and classified the type of follower into conformers' and colluders. According to (3) it is useful to understand each type of follower's that comply to the leaders. Furthermore, the different type of followers has different effect on vulnerability towards bad leader (51). For this study, a multidimensional construct proposed by (41) will be used and discussed which has been a greatest reference for dark leadership. The multidimensional construct encompasses low core self-evaluation and low self-concept, ambitious and congruent values.

### *Core self- evaluation*

The first dimension is core self-evaluation. According to (25) core self-evaluation is a well-balanced personality with a fundamental evaluation about themselves, abilities and control. There are three components in core self-evaluation. First, locus of control highlights the individual who believe they can control their own environment or outside forces beyond their control (25). Individual perception on level of control can have an impact on their viewpoint and the way they interact with environment. Hence, individual who do not believe they can control themselves when facing a toxic leader and believe that type of leadership exist because of natural/fate are more likely to comply with toxic leadership (32). Second, self-efficacy is an individual belief that his or her ability to achieve goals (2). Self –efficacy play an important role in determining individual chances for success. To be successful, individual must exhibit a determination and perseverance to overcome any obstacles. Individual with high self-efficacy will put enough effort to complete the task and lead to successful outcome. Meanwhile, low self-efficacy person is likely to quit the task or effort at the early stage and fail (47). In addition, individual with low self-efficacy rely on a person who can guide and monitor their activity or task to sustain the effort for being success. (51) notes followers who have low core self-evaluation and low self-concept motivate the followers to comply with toxic leaders. This view is supported by (11) who found that followers with low self-esteem is likely to occur the relationship with toxic leader. Based on the literature, the following can be hypothesized:

H1: Followers with low core self-evaluation negatively comply to toxic leaders.

### *Self-concept*

In a workplace context, (46) mentioned that low self-efficacy followers will look for leaders who can persuade them to strengthen the capabilities and personal deficiencies when problem arise. They believe that their skills and sense of personal efficacy developed through this powerful leader. Therefore, this follower is much easier to manipulate and engage with the leaders that provide a care for them (41). Self-esteem pointed about individual emotional evaluation of their own worth (20). Strong evidence of high self-esteem outcomes was found to cause a good performance (36), happiness and satisfaction (5). Meanwhile, people with low

self-esteem feel unhappy or unsatisfied with themselves. (32) identifies followers with having a low self-esteem will seek a leader who can serve protective function and reduce anxiety about life (16). In this situation, toxic leaders play his vital role by boost up follower self-esteem after facing a failure or rejected by others in their life. Ultimately, the followers tend to be tolerating on any toxic behaviors even they are not agreed with it. Several studies have revealed that followers who have a low core self-evaluation are among the most vulnerable to destructive leadership (41); (31) and (34). (38) also points out that followers with low self-esteem are more compliance to bad leaders. Despite that, follower with low self-concept are more comply to toxic leader in order to avoid conflict and job termination. Replicating the established findings that conformers leads to toxic leadership, this study hypothesizes that:

H2: Followers with low self-concept negatively comply to toxic leaders.

### *Ambitious*

Ambitious characteristics belongs to toxic leaders' followers has become a central issue in toxic leadership development. A primary concern about ambitious person is when they wish to become more influential and received greater rewards but willing to leave their actual job to achieve reward and status. This person desires a promotion in the ranked. Ambitious followers take a proactive strategy by identifying which leaders are valuable resources, privilege and prestige in a new group (11). After knowing the targets leaders, overly ambitious persons are willingly to follow coercive policies (37), exploit others (41) and promote toxic leaders' grandiose mission. In the same time, toxic leaders' activities encompass an unethical manner that can bring power and money to them (32). Thus, ambitious followers act to be loyal by offering a profit unethically and press legal limits on deal (6) to the leader. Consequently, this person will automatically be being accepted by the toxic leaders and being reward (29). Accordingly, this study therefore postulates that:

H3: Ambitious followers positively comply to toxic leaders

### *Congruent values*

Leaders values are the foundation to organization culture. By emphasizing the importance of leader's values will increase the ability to influence the follower behavior. Several researches have reported that there is a strong relationship between follower and bad leaders' values and has an impact on follower outcomes (29); (41) and (33). Furthermore, congruent between leaders' values and followers' values explain follower outcomes such as satisfaction and concluding that there is positive impact on follower outcomes. Thus, followers who share the same worldview are more comply to toxic leaders (9). Consistent with the literature, this study posits that:

H4: Followers congruent values positively comply to toxic leaders

In view of all literature and hypotheses that has been mentioned so far, the following research framework is proposed (Fig.1)

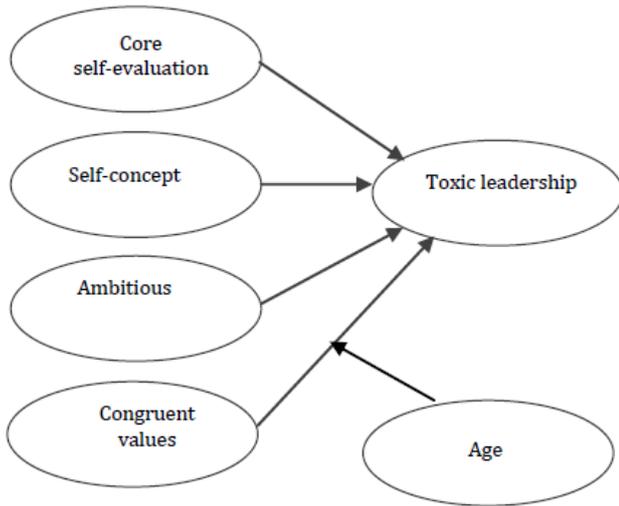


Fig. 1: Proposed theoretical framework

III. METHODOLOGY

Sampling and population

A quantitative approach was used by distributing a questionnaire to 400 engineering academicians in Research University in Malaysia through online survey. Researcher obtained the academicians email address through the university official web. After identifying a total number of academicians, researcher contacted the Assistant Registrar from each of the faculty to verify the information. Once confirmation has been done, invitation to online survey took part. Researcher used an email invitation and provides a URL link for answering the survey. A total of 350 were found as a valid sample after a screening process. The response rate 88% is considered very good (7).

Instrument development

There are three sections in the questionnaire encompasses demographic, individual personality and perception towards toxic leadership style. For individual personality, 16 items were adapted from (50). Meanwhile, toxic leadership style consists of 38 items were adapted from (42).

Statistical technique

Structural Equation Modeling-Variance Based (SEM-VB) through Partial Least Squares (PLS) method with SmartPLS 3.0 software was employed for data analyzing. PLS method was chosen because it's offering a simultaneous analysis of both measurement and structural model that leads to accurate estimates (4).

Data analysis

Demographic profile of respondents

Table1: Demographic profile of respondents

	Frequency	Percentage
<i>Gender</i>		
Male	179	51.1
Female	171	48.9
<i>Position</i>		
Lecturer	58	16.6
Senior Lecturer	167	47.7
Assoc. Prof.	96	27.4
Professor	29	8.3
<i>Working Experience</i>		
1-5yrs	136	38.9
6-10yrs	75	21.4

11-15yrs	46	13.1
16-20yrs	50	14.3
>20yrs	43	12.3

Table 1 depicts the respondents' demographic profile. Returned surveys from academicians yielded a 51.1 percent from male and 48.9 percent were female. 83.4 percent of those who were answered the questionnaire encompasses Senior Lecturer, Associate Professor and Professor. In term of working experience, majority of the respondents had an experience for less than five years with the current leaders.

