



UvA-DARE (Digital Academic Repository)

Ethical leadership: through the eyes of employees

Kalshoven, K.

Publication date
2010

[Link to publication](#)

Citation for published version (APA):

Kalshoven, K. (2010). *Ethical leadership: through the eyes of employees*. [Thesis, fully internal, Universiteit van Amsterdam].

General rights

It is not permitted to download or to forward/distribute the text or part of it without the consent of the author(s) and/or copyright holder(s), other than for strictly personal, individual use, unless the work is under an open content license (like Creative Commons).

Disclaimer/Complaints regulations

If you believe that digital publication of certain material infringes any of your rights or (privacy) interests, please let the Library know, stating your reasons. In case of a legitimate complaint, the Library will make the material inaccessible and/or remove it from the website. Please Ask the Library: <https://uba.uva.nl/en/contact>, or a letter to: Library of the University of Amsterdam, Secretariat, Singel 425, 1012 WP Amsterdam, The Netherlands. You will be contacted as soon as possible.

References

References

- Aiken, L.S., & West, S.G. (1991). *Multiple regression: Testing and interpreting interactions*. Newbury Park, CA: Sage.
- Anderson, L.M. (1996). Employee cynicism: An examination using a contract violation framework. *Human Relations, 49*, 1395-1415.
- Anderson, C., Spataro, S.E., & Flynn, F.J. (2008). Personality and organizational culture as determinants of influence. *Journal of Applied Psychology, 93*, 702-710.
- Arnaud, A. (in press). Conceptualizing and measuring ethical work climate: Development and validation of the Ethical Climate Index (ECI). *Business & Society*.
- Arnaud, A. U., & Schminke, M. (2006, August). Beyond the organizational bases of ethical work climates: *A new theory and measure*. Paper presented at the 66th Annual Meeting of the Academy of Management, Atlanta.
- Arnaud, A., & Schminke, M. (2007). Ethical work climate: A weather report and forecast. In S. W. Gilliland, D. D. Steiner, & D. P. Skarlicki (Eds.), *Research in social issues in management: Managing social and ethical issues in organizations* (Vol. 5, pp. 181-227). Greenwich, CT: IAP.
- Arnaud, A., & Sekerka, L.E. (in press). Positively ethical: The establishment of innovation in support of sustainability. *International Journal of Sustainable Strategic Management*.
- Aronson, E. (2001). Integrating leadership styles and ethical perspectives. *Canadian Journal of Administrative Sciences, 18*, 244-256.
- Aryee, S., Budhwar, P. S., & Xiong Chen, Z. (2002). Trust as a mediator of the relationship between organizational justice and work outcomes: Test of a social exchange model. *Journal of Organizational Behavior, 23*, 267-285.
- Ashforth, B. (1994). Petty tyranny in organizations. *Human Relations, 47*, 755-778.
- Ashton, M. C., Lee, K., Perugini, M., Szarota, P., Vries, d. R. E., Di Blas, L., et al. (2004). A six factor structure of personality-descriptive adjectives: Solutions from psycholexical studies in seven languages. *Journal of Personality and Social Psychology, 86*, 356-366.
- Avolio, B.J., & Gardner, W.L. (2005). Authentic leadership development. *The Leadership Quarterly, 16*, 315-338.

- Avolio, B. J., Bass, B. M., & Jung, D. I. (1999). Reexamining the components of transformational and transactional leadership using the multi-factor leadership questionnaire. *Journal of Occupational and Organizational Psychology, 72*, 441-462.
- Bandura, A. (1977). *Social Learning Theory*. New York: General Learning Press.
- Bandura, A. (1986). *Social foundation of thought and action*. Englewood Cliffs, New Jersey: Prentice-Hall.
- Bandura, A. (1991). Social cognitive theory of self-regulation. *Organizational Behavior and Human Decision Processes, 50*, 248-287.
- Barling, J., Christie, A., & Turner, N. (2008). Pseudo-transformational leadership: Towards the development and test of a model. *Journal of Business Ethics, 81*, 851-861.
- Baron, R.M., & Kenny, D.A. (1986). The moderator-mediator variable distinction on social psychological research; Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology, 51*, 1173-1182.
- Barrick, M.R., & Mount, M.K. (1993). Autonomy as a moderator of the relationship of the Big Five dimensions and job performance. *Journal of Applied Psychology, 78*, 111-118.
- Bass, B.M. (1985). *Leadership and performance beyond expectations*. New York: Free Press.
- Bass, B. M. (1990). *Bass and Stogdill's handbook of leadership*. New York: Free Press.
- Bass, B.M., & Avolio, B.J. (1993). Transformational leadership: A response to critique: In: M.M. Chemers & R. Ayman (Eds.), *Leadership: Theory and research perspectives and directions*. San Diego, CA: Academic Press.
- Bass, B. M., & Steidlmeier, P. (1999). Ethics, character and authentic transformational leadership behavior. *Leadership Quarterly, 10*, 181-217.
- Becker, T. E. (1998). Integrity in organizations: beyond honesty and conscientiousness. *Academy of Management Review, 23*, 154-161.
- Belschak, F., & Den Hartog, D. N. (in press). Pro-self, pro-social, and pro-organizational foci of proactive behavior: Differential antecedents and consequences. *Journal of Occupational and Organizational Psychology*.
- Berry, W.D. (1993). *Understanding regression assumptions*. Newbury Park, CA: Sage.

- Beu, D., & Buckley, M.R. (2001). The hypothesized relationship between accountability and ethical behavior. *Journal of Business Ethics, 34*, 57-73.
- Beu, D. S., & Buckley, M. R. (2004). Using accountability to create a more ethical climate. *Human Resource Management Review, 14*, 67-83.
- Bies, R. J. (2000). Interactional (in)justice: The sacred and the profane. In J. Greenberg & R. Cropanzano (Eds.), *Advances in organizational behavior: Forthcoming*. Stanford, CA: Stanford University Press.
- Blasi, A. (1980). Bridging moral cognition and moral action: A critical review of the literature. *Psychological Bulletin, 88*, 1-45.
- Blasi, A. (1983). Moral cognition and moral action: A theoretical perspective. *Developmental Review, 3*, 178-210.
- Blau, P. (1964). *Exchange and Power in Social Life*, New York: Wiley & Sons.
- Bledow, R., & Frese, M. (2009). A situational judgment test of personal initiative and its relationship to performance. *Personnel Psychology, 62*, 229-258.
- Bliese, P.D., Halverson, R.R., & Schriesheim, C.A. (2002). Benchmarking multilevel methods in leadership: The articles, the models, the data set. *The Leadership Quarterly, 13*, 3-14.
- Bolino, M.C. (1999). Citizenship and impression management: Good soldiers or good actors? *Academy of Management Review, 24*, 82-98.
- Bolino, M.C., & Turnley, W.H. (2005). The personal costs of citizenship behavior: The relationship between individual initiative and role overload, job stress, and work-family conflict. *Journal of Applied Psychology, 90*, 740-748.
- Bond, F.W., Flaxman, P.E., & Bunce, D. (2008). The influence of psychological flexibility on work redesign: Mediated moderation of a work reorganization intervention. *Journal of Applied Psychology, 93*, 645-654.
- Bono, J.E., & Judge, T.A. (2004). Personality and transformational and transactional leadership: A meta-analysis. *Journal of Applied Psychology, 89*, 901-910.
- Borman, W.C., & Motowidlo, S.J. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt, W.C. Borman, & Associates (Eds.), *Personnel selection in organizations* (pp. 71-98). San Francisco, CA: Jossey-Bass.

