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Ethical leadership: through the eyes of employees

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Appendix 3

Correlations Between The ELW Dimensions and Follower Helping, Initiative, Responsibility and Job Autonomy

Table - Correlations among variables Study of Chapter 5

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
|------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|------|-------|-------|
| 1 Ethical leadership | | | | | | | | | | | |
| 2 Fairness | .65** | .81 | | | | | | | | | |
| 3 Integrity | .73** | .38** | .92 | | | | | | | | |
| 4 People orientation | .78** | .56** | .45** | .90 | | | | | | | |
| 5 Concern of sustainability | .56** | .15* | .27** | .28** | .77 | | | | | | |
| 6 Power sharing | .75** | .47** | .39** | .66** | .33** | .79 | | | | | |
| 7 Ethical guidance | .74** | .31** | .44** | .44** | .48** | .46** | .91 | | | | |
| 8 Role clarification | .80** | .44** | .58** | .53** | .32** | .56** | .58** | .85 | | | |
| 9 Follower job autonomy | .20* | .15* | .08 | .24** | .12† | .19* | .13† | .12† | | | |
| 10 Follower responsibility | .09 | .18* | .06 | .01 | .00 | .09 | .00 | .14* | .18* | | |
| 11 Follower helping behavior | .17* | .13† | .14* | .03 | .12† | .12† | .12† | .25** | .04 | .65** | |
| 12 Follower initiative | .19** | .25** | .13† | .05 | .11† | .12† | .13† | .18** | .11† | .73** | .58** |

Note: $N = 147$. Cronbach's α appeared on the diagonal.

* $p < .05$; ** $p < .01$; † $p < .10$. All tests are one-tailed.

Introduction

Appendix 3 is supplementary to chapter 5 of this dissertation. In that chapter ethical leadership is operationalized with the ELW overall measurement. Here, the correlation between the separate ethical leader behaviors and follower initiative as well as helping are addressed.

Correlation Results

The results in the table show that integrity and role clarification are correlated with helping behavior (respectively, $r = .14, p < .05$; $r = .25, p < .01$), whereas fairness and role clarification were correlated with initiative (respectively, $r = .25, p < .01$; $r = .18, p < .01$). Except for people orientation, the other ethical leader behaviors were marginally significantly correlated with helping and initiative. That is, with helping and initiative concern for sustainability and ethical guidance were marginally related (ranging from $r = .11$ to $r = .13, p < .10$). Integrity is marginally related to initiative ($r = .13, p < .10$), while fairness is marginally related to helping behavior ($r = .13, p < .10$).