



## 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*.

**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.

## **Appendix 2**

**Correlations Between The ELW Dimensions and Follower Helping Behavior  
as well as The Ethical Context of Moral Awareness and Empathic Concern**

Table - Correlations among variables Study of Chapter 4

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
1 Transformational leadership																					
2 Ethical leadership	.75**																				
3 Ethical leadership mean	.52**	.70**																			
4 Moral awareness	.31**	.35**	.47**																		
5 Empathic concern	.20*	.07	.38**																		
6 Power sharing	.64**	.76**	.49**	.29**	.11	.80															
7 Power sharing mean	.47**	.52**	.72**	.38**	.08	.65**															
8 Fairness	.49**	.64**	.44**	.07	.06	.47**	.32**	.83													
9 Fairness mean	.41**	.52**	.74**	.14*	.10	.37**	.56**	.62**													
10 Role clarification	.67**	.81**	.61**	.35**	.07	.57**	.44**	.41**	.34**	.85											
11 Role clarification mean	.50**	.60**	.84**	.43**	.07	.41**	.61**	.28**	.47**	.73**											
12 People orientation	.69**	.78**	.54**	.17*	.05	.61**	.43**	.53**	.47**	.58**	.44**	.91									
13 People orientation mean	.53**	.53**	.78**	.21*	.05	.40**	.60**	.41**	.67**	.44**	.65**	.67**									
14 Integrity	.41**	.72**	.57**	.31**	.04	.40**	.30**	.52**	.45**	.55**	.45**	.41**	.32**	.94							
15 Integrity mean	.29**	.54**	.77**	.39**	.03	.27**	.43**	.35**	.62**	.47**	.61**	.32**	.46**	.75**							
16 Sustainability	.40**	.57**	.37**	.19*	.00	.39**	.29**	.14*	.15*	.35**	.24**	.30**	.18*	.26**	.14	.78					
17 Sustainability mean	.21*	.34**	.53**	.24**	.00	.21*	.38**	.09	.21*	.23**	.33**	.16*	.26**	.14	.22**	.67**					
18 Ethical guidance	.52**	.74**	.47**	.37**	.01	.47**	.26**	.27**	.20*	.62**	.43**	.48**	.25**	.42**	.27**	.46**	.26**	.91			
19 Ethical guidance mean	.32**	.51**	.68**	.54**	.02	.27**	.35**	.20*	.30**	.44**	.61**	.30**	.39**	.31**	.40**	.30**	.39**	.71**			
20 Altruism behavior	.13	.25**	.19*	.11	.15*	.22*	.17*	.20*	.13	.19*	.17*	.12	.03	.17*	.16*	.22*	.22*	.14*	.11		
21 Courtesy behavior	.12	.20*	.12	.10	.10	.17*	.07	.21*	.14	.21*	.12	.02	-.17*	.19*	.19**	.07	.11	.10	.45*		

Note:  $N = 133$ . \* $p < .05$ , \*\* $p < .01$ . All tests are one-tailed. Cronbach's  $\alpha$  appeared on the diagonal.

### *Introduction*

Appendix 2 is supplementary to Chapter 4. In that chapter, ethical leadership is operationalized with the ELW overall scale. There is no emphasize on the different ethical leader behaviors. In the current appendix, the correlations between the seven ethical leader behaviors and the study variables of chapter 4 are described.

### *Rater Agreement*

An aim of chapter 4 is to examine whether individual- or group-level effects of ethical leader behavior are related to follower behaviors. We calculated the intra-class correlation coefficient ICC(1), because we wanted to aggregate the ethical leader behaviors to create group-level variables. The ICC(1) is an estimate of the degree to which subordinates of the same leader answer similarly (cf. Shrout & Fleiss, 1979). We also calculated a within-leader correlation (rwg) to assess the amount of agreement across subordinates (James, Demaree, & Wolf, 1984). There was meaningful between-group variance for all ethical leadership behavior, fairness ICC(1) = .12