- Borman, W.C., Penner, L.A., Allen, T.D., & Motowidlo, S.J. (2001). Personality predictors of citizenship performance. *International Journal of Selection and Assessment, 9*, 52-69.
- Bowen, D. E., & Ostroff, C. (2004). Understanding HRM-firm performance linkages: The role of the "strength" of the HRM system. *Academy of Management Review, 29*, 203-221.
- Breaux, D. M., Munyon, T. P., Hochwarter, W. A. & Ferris, G. R. (2009) Politics as a moderator of the accountability-job satisfaction relationship. Evidence across three studies. *Journal of Management, 35*, 307-326.
- Brockner, J., Heuer, L., Siegel, P. A., Wiesenfeld, B., Martin, C., Grover, S., Reed, T., & Bjorgvinsson, S. (1998). The moderating effect of self-esteem in reaction to voice: Converging evidence from five studies. *Journal of Personality and Social Psychology, 75*, 394-407.
- Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes, 97*, 117-134.
- Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *The Leadership Quarterly, 17*, 595-616.
- Burger, J.M. (2009). Replicating Milgram. Would people still obey today? *American Psychologist, 64*, 1-11.
- Burke, C.S., Sims, D.E., Lazzara, E.H., & Salas, E. (2007). Trust in leadership: A multi-level review and integration. *Leadership Quarterly, 18*, 606-632.
- Burns, J.M. (1978). *Leadership*. New York: Harper & Row.
- Butterfield, K.D., Treviño, L.K., & Weaver, G.R. (2000). Moral awareness in business organizations: Influences of issue-related and social context factors. *Human Relations, 53*, 981-1018.
- Cameron, K. S., Dutton, J. E., & Quinn, R. E. (2003). *Positive Organizational Scholarship: Foundations of a new discipline*. San Francisco: Berrett-Koehler.
- Cohen, J., Cohen, P., West, S., & Aiken, L. (2003). *Applied multiple regression/correlations analysis for the behavioral sciences* (3rd ed.). Hillsdale, NJ: Erlbaum.

- Cole, M. S., Bruch, H., & Vogel, B. (2006). Emotion as mediators of the relations between perceived supervisor support and psychological hardiness on employee cynicism. *Journal of Organizational Behavior, 27*, 463-484.
- Colquitt, J.A., Conlon, D.E., Wesson, M.J., Porter, C., & Ng, K.Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology, 86*, 425-445.
- Cook, J., & Wall, T. (1980). New work attitude measures of trust, organizational commitment and personal need non-fulfillment. *Journal of Occupational Behavior, 53*, 39-52.
- Cooper, W.H. (1981). Ubiquitous Halo. *Psychological Bulletin, 90*, 218-244.
- Costa, P. T., Jr., & McCrae, R. R. (1988). Personality in adulthood: A six-year longitudinal study of self-reports and spouse ratings on NEO Personality Inventory. *Journal of Personality and Social Psychology, 54*, 853-863.
- Costa, P. T., Jr., & McCrae, R. R. (1992). Four ways Five Factors are basic. *Personality Individual Differences, 13*, 653-665.
- Costa, P. T., Jr., McCrae, R. R., & Dye, D. A. (1991). Facet scales for agreeableness and conscientiousness: A revision of the NEO Personality Inventory. *Personality Individual Differences, 12*, 887-898.
- Craig, S.B., & Gustafson, S.B. (1998). Perceived leader integrity scale: An instrument for assessing employee perceptions of leader integrity. *Leadership Quarterly, 9*, 127-145.
- Cropanzano, R., & Mitchell, M. S. (2005). Social Exchange Theory: An interdisciplinary Review. *Journal of Management, 31*, 874-900.
- Ciulla, J.B. (1995). Leadership ethics: Mapping the territory. *Business Ethics Quarterly, 5*, 5-28.
- Ciulla, J. B. (2004). Ethics and leadership effectiveness. In: J. Antonakis, A. T. Cianciolo, & R. J. Sternberg (Eds.). *The Nature of Leadership* (pp. 302-328). Thousand Oaks, CA: Sage Publications.
- Dasborough, M.T., & Ashkanasy, N.M. (2002). Emotion and attribution of intentionality in leader-member relationships. *The Leadership Quarterly, 13*, 615-634.
- Davis, M.H. (1983). Measuring individual differences in empathy: Evidence for a multidimensional approach. *Journal of Personality and Social Psychology, 44*, 113-126.

