

Table 2
Means, Standard Deviations, and Correlations
(Study 1, United States)

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6
1. Voice	5.57	1.12	(.90)					
2. LMX quality	5.43	1.51	.34**	(.94)				
3. Power distance	2.35	1.05	-.52**	.04	(.87)			
4. Sex ^a	0.71	0.45	.08	-.04	-.03			
5. Education ^b	3.30	0.92	.07	.03	-.29**	-.06		
6. Tenure in org ^c	4.92	6.23	.17	.19	-.09	-.13	-.01	

Note: *N* = 108. LMX = leader-member exchange. Alpha coefficients are in parentheses.

a. Coding: 0 = *male*, 1 = *female*.

b. Coding: 1 = *high school*, 2 = *some college*, 3 = *bachelor's degree*, 4 = *master's degree*, 5 = *PhD*.

c. Coding: years.

p* < .05. *p* < .01.