Table III Discriminant validity using Fornell and Locker Criterion

	AMB	CSE	CV	SC	TL
AMB	<i>0.856</i>				
CSE	0.094	<i>0.734</i>			
CV	0.021	0.021	<i>0.786</i>		
SC	0.032	0.136	0.284	<i>0.877</i>	
TL	0.105	0.084	0.23	0.225	<i>0.775</i>

Notes: Diagonal elements (in italic) show the square root of the average variance extracted. Off-diagonal elements show the shared variances. \*AMB=ambitious, CSE=core self-evaluation, CV=congruent values, SC=self-concept, TL=toxic leadership

Table II: Reliability and validity analysis

Variables	Items	Loadings	AVE <sup>b</sup>	CR <sup>a</sup>
Core self-evaluation	B6	0.537	0.539	0.688
	B8	0.888		
Self-concept	B11	0.891	0.769	0.869
	B12	0.862		
Ambitious	B18	0.844	0.733	0.846
	B19	0.867		
Congruent values	B21	0.591	0.617	0.825
	B22	0.898		
	B23	0.834		
Toxic leadership	E1	0.729	0.6	0.982
	E2	0.788		
	E3	0.795		
	E4	0.758		
	E5	0.842		
	E7	0.814		
	E8	0.618		
	E9	0.765		
E10	0.644			
E11	0.767			
E12	0.764			
E13	0.701			
E14	0.855			
E15	0.84			

E16	0.848
E17	0.793
E18	0.812
E19	0.647
E20	0.734
E21	0.757
E22	0.754
E23	0.825
E24	0.699
E25	0.802
E27	0.748
E28	0.664
E29	0.778
E30	0.791
E31	0.766
E32	0.86
E33	0.838
E34	0.838
E35	0.808
E36	0.811
E37	0.841
E38	0.814

Note: <sup>a</sup>Composite reliability $\frac{1}{4}(\text{square of the summation of the factor loadings})/(\text{square of the summation of the factor loadings})+(\text{square of the summation of the error variances})$ ;<sup>b</sup>AVE $\frac{1}{4}(\text{summation of the square of the factor loadings})/(\text{summation of the square of the factor loadings})+(\text{summation of the error variances})$

**PLS**

PLS-SEM model can be divided into two sub-models such as measurement model and structural model. The measurement model enables the assessment of observed and unobserved variables (43). Meanwhile, structural model specifies which exogenous variable directly or indirectly influence the endogenous in the model (43)

*a. Measurement model assessment*

Construct reliability and validity was prepared according to the procedure used by (18) in measurement model process.

*Reliability analysis*

To measure the reliability of the latent constructs, Cronbach's alpha and composite reliability was used. The results indicate that Cronbach's alpha range between 0.700-0.981 as suggested by (27). Meanwhile, composite reliability values range between 0.688-0.982 which indicates that construct reliability was sufficiently error-free.

For indicator reliability, (19) stated that high loadings on a construct is explained by the latent variable. Loading values greater than 0.40 are acceptable (22). All the loadings which exceed the recommended value of 0.40 as shown in Table II. Items B5,B7,B9,B10,B16,B17,B20,E6 and E26 with low loadings were dropped. However, the items deleted is not more than 20% of the indicators in the model as suggested by (17).

**Table IV HTMT Criterion**

	AMB	CSE	CV	SC	TL
AMB					
CSE	0.299				
CV	0.191	0.162			
SC	0.05	0.437	0.412		
TL	0.138	0.237	0.272	0.263	

*Convergent validity*

Convergent validity is a degree to which a latent construct explains the variance of its indicator (19). As can be seen from the Table II, all the average variance extracted (AVE) were above the threshold value of 0.50. (17). The convergent validity indicate that the measurements items were all loaded on their own constructs.