- Davis, M.H., Conklin, L., & Luce, C. (1996). Effect of perspective taking on the cognitive representation of persons: A merging of self and other. *Journal of Personality and Social Psychology, 70*, 713-726.
- De Hoogh, A. H. B., & Den Hartog, D. N. (2008). Ethical and despotic leadership, relationships with leader's social responsibility, top management team effectiveness and subordinates' optimism: A multi-method study. *The Leadership Quarterly, 19*, 297-311.
- De Hoogh, A. H. B., & Den Hartog, D. N. (2009a). Ethical leadership: The socially responsible use of power. In D. Tjosvold & B.M. Van Knippenberg (Eds.), *Power and interdependence in organizations* (pp.338-354). Cambridge: University Press.
- De Hoogh, A.H.B., & Den Hartog, D.N. (2009b). Neuroticism and locus of control as moderators of the relationships of charismatic and autocratic leadership with burnout. *Journal of Applied Psychology, 94*, 1058-1067.
- De Hoogh, A.H.B., Den Hartog, D.N., & Koopman, P.L. (2004). De ontwikkeling van de CLIO: Een vragenlijst voor charismatisch leiderschap in organisaties. *Gedrag & Organisatie, 17*, 354-382.
- De Hoogh, A. H. B., Den Hartog, D. N., & Koopman, P.L. (2005). Linking the Big Five-Factors of personality to charismatic and transactional leadership; perceived dynamic work environment as a moderator. *Journal of Organizational Behavior, 26*, 839-865.
- De Hoogh, A.H.B., Den Hartog, D.N., Koopman, P.L., Thierry, H., Van den Berg, P.T., Van der Weide, J.G., & Wilderom, C.P.M. (2004). Charismatic leadership, environmental dynamism, and performance. *European Journal of Work and Organizational Psychology, 13*, 447-471.
- Den Hartog, D.N., & Belschak, F.D. (2007). Personal initiative, commitment and affect at work. *Journal of Occupational and Organizational Psychology, 80*, 601-622.
- Den Hartog, D. N., & De Hoogh (2009). Empowerment and leader fairness and integrity: Studying ethical leader behavior: From a levels-of-analysis perspective. *European Journal of Work and Organizational Psychology, 18*, 199-230.
- Den Hartog, D. N., De Hoogh, A. H. B., & Keegan, A. E. (2007). The interactive effects of belongingness and charisma on helping and compliance. *Journal of Applied Psychology, 92*, 1131-1139.

- Den Hartog, D. N., House, R. J., Hanges, P. J., Ruiz-Quintanilla, S. A., Dorfman, P. W., & Globe-Associates. (1999). Culture specific and cross culturally generalizable implicit leadership theories: Are attributes of charismatic/transformational leadership universally endorsed? *Leadership Quarterly, 10*, 219-256.
- Den Hartog, D. N., Van Muijen, J. J., & Koopman, P. L. (1997). Transactional versus transformational leadership: An analysis of the MLQ. *Journal of Occupational and Organizational Psychology, 70*, 19-34.
- Deutsch Salamon, S.D., & Deutsch, Y. (2006). OCB as a handicap: An evolutionary psychological perspective. *Journal of Organizational Behavior, 27*, 185-199.
- Dickson, M.W., Smith, D.B., Grojean, M.W., & Ehrhart, M. (2001). An organizational climate regarding ethics: The outcome of leader values and the practices that reflect them. *Leadership Quarterly, 12*, 197-217.
- Dienesch, R. M., & Liden, R. C. (1986). Leader-member exchange model of leadership: a critique and further development. *Academy of Management Review, 11*, 618-634.
- Digman, J.M. (1990). Personality structure: The emergence of the Five-Factor Model. *Annual Review of Psychology, 41*, 417-440.
- Digman, J.M. (1997). Higher-order factors of the Big Five. *Journal of Personality and Social Psychology, 73*, 1246-1256.
- Digman, J.M., & Shmelyov, A.C. (1996). The structure of temperament and personality in Russian children. *Journal of Personality and Social Psychology, 71*, 341-351.
- Dineen, B. R., Lewicki, R. J., & Tomlinson, E. C. (2006). Supervisory guidance and behavioral integrity: Relationships with employee citizenship and deviant behavior. *Journal of Applied Psychology, 91*, 622-635.
- Dirks, K. T., & Ferrin, D. L. (2002). Trust in leadership: Meta-analytic findings and implications for research and practice. *Journal of Applied Psychology, 87*, 611-628.
- Donaldson, T., & Preston, L. (1995). The stakeholder theory of the modern corporation: Concepts, evidence and implications. *Academy of Management Review, 20*, 65-91.
- Edwards, J.R., & Lambert, L.S. (2007). Methods for integrating moderation and mediation: A general analytical framework using moderated path analysis. *Psychological Methods, 12*, 1-22.

- Ehrhart, M.G. (2004). Leadership and procedural justice climate as antecedents of unit-level organizational citizenship behavior. *Personnel Psychology, 57*, 61-94.
- Ehrhart, M.G., Naumann, S.E. (2004). Organizational citizenship behavior in work groups: A group norm approach. *Journal of Applied Psychology, 89*, 960-974.
- Einarsen, S., Aasland, M.S., & Skogstad, A. (2007). Destructive leadership behavior: A definition and conceptual model. *The Leadership Quarterly, 18*, 207-216.
- Ellemers, N., De Gilder, D., & Van den Heuvel, H. (1998). Career-oriented versus team-oriented commitment and behavior at work. *Journal of Applied Psychology, 5*, 717-730.
- Engle, E.M., & Lord, R.G. (1997). Implicit theories, self-schemas, and leader-member exchange. *Academy of Management Journal 40*, 988-1010.
- Epitropaki, O., & Martin, R. (2005). The moderating role of individual differences in the relation between transformational/transactional leadership perceptions and organizational identification. *The Leadership Quarterly, 16*, 569-589.
- Erdogan, B., Liden, R.C., Kraimer, M.L. (2006). Justice and leader-member exchange: The moderating role of organizational culture. *Academy of Management Journal, 49*, 395-406.
- Ferdig, M.A. (2007). Sustainability leadership: Co-creating a sustainable future. *Journal of Change Management, 7*, 25-35.
- Frese, M., & Fay, D. (2001). Personal initiative: An active performance concept for work in the 21st century. *Research in Organizational Behavior, 23*, 133-187.
- Frese, M., Fay, D., Hilburger, T., Leng, K., & Tag, A. (1997). The concept of personal initiative: Operationalisation, reliability and validity in two German samples. *Journal of Occupational and Organizational Psychology, 70*, 139-161.
- Fulmer, R. M. (2004). The challenge of ethical leadership. *Organizational Dynamics, 33*, 307-317.
- Gardner, W. L., Avolio, B. J., Luthans, F., May, D. R., & Walumbwa, F. (2005). "Can you see the real me?" A self-based model of authentic leader and follower development. *The Leadership Quarterly, 16*, 343-372.
- Gavin, M.B., & Hofmann, D.A (2002). Using hierarchical linear modelling to investigate the moderating influence of leadership climate. *The Leadership Quarterly, 13*, 15-33.

- Giberson, T.R., Resick, C.J., & Dickson, M.W. (2005). Embedding leader characteristics: An examination of homogeneity of personality and values in organizations. *Journal of Applied Psychology, 90*, 1002-1010.
- Goldberg, L.R. (1990). An alternative description of personality: The Big Five factor structure. *Personality and Social Psychology, 59*, 1216-1229.
- Goldberg, L. R. (1999). A broad-bandwidth, public domain, personality inventory measuring the lower-level facets of several five-factor models. In I. Mervielde, I. Deary, F. De Fruyt, & F. Ostendorf (Eds.), *Personality Psychology in Europe*, Vol. 7 (pp. 7-28). Tilburg, The Netherlands: Tilburg University Press.
- Goodman, L. A. (1960). On the exact variance of products. *Journal of the American Statistical Association, 55*, 708-713.
- Goodstadt, B. E., & Kipnis, D. (1970). Situational influences on the use of power. *Journal of Applied Psychology, 54*, 201-207.
- Gouldner, A.W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review, 25*, 161-178.
- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *The Leadership Quarterly, 6*, 219-247.
- Graham, J. W. (1991). Servant-leadership in organizations: Inspirational and moral. *The Leadership Quarterly, 2*, 105-119.
- Graham, J. W. (1995). Leadership, moral development, and citizenship behavior. *Business Ethics Quarterly, 55*, 43-54.
- Grant, J. M. (2000). Proactive behavior in organizations. *Journal of Management, 26*, 435-462.
- Grant, A. M. (2008). Does intrinsic motivation fuel the prosocial fire? Motivational synergy in predicting persistence, performance, and productivity. *Journal of Applied Psychology, 93*, 48-58.
- Grant, A. M., & Ashford, S. J. (2008). The dynamics of proactivity at work. *Research in Organizational Behavior, 28*, 3-34.

- Grant, A. M., & Mayer, D.M. (2009). Good soldiers and good actors: Prosocial and impression management motives as interactive predictors of affiliative citizenship behaviors. *Journal of Applied Psychology, 94*, 900-912.
- Graziano, W.G., & Eisenberg, N. (1997). Agreeableness: A dimension of personality. In: Hogan, R., Johnson, J.A. and Briggs, S.R., Editors, 1997. *Handbook of personality psychology*, Academic Press, New York, pp. 795-825.
- Greenleaf, R. K. (1977). *Servant Leadership*. New York: Paulist Press.
- Greenleaf, R. K. (2002). *Servant leadership: A journey into the nature of legitimate power and greatness* (25th anniversary ed.). New York: Paulist Press.
- Hackman, J. R. (1992). *Group influences on individuals in organizations*. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial and organizational psychology* (2nd ed., Vol. 3, pp. 199-267). Palo Alto, CA: Consulting Psychologists Press.
- Hackman, J.R., & Oldman, G.R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior & Human Performance, 16*, 250-279.
- Haidt, J., & Baron, J. (1996). Social roles and the moral judgment of acts and omissions. *European Journal of Social Psychology, 26*, 201-218.
- Hargreaves, A., & Fink, D. (2004). Seven principles of sustainable leadership. *Educational Leadership, 61*, 8-13.
- Hargreaves, A., & Fink, D. (2006). *Sustainable leadership*. San Francisco: Jossey-Bass.
- Harris, K. J., Kacmar, K. M., & Zivnuska, S. (2007). An investigation of abusive supervision as a predictor of performance and the meaning of work as a moderator of the relationship. *The Leadership Quarterly, 18*, 252-263.
- Hinkin, T.R. (1995). A review of scale development practices in the study of organizations. *Journal of Management, 21*, 967-988.
- Hinkin, T.R. (1998). A brief tutorial on the development of measures for use in survey questionnaires. *Organizational Research Methods, 1*, 104-121.
- Hendriks, A.A.J. (1997). *The construction of the Five-Factor Personality Inventory*. Unpublished doctoral dissertation, University of Groningen.
- Hendriks, A.A.J., Hofstee, W.K.B., & De Raad, B. (1999). The Five-Factor Inventory (FFPI). *Personality and Individual Differences, 27*, 307-325.

- Hofmann, D. A., Griffin, M.A., Gavin, M.B. (2000). The application of hierarchical linear modeling to organizational research. In K.J. Klein & S.W.J. Kozlowski (Eds.), *Multilevel theory, research and methods in organizations: Foundations, extensions and new directions* (pp. 467-511). San Francisco, CA: Jossey-Bass.
- Hofmann, D. A., & Gavin, M.B. (1998). Centering decisions in hierarchical linear models: Implications for research in organizations. *Journal of Management*, *24*, 623-641.
- Hofmann, D. A., Morgeson, F., & Gerras, S. (2003). Climate as a moderator of the relationship between leader-member exchange and content specific citizenship: Safety climate as an exemplar. *Journal of Applied Psychology*, *88*, 170-178.
- Hogan, R., Curphy, G. J., & Hogan, J. (1994). What we know about leadership: Effectiveness and personality. *American Psychologist*, *49*, 493-504.
- Hogg, M.A. (2001). A social identity theory of leadership. *Personality and Social Psychology Review*, *5*, 184-200.
- House, R. J. (1996). Path-goal theory of leadership: Lessons, legacy and a reformulated theory. *The Leadership Quarterly*, *7*, 323-352.
- House, R. J. (1998). Appendix: Measures and assessments for the charismatic leadership approach: Scales, latent constructs loadings, Cronbach alphas, and interclass correlations. In F. Danserau & F. J. Yammarino (Eds.), *Leadership: The multiple-level approaches: Contemporary and alternative* (Vol. 24, Part B, pp. 23-29). Stamford: JAI Press INC.
- House, R. J., & Aditya, R. N. (1997). The social scientific study of leadership: Quo vadis? *Journal of Management*, *23*, 409-473.
- House, R. J., & Howell, J. M. (1992). Personality and charismatic leadership. *The Leadership Quarterly*, *3*, 81-108.
- Howell, J. M. (1988). Two faces of charisma: Socialized and personalized leadership in organizations. In J. Conger & R. Kanungo (Eds.), *Charismatic leadership: The illusive factor in organizational effectiveness* (pp. 213-236). San Francisco: Jossey-Bass.
- Howell, J., & Avolio, B. (1992). The ethics of charismatic leadership; Submission or liberation? *Academy of Management Executive*, *6*, 43-54.