*Discriminant validity*

Discriminant validity point out about a degree to which indicators differentiate across constructs. There are three types of criteria such as cross loadings, Fornell and Larcker's and Heterotrait-Monotrait ratio (HTMT). Cross loadings criterion is the loading indicators on the assigned latent variable, and it must be higher than others latent. Appendix A shows that the cross loading fulfills the requirements where all the outer loadings on a construct were higher than others. As shown in Table III, Fornel-Lacker analysis shows that the square root of AVE presented in bold is higher than the correlation between the constructs. This specify that the construct explain better on its own indicators than other constructs (13). For Heterotrait-Monotrait ratio (HTMT) criterion, the finding in Table IV has shown that, all the values are lower than cut-off of HTMT<sub>0.85</sub>. Thus, the discriminant validity o all constructs is fulfilled.

*b. Structural model assessment*

For structural model, (19) recommended to apply beta(β), R<sup>2</sup> and t-values through bootstrapping resampling technique with 500 sub-samples to assess the structural model. Furthermore, the effect size (f<sup>2</sup>) and predictive relevance (Q<sup>2</sup>) analysis also highly suggested.

The results of hypothesis test were described as outlined in Table V. Academician ambition is seen to have a positive link with their compliance to toxic leaders, hence, H1 is accepted with (β=0.087, t= 1.951, p<0.05). For, core self-evaluation, it is significantly impact on follower compliance to toxic leaders. Thus, H2 is supported (β=0.103, t=1.733, p<0.05). Further examination of the path coefficient shows that follower congruent values is significantly and positively link to toxic leaders. Thus, H3 is accepted (β= 0.168, t=2.802, p<0.05). Besides that, H4 path estimates noted that follower self-concept significantly comply with toxic leaders (β0.188, t=3.291, p<0.05).

Further investigation whether age moderate the relationship between congruent values and toxic leadership also been examined. It is advisable to center the predictor before the moderator variable multiplication (eg.age) with predictor variable (eg. congruent value), also known as interaction terms.



According to the result in Table V, the moderating impact of age on the relationship between congruent values and toxic leadership was found to be significant ( $\beta=0.144$ ,  $t\text{-value}=2.444$ ,  $p<0.05$ ) Thus, H4 is supported.

Besides that, ambitious, core self-evaluation, congruent values and self-concept explains 9.9% of the variance in compliance to toxic leaders. Thus, the  $R^2$  values obtained an acceptable level of explanatory power as proposed by (8). Assessment the level of effect size ( $f^2$ ) is to assess how strong the exogenous construct contributes to explain a endogenous construct in term of  $R^2$ . The indices for  $f^2$  value range is 0.35 (large), 0.15 (medium) and 0.02 (small). From the Table V it

**Table V: Structural path analysis result**

Hypothesis	Relationship	Std Beta	Std Error	t value	p-value	LL	UL	Decision	$R^2$	$f^2$	$Q^2$	VIF
H1	AMB→TL	0.087	0.045	1.951	0.026	0.151	0.004	Supported	0.099	0.008	0.048	1.011
H2	CSE→TL	0.103	0.059	1.733	0.042	0.162	0.085	Supported		0.011		1.032
H3	CV→TL	0.168	0.06	2.802	0.003	0.07	0.267	Supported		0.029		1.093
H4	SC→TL	0.188	0.057	3.291	0.001	0.101	0.281	Supported		0.035		1.114
H5	CV→AGE→TL	0.144	0.059	2.444	0.007	0.027	0.214	Supported				

Note: \*Statistically significant at  $p<0.05$  (for  $t\text{-value}>1.960$ )

It is pivotal to make sure that there is no multi-collinearity issues in the structural model. It happens when two variables that are hypothesized to be causally related measure the same construct. To identify the degree multi-collinearity, a variance inflation factor (VIF) is commonly apply (39). All the inner VIF values are less than five. Thus, it indicates multi-collinearity is not a concern for this study.

#### IV. CONCLUSION

Based on Toxic Leadership Theory, this research extends our knowledge of followership roles in toxic leadership process specifically among academicians and hence highlights the significant implications and suggestions for university top management about toxic leaders' growth. The discussion is as follows.

The results of this investigation show that ambitious followers have a significant positive affect on compliance to toxic leaders, point out that if the followers overly ambitious in their life, they would be willing to work with the toxic leaders. The ambitious followers can be seen as an advantage for their career promotion, whilst creating more enemies in the organization. Another possible explanation for this might be that ambitious followers might prosper although others are suffering from toxic leadership (40).

It was also shown that core self-evaluation has a significant negative relationship with toxic leaders. Followers with low core self-evaluation are the most susceptible to being manipulated by toxic leaders, therefore, majority of low core self-evaluation followers

have low locus of control, low self-efficacy and low self-esteem. These factors may explain the relatively strong correlation between follower personality and preferences for leadership. This finding match those observed in earlier studies such as (51), (50) and (32). Their findings assert that follower with a high or low personality has a significant impact on complying to toxic leaders. A low core

shows that all relationship with small effect size.

Next, to assess the predictive relevance ( $Q^2$ ), a blindfolding procedure were used. According to (20) blindfolding procedure can only be applied to endogenous constructs that have a reflective measurement. Given that value of  $Q^2$  is larger than 0, it indicates that exogenous constructs have predictive relevance for the endogenous constructs (14). In Table V, it shows that the value of  $Q^2$  is 0.048 that is greater than 0, therefore there is an adequate predictive relevance for the proposed model.

self-evaluation shows that followers have a low evaluation about themselves and willingly to serve under the destructive leaders (41); (52) and (32). Based on the standardized path-coefficients of the structural model, followers' congruent values were found to have a significant impact on toxic leaders. In a previous study, emotional bonding between leader-follower occur when the level of satisfaction, motivation and commitment among followers are high (26). In addition, sharing a conception of the world with leaders may develop a strong respect to each other. These result match those observed in earlier studies by (51). A strong relationship between toxic leaders and followers shows that followers willingly to engage in unethical behavior if they believe that it will help them to success.

Type of follower's personality are the main key that could make a significant impact on toxic leaders' growth (32). Their personality has a strong influence to the followers to comply with toxic leaders or destructive leaders (32) and (51). These types of followers tend to highlight to others that in some situation, toxic leaders will give a hand for their success and beneficial in their career path. In a same vein, follower personality may boost up because there is a leader who can protect and guide them even, they know that their leaders engage in unethical behavior. Thus, university top management should take relevant actions in preventing the bad leaders in public university and enhancing employee's involvement in organization decision making.

#### Implications for research

Investigating toxic leaders is a continuing concern within leadership scholar and this study offer an insight how the toxic leader's growth in organization. These findings enhance our understanding about toxic leadership process by extending a follower's variables such as ambitious, core self-evaluation, self-concept and congruent values in academicians' context specifically in research university in Malaysia.

Further, Toxic Leadership Theory has extended our knowledge by adding age factors as a moderator variable in order to create a holistic followership reciprocal model in a new context.

### Implications for practical

One major theoretical issue that has dominated toxic leadership field for many years concerns about the practical one. Drawing upon the findings, two important practical implications were suggested such as follower strengthening, and organization improvement.

Enhancing empowerment culture for developing stronger followers may reduce the potential destructive leaders to growth. Cultures that embrace employees to step up, they can dominate over authoritarian power. Thus, highlighting follower development as criteria for career promotion indirectly can reduce the emergence of destructive leaders. Thus, cultivating a spirit of employee's career development among manager, organization could make their employees disagree with toxic leaders.

A thorough job screening for identifying potential susceptible followers should be applied during interview process. A psychometric and personality test can be used as a tool for the measurement. Besides that, a follower-leader simulation and case study approach can be used as an additional information. By using a simulation, interview panels can evaluate whether the candidates can act in a positive manner, rather than based on personality questionnaire and interview answer. However, this personality approach could not give an accurate preview about individual behavior, but it can minimize the followers' compliance to toxic leaders.