- Howell, J.P., Dorfman, P.W., & Kerr, S. (1986). Moderator variables in leadership research. *Academy of Management Review, 11*, 88-102.
- Howell, J. M., & Shamir, B. (2005). The role of followers in the charismatic leadership process: Relationships and their consequences. *Academy of Management Review, 30*, 96-112.
- Hu, L., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling, 6*, 1-55.
- Ibrahim, A. (2001). Differential responding to positive and negative items: The case of a negative item in a questionnaire for course and faculty evaluation. *Psychological Reports, 88*, 497-500.
- International Personality Item Pool (2007). *A Scientific Collaboratory for the Development of Advanced Measures of Personality Traits and Other Individual Differences* (<http://ipip.ori.org/>). Internet Web Site.
- James, L.R. (1982). Aggregation bias in estimates of perceptual agreement. *Journal of Applied Psychology, 67*, 219-229.
- James, L.R., Demaree, R.G., & Wolf, G. (1984). Estimating within-group interrater reliability with and without response bias. *Journal of Applied Psychology, 69*, 85-98.
- Jensen-Campbell, L.A., & Graziano, W.G. (2001). Agreeableness as a moderator of interpersonal conflict. *Journal of Personality, 69*, 323-362.
- Jermier, J.M., & Kerr, S. (1997). Substitutes for leadership—Their meaning and measurement—contextual recollections and current observations. *The Leadership Quarterly, 8*, 95-101.
- Jordan, J. (2008). A social cognition framework for examining moral awareness in managers and academics. *Journal of Business Ethics, 84*, 237-258.
- Judge, T. A., & Bono, J. E. (2000). Five-factor model of personality and transformational leadership. *Journal of Applied Psychology, 85*, 751-765.
- Judge, T. A., & Bono, J. E. (2001). Relationships between core-self-evaluations traits- self-esteem, generalized self-efficacy, Locus of control and emotional stability- with job

- satisfaction and job performance: A meta-analysis. *Journal of Applied Psychology*, *86*, 80-92.
- Judge, T. A., Bono, J. E., Ilies, R., & Gerhardt, M. W. (2002a). Personality and leadership: A qualitative and quantitative review. *Journal of Applied Psychology*, *87*, 765-780.
- Judge, T.A., Erez, A., Bono, J.E., & Thoresen, C.J. (2002b). Are measures of self-esteem, neuroticism, locus of control, and generalized self-efficacy indicators of a common core construct? *Journal of Personality and Social Psychology*, *83*, 693-710.
- Judge, T. A., Piccolo, R. F., & Ilies, R. (2004). The forgotten ones? The validity of consideration and initiating structure in leadership research. *Journal of Applied Psychology*, *89*, 36-51.
- Judge, T. A., Van Vianen, A. E. M., & De Pater, I. E. (2004). Emotional stability, core self-evaluations, and job outcomes: A review of the evidence and an agenda for future research. *Human Performance*, *17*, 325-346.
- Kalshoven, K., & Den Hartog, D.N. (2009). Ethical leader behavior and leader effectiveness: The role of prototypicality and trust. *International Journal of Leadership Studies*, *5*, 102-119.
- Kalshoven, K., Den Hartog, D.N., & De Hoogh, A.H.B. (in press). Ethical leadership at work questionnaire (ELW): Development and validation of a multidimensional measure. *The Leadership Quarterly*.
- Kamdar, D., McAllister, D. J., & Turban, D. B. (2006). "All in a day's work": How follower individual differences and justice perceptions predict OCB role definitions and behavior. *Journal of Applied Psychology*, *91*, 841-855.
- Kanungo, R. N. (2001). Ethical values of transactional and transformational leaders. *Canadian Journal of Administrative Sciences*, *18*, 257-265.
- Kanungo, R.N., & Conger, J.A. (1993). Promoting altruism as a corporate goal. *The Academy of Management of Executive*, *7*, 37-48.
- Kanungo, R. N., & Mendonca, M. (2001). Ethical leadership and governance in organizations: A preamble. *Canadian Journal of Administrative Sciences*, *18*, 241-243.

- Kaptein, M. (2008). Developing and testing a measure for the ethical culture of organizations: The corporate ethical virtues model. *Journal of Organizational Behavior, 29*, 923-947.
- Kenny, D. A., Kashy, D. A., & Cook, W. L. (2006). *Dyadic data analysis*. New York: Guilford Press.
- Kidwell, R. E., Mossholder, K. M., & Bennett, N. (1997). Cohesiveness and organizational citizenship behavior: A multilevel analysis using work group and individuals. *Journal of Management, 23*, 775-793.
- Konovsky, M.A., & Organ, D.W. (1996). Dispositional and contextual determinants of organizational citizenship behaviour. *Journal of Organizational Behavior, 17*, 253-266.
- Kouzes, J., & Posner, B. (1987). *The leadership challenge: How to get extraordinary things done in organizations*. San Francisco, CA: Jossey-Bass.
- Kozlowski, S.W., & Doherty, M.L. (1989). Integration of climate and leadership: Examination of a neglected issue. *Journal of Applied Psychology, 74*, 546-553.
- Kozlowski, S.W.J., & Klein, K.J. (2000). A Multilevel approach to theory and research in organizations. In K.J. Klein & S.W.J. Kozlowski (Eds.), *Multilevel theory, research and methods in organizations: Foundations, extensions and new directions* (pp. 3-90). San Francisco, CA: Jossey-Bass.
- Landis, R. S., Beal, D. J., & Tesluk, P. E. (2000). A comparison of approaches to forming composite measures in structural equation models. *Organizational Research Methods, 3*, 186-207.
- LePine, J.A., Erez, A., & Johnson, D.E. (2002). The nature and dimensionality of organizational citizenship behavior: A critical review and meta-analysis. *Journal of Applied Psychology, 87*, 52-65.
- Liden, R.C., & Antonakis, J. (2009). Considering context in psychological leadership research. *Human Relations, 1-19*.
- Liden, R.C., & Maslyn, J.M. (1998). Multidimensionality of leader-member exchange: An empirical assessment through scale development. *Journal of Management, 24*, 43-72.