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Appendix A. Results of discriminant validity by the cross loading

	CV	TL	AMB	CSE	SC
B11	0.314	0.210	-0.013	0.139	<b>0.895</b>
B12	0.177	0.183	-0.047	0.093	<b>0.858</b>
B18	-0.080	-0.086	<b>0.841</b>	0.080	-0.017
B19	0.041	-0.095	<b>0.871</b>	0.079	-0.038
B21	<b>0.590</b>	0.128	-0.136	-0.011	0.213
B22	<b>0.900</b>	0.219	0.001	0.011	0.211
B23	<b>0.833</b>	0.171	0.022	-0.016	0.219
B6	0.017	-0.041	0.069	<b>0.505</b>	0.129
B8	-0.035	-0.083	0.074	<b>0.905</b>	0.091
E1	0.221	<b>0.726</b>	-0.044	-0.012	0.142
E11	0.201	<b>0.768</b>	-0.091	-0.029	0.182
E12	0.214	<b>0.768</b>	-0.108	-0.070	0.251
E13	0.244	<b>0.698</b>	-0.064	-0.079	0.191
E14	0.199	<b>0.858</b>	-0.115	-0.104	0.211
E15	0.178	<b>0.845</b>	-0.091	-0.149	0.126
E16	0.167	<b>0.852</b>	-0.117	-0.095	0.237
E17	0.191	<b>0.799</b>	-0.102	-0.095	0.193
E18	0.198	<b>0.810</b>	-0.078	-0.088	0.203
E19	0.160	<b>0.646</b>	-0.034	0.018	0.092

	CV	TL	AMB	CSE	SC
E2	0.169	<b>0.785</b>	-0.151	-0.051	0.070
E20	0.103	<b>0.732</b>	-0.142	-0.073	0.101
E21	0.164	<b>0.756</b>	-0.031	-0.063	0.151
E22	0.090	<b>0.755</b>	-0.037	-0.080	0.201
E23	0.189	<b>0.829</b>	-0.089	-0.106	0.137
E24	0.222	<b>0.701</b>	-0.041	-0.081	0.161
E25	0.153	<b>0.799</b>	-0.094	-0.023	0.141
E27	0.126	<b>0.746</b>	-0.091	-0.062	0.130
E28	0.250	<b>0.650</b>	0.003	0.051	0.220
E29	0.202	<b>0.779</b>	-0.063	0.009	0.200
E3	0.216	<b>0.792</b>	-0.095	-0.077	0.163
E30	0.145	<b>0.791</b>	-0.107	-0.073	0.168
E31	0.160	<b>0.764</b>	-0.113	-0.070	0.226
E32	0.145	<b>0.862</b>	-0.080	-0.152	0.217
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E32	0.145	<b>0.862</b>	-0.080	-0.152	0.217
E33	0.142	<b>0.843</b>	-0.088	-0.114	0.191

	CV	TL	AMB	CSE	SC
E34	0.147	<b>0.842</b>	-0.045	-0.080	0.257
E35	0.144	<b>0.811</b>	-0.069	-0.054	0.255
E36	0.135	<b>0.814</b>	-0.037	-0.022	0.165
E37	0.168	<b>0.841</b>	-0.105	-0.080	0.192
E38	0.157	<b>0.815</b>	-0.058	-0.021	0.127
E4	0.095	<b>0.757</b>	-0.071	-0.059	0.172
E5	0.202	<b>0.844</b>	-0.128	-0.132	0.109
E6	0.264	<b>0.663</b>	-0.083	-0.121	0.139
E7	0.160	<b>0.811</b>	-0.089	-0.027	0.131
E9	0.116	<b>0.764</b>	-0.133	-0.057	0.106
E34	0.147	<b>0.842</b>	-0.045	-0.080	0.257
E35	0.144	<b>0.811</b>	-0.069	-0.054	0.255
E36	0.135	<b>0.814</b>	-0.037	-0.022	0.165
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