- Liden, R.C., Wayne, S.J., Kraimer, M.L., & Sparrowe, R.T. (2003). The dual commitments of contingent workers: an examination of contingents' commitment to the agency and the organization. *Journal of Organizational Behavior, 24*, 609-625.
- Liden, R.C., Wayne, S.J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. *Leadership Quarterly, 19*, 161-177.
- Lim, B.C., & Ployhart, R.E. (2004). Transformational leadership: Relations to the Five-Factor Model and team performance in typical and maximum contexts. *Journal of Applied Psychology, 89*, 610-621.
- Luthans, F., & Avolio, B. J. (2003). Authentic leadership: A positive developmental approach. In K. S. Cameron, J. E. Dutton & R. E. Quinn (Eds.), *Positive organizational scholarship* (pp. 241-261). San Francisco: Barrett-Koehler.
- Maak, T., & Pless, N.M (2006). *Responsible leadership*. Oxford, UK Routledge.
- Mackenzie, S. B., Podsakoff, P. M., & Fetter, R. (1991). Citizenship behavior and objective productivity as determinants of managerial evaluations of salespersons' performance. *Organizational Behavior and Human Decision Processes, 5*, 123-150.
- Maclagan, P. W. (1983). The concept of responsibility: Some implications for organizational behavior and development. *Journal of Management Studies, 20*, 411-423.
- Marcus, B., Höft, S., & Riediger, M. (2006). Integrity tests and the five-factor model of personality: A review and empirical test of two alternative positions. *International Journal of Selection and Assessment, 14*, 113-130.
- May, D. R., Chan, A. Y. L., Hodges, T. D., & Avolio, B. J. (2003). Developing the moral component of authentic leadership. *Organizational Dynamics, 32*, 247-260.
- Mayer, D.M., Aquino, K., Greenbaum, R.L., & Kuenzi, M. (2008). *Who displays ethical leadership and why does it matter? An examination of antecedents and consequences of ethical leadership*. Presented at the 23rd Annual Meeting of the Society of Industrial and Organizational Psychology (SIOP), San Francisco, USA.
- Mayer, D.M., Kuenzi, M., Greenbaum, R., Bardes, M., & Salvador, R. (2009). How low does ethical leadership flow? The relative effects of top management and supervisors

- on employee ethical behaviors and job attitudes. *Organizational Behavior and Human Decision Processes*, *108*, 1-13.
- Mayer, D.M., Nishii, L., Schneider, B., Goldstein, H. (2007). The precursors and products of justice climates: Group leader antecedents and employee attitudinal consequences. *Personnel Psychology*, *60*, 929-963.
- McClelland, D.C. (1975). *Power the inner experience*. New York: Irvington Publishers.
- McCrae, R.R., & Costa, P.T., Jr., (1987). Validation of the Five-Factor Model of personality across instruments and observers. *Journal of Personality and Social Psychology*, *52*, 81-90.
- McCrae, R.R., & Costa, P.T., Jr., (1997). Personality trait structure as a human universal. *The American Psychologist*, *52*, 509 -516.
- Mendonca, M. (2001). Preparing for ethical leadership in organizations. *Canadian Journal of Administrative Sciences*, *18*, 266-276.
- Mesick, S. (1995). Validity of psychological assessment: Validation of inferences from persons' responses and performances as scientific inquiry into score meaning. *American Psychologist*, *50*, 741-749.
- Messer, B.A.E., & White, F.A. (2006). Employees' mood perceptions of fairness and organizational citizenship behavior. *Journal of Business and Psychology*, *21*, 65-82.
- Meyer, R.D., Dalal, R.S., & Hermida, R. (2010). A review and synthesis of situational strength in the organizational sciences. *Journal of Management*, *36*, 121-140.
- Mischel, W. (1973). Toward a cognitive social learning conceptualization of personality. *Psychological Review*, *80*, 252-283.
- Mischel, W. (1977). The interaction of person and situation. In D. Magnusson & N. S. Endler (Eds.), *Personality at the crossroads: Current issues in interactional psychology* (pp. 333-352). Hillsdale, NJ: Erlbaum.
- Mitchell, M. S., & Ambrose, M. L. (2007). Abusive supervision and workplace deviance and the moderating effects of negative reciprocity beliefs. *Journal of Applied Psychology*, *92*, 1159-1168.
- Moon, H. (2001). The two faces of conscientiousness: Duty and achievement striving in escalation of commitment dilemmas. *Journal of Applied Psychology*, *86*, 533-540.

- Moon, H., Kamdar, D., Mayer, D. M., & Takeuchi, R. (2008). Me or we? The role of personality and justice as other-centered antecedents to taking charge within organizations. *Journal of Applied Psychology, 93*, 84-94.
- Moorman, R.H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship. *Journal of Applied Psychology, 76*, 845-855.
- Morgan-Lopez, A.A., & MacKinnon, D.P. (2006). Demonstration and evaluation of a method for assessing mediated moderation. *Behavior Research Methods, 38*, 77-87.
- Morisson, E.W., & Phelps, C.C. (1999). Taking charge at work: Extrarole efforts to initiate workplace change. *Academy of Management Journal, 42*, 1149-1160.
- Mount, M. K., & Barrick, M. R. (1995). The Big Five Personality Dimensions: Implications for research and practice in Human Resources Management. In (G. R. Ferris, Ed), *Research in personnel and human resources management*, JAI Press, Inc.
- Muller, D., Judd, C.M., & Yzerbyt, V.Y. (2005). When moderation is mediated and mediation is moderated. *Journal of Personality and Social Psychology, 89*, 852-863.
- Murphy, K.R. (1982). Difficulties in the statistical control of Halo. *Journal of Applied Psychology 67*, 161-164.
- Naumann, S., & Bennett, N. (2000). A case for procedural justice climate: Development and test of a multilevel model. *Academy of Management Journal, 43*, 881-889.
- Ng, K.Y., Ang, S., & Chan, K.Y. (2008). Personality and leader effectiveness: A moderated mediated model of leadership self-efficacy, job demands and job autonomy. *Journal of Applied Psychology, 93*, 733-743.
- Nunnally, J.C. (1978). *Psychometric theory*. New York: McGraw-Hill.
- Ones, D.S., Viswesvaran, C., & Dilchert, S. (2005). Personality at work: Raising awareness and correcting misconceptions. *Human Performance, 18*, 389-404.
- Organ, D.W. (1988). *Citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington, Books.
- Organ, D.W. (1990). The motivational basis of organisational citizenship behaviour. In Staw, B.M., Cummings, L.L. (Eds.). *Research in Organisational Behavior* (pp.43-72). Greenwich, CT: JAI Press.

- Organ, D.W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human Performance, 10*, 85-97.
- Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology, 48*, 775-802.
- Orlitzky, M., Schmidt, F.L., & Rynes, S.L. (2003). Corporate social and financial performance: A meta-analysis. *Organizational Science, 24*, 403-441.
- Padilla, A., Hogan, R., & Kaiser, R.B. (2007). The toxic triangle: Destructive leaders, susceptible followers and conducive environments. *The Leadership Quarterly, 18*, 176-194.
- Palanski, M.E., & Yammarino, F.J. (2007). Integrity and leadership: Clearing the conceptual confusion. *European Management Journal, 25*, 171-184.
- Palanski, M.E., & Yammarino, F.J. (2009). Integrity and leadership: A multi-level conceptual framework. *The Leadership Quarterly, 20*, 405-420..
- Piccolo, R. F., & Colquitt, J. A. (2006). Transformational leadership and job behaviors: the mediating role of core job characteristics. *Academy of Management Journal, 49*, 327-400.
- Piccolo, R.F., Greenbaum, R., Den Hartog, D.N., & Folger, R. (2010) Task significance and job autonomy as motivational mechanisms in the ethical leadership process. *Journal of Organizational Behavior, 31*, 259-278.
- Pillai, R., Schreishem, C. A., & Williams, E. A. 1999. Fairness perceptions and trust as mediators for transformational leadership and transactional leadership: A two-sample study. *Journal of Management, 25*, 897-933.
- Platow, M. J., & Van Knippenberg, D. (2001). A social identity analysis of leadership endorsement: The effects of leader ingroup prototypicality and distributive intergroup fairness. *Personality and Social Psychology Bulletin, 27*, 1508-1519.
- Ployhart, R.E., Lim, B., & Chan, K. (2001). Exploring relations between typical and maximum performance ratings and the Five-Factor Model of personality. *Personnel Psychology, 54*, 809-843.
- Podsakoff, P. M., MacKenzie, S. B., & Bommer, W. H. (1996). Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and citizenship behaviors. *Journal of Management, 22*, 259-298.

- Podsakoff, P. M., MacKenzie, S. B., Moorman, R.H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction and citizenship behaviors. *The Leadership Quarterly, 1*, 107-142.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management, 26*, 513-563.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research; A critical review of the literature and recommended remedies. *Journal of Applied Psychology, 5*, 879-903.
- Podsakoff, N.P., Whiting, S.W., Podsakoff, P.M., & Blume, B.D. (2009). Individual-and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology, 94*, 122-141.
- Price, T. L. (2003). The ethics of authentic transformational leadership. *Leadership Quarterly, 14*, 67-81.
- Rieke, M. L., & Guestello, S. J. (1995). Unresolved issues in honesty and integrity testing. *American Psychologist, 50*, 458-459.
- Resick, C. J., Hanges, P. J., Dickson, M. W., & Mitchelson, J. K. (2006). A cross-cultural examination of the endorsement of ethical leadership. *Journal of Business Ethics, 63*, 345-359.
- Rest, J.R., & Narvaez, D. (1994). *Moral development in the professions: Psychology and applied ethics*. Hillsdale, NJ: Lawrence Erlbaum Associates.
- Reynolds, S.J. (2006). Moral awareness and ethical predispositions: Investigating the role of individual differences in the recognition of moral issues. *Journal of Applied Psychology, 91*, 233-243.
- Rorer, L.G. (1965). The great response style myth. *Psychological Bulletin, 63*, 129-156.
- Rowold, J. (in press). Relationship between transformational, transactional and moral-based leadership: Results from two empirical studies. *Leadership Review*.
- Rupp, D.E., McCance, A.S., Spencer, S., & Sonntag, K. (2008). Customer (in)justice and emotional labor: The role of perspective taking, anger and emotional regulation. *Journal of Management, 34*, 903-924.

- Ryan, J. J. (2001). Moral reasoning as a determinant of organizational citizenship behaviors: A study in the public accounting profession. *Journal of Business Ethics*, *33*, 233–244.
- Sackett, P.R., & Wanek, J.E. (1996). New development in the use of measures of honesty, integrity, conscientiousness, dependability, trustworthiness, and reliability for personnel selection. *Personnel Psychology*, *49*, 787 - 829.
- Schaubroeck, J., Lam, S.S., & Cha, S.E. (2007). Embracing transformational leadership: Team values and the impact of leader behavior on team performance. *Journal of Applied Psychology*, *92*, 1020-1030.
- Schminke, M., Ambrose, M. L., & Neubaum, D. O. (2005). The effects of leader moral development on ethical climate and employee attitudes. *Organizational Behavior and Human Decision Processes*, *97*, 135-151.
- Schminke, M., Arnaud, A., & Kuenzi, M. (2007). The power of ethical work climates. *Organizational Dynamics*, *36*, 171-186.
- Schnake, M. E., & Dumler, M. P. (2003). Levels of measurement and analysis issues in organizational citizenship behavior research. *Journal of Occupational and Organizational Psychology*, *76*, 283–301.
- Schneider, B. (1987). The people make the place. *Personnel Psychology*, *40*, 437-453.
- Schneider, B. (1975). Organizational climate: An essay. *Personnel Psychology*, *28*, 447-479.
- Schneider B, & Reichers A. E. (1983). On the etiology of climates. *Personnel Psychology*, *36*, 19-40.
- Schneider, B., Salvaggio, A. N., & Subirats, M. (2002). Climate strength: A new direction for climate research. *Journal of Applied Psychology*, *87*, 220–229.
- Schriesheim, C.A., & Eisenbach, R.J. (1995). An exploratory and confirmatory factor-analytic investigation of item wording effects on the obtained factor structures of survey questionnaire measure. *Journal of Management*, *21*, 1177-1193.
- Schriesheim, C.A., & Hill, K.D. (1981). Controlling acquiescence response bias by item reversals: The effect on questionnaire validity. *Educational and Psychological Measurement*, *41*, 1101-1114.

- Shamir, B., & Eilam, G. (2005). "What's your story?". A life-stories approach to authentic leadership development. *The Leadership Quarterly*, *16*, 395-417.
- Shamir, B., & Howell, J.M. (1999). Organizational and contextual influences on the emergence and effectiveness of charismatic leadership. *The Leadership Quarterly*, *10*, 257-283.
- Sheppard, B.H., & Lewicki, R.J. (1987). Toward general principles of managerial fairness. *Social Justice Research*, *1*, 161-176.
- Shrout, P.E., & Fleiss, J.L. (1979). Intraclass correlations: Uses in assessing rater reliability. *Psychological Bulletin*, *86*, 420-428.
- Simons, T. (2002). Behavioral integrity: The perceived alignment between managers' word and deeds as a research focus. *Organizational Science*, *13*, 18-35.
- Simons T., & Roberson, Q. (2003). Why managers should care about fairness: The effects of aggregate justice perceptions on organizational outcomes. *Journal of Applied Psychology*, *88*, 432-443.
- Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, *68*, 653-663.
- Spangler, W. D., & House, R. J. (1991). Presidential effectiveness and the leadership motive profile. *Journal of Personality and Social Psychology*, *60*, 439-455.
- Sparrowe, R. T. (2005). Authentic leadership and the narrative self. *The Leadership Quarterly*, *16*, 419-439.
- Spector, P.E. (1994). Using self-report questionnaires in OB research: A comment on the use of a controversial method. *Journal of Organizational Behavior*, *15*, 385-392.
- Spector, P.E. (2006). Method variance in organizational research: Truth or urban legend. *Organizational Research Methods*, *9*, 221-234.
- Spreitzer, G.M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of Management Journal*, *38*, 1442-1465.
- Stephan, W. G., & Finlay, K. (1999). The role of empathy in improving intergroup relations. *Journal of Social Issues*, *55*, 729-743.
- Tabachnick, B.G., & Fidell, L.S. (2007). *Using multivariate statistics* (5 ed.). Boston, MA: Pearson Education Inc.

- Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of Management Journal*, *43*, 178-191.
- Tepper, B.J., Duffy, M.K., & Shaw, J.D. (2001). Personality moderates the relationship between abusive supervision and subordinates' resistance. *Journal of Applied Psychology*, *86*, 974-983.
- Tetlock, P.E. (1985). Responsibility: The neglected social context of judgment and choice. *Research in Organizational Behavior*, *7*, 297-332.
- Tett, R.P., & Burnett, D.D. (2003). A personality trait-based interactionist model of job performance. *Journal of Applied Psychology*, *88*, 500-517.
- Tett, R.P., & Guterman, H.A. (2000). Situation trait relevance, trait expression and cross-situational consistency: Testing a principle of trait activation. *Journal of Research in Personality*, *34*, 397-423.
- Thoresen, C.J., Bradley, J.C., Bliese, P.D., & Thoresen, J.D. (2004). The Big Five personality traits and individual job performance growth trajectories in maintenance and transitional job stages. *Journal of Applied Psychology*, *89*, 835-853.
- Treadway, D.C., Hochwater, W.A., Ferris, G.R., Kacmar, C.J., Douglas, C. Ammeter, A.P., & Buckley, M.R. (2004). Leader political skill and employee reactions. *Leadership Quarterly*, *15*, 493-513.
- Treviño, L. K. (1986). Ethical decision making in organizations: A person-situation interactionist model. *Academy of Management Review*, *11*, 601-617.
- Treviño, L. K., Brown, M., & Hartman, L. P. (2003). A qualitative investigation of perceived executive ethical leadership: Perceptions from inside and outside the executive suite. *Human Relations*, *56*, 5-37.
- Treviño, L. K., Hartman, L. P., & Brown, M. (2000). Moral person and moral manager: How executives develop a reputation for ethical leadership. *California Management Review*, *42*, 128-142.
- Tse, H.H.M, Dasborough, M.T., & Ashkanasy, N.M. (2008). A multi-level analysis of team climate and interpersonal exchange relationships at work. *The Leadership Quarterly*, *19*, 195-211.

- Tsui, A.S., Zhang, Z.X., Wang, H., Xin, K.R., & Wu, J.B. (2006). Unpacking the relationship between CEO leadership behavior and organizational culture. *The Leadership Quarterly, 17*, 113-137.
- Turban, D.B., & Greening, D.W. (1996). Corporate social performance and organizational attractiveness to prospective employees. *Academy of Management Journal, 40*, 658-672.
- Turner, N., Barling, J., Epitropaki, O., Butcher, V., & Milner, C. (2002). Transformational leadership and moral reasoning. *Journal of Applied Psychology, 87*, 304-311.
- Van Dyne, L., Cummings, L.L., & McLean Parks, J. (1995). Extra-Role behaviors: In pursuit of construct and definitional clarity. In L. L. Cummings & B. M. Staw (Eds.), *Research in organizational behavior, 17*, 215-285. Greenwich, CT: JAI Press.
- Van Dyne, L., & LePine, J.A. (1998). Helping and voice extra-role behavior: Evidence of construct and predictive validity. *Academy of Management Journal, 41*, 108-119.
- Waldman, D.A., Javidan, M., Varella, P. (2004). Charismatic leadership at the strategic level: A new application of upper echelons theory. *The Leadership Quarterly, 15*, 365-381.
- Waldman, D. A., Siegel, D. S., & Javidan, M. (2006). Components of CEO transformational leadership and corporate social responsibility. *Journal of Management Studies, 43*, 1703-1725.
- Walumbwa, F. O., Avolio, B.J., Gardner, W.L., Wernsing, T.S., & Peterson, S.J. (2008). Authentic leadership: Development and validation of a theory-based measure. *Journal of Management, 34*, 89-126.
- Walumbwa, F. O., & Schaubroeck, J. (2009). Leader personality traits and employee voice behavior: Mediating roles of ethical leadership and workgroup psychological safety. *Journal of Applied Psychology, 94*, 1275-1286.
- Weaver, G.R., Treviño, L.K. & Cochran, P.L., 1999. Corporate ethics practice in the mid-1990s: an empirical study. *Journal of Business Ethics, 18*, 283-294.
- Weber, J. (1995). Influences upon organizational ethical subclimates: A multi-departmental analysis of a single firm. *Organizational Science, 6*, 509-523.

- West, S. G., Finch, J. F., & Curran, P. J. (1995). Structural equation models with nonnormal variables. In R. H. Hoyle (Eds.), *Structural equation modeling: Concepts, issues, and applications* (pp. 57–75). Thousand Oaks, CA: Sage.
- Winter, D.G. (1991). A motivational model of leadership: Predicting long-term management success from TAT measures of power motivation and responsibility. *The Leadership Quarterly, 2*, 67-80.
- Winter, D.G. (1992). Scoring system for responsibility. In C.P. Smith (Ed.), *Motivation and personality: Handbook of thematic content analysis* (pp. 506-511). Cambridge: University Press.
- Witt, L.A., Burke, L.A., Barrick, M.R., & Mount, M.K. (2002). The interactive effects of conscientiousness and agreeableness on job performance. *Journal of Applied Psychology, 87*, 164-169.
- Wright, R., & Brehm, S. (1982). Reactance as impression management: A critical review. *Journal of Personality and Social Psychology, 42*, 608–618.
- Ye, S. (2009). Factor structure of the general health questionnaire (GHQ-12): The role of wording effects. *Personality and Individual Differences, 46*, 197-201.
- Yukl, G. (2006). *Leadership in organizations* (sixth ed.). Englewood Cliffs, NJ: Prentice Hall.
- Zellars, K.L., Tepper, B.J., & Duffy, M.K. (2002). Abusive supervision and subordinates' organizational citizenship behavior. *Journal of Applied Psychology, 6*, 1068-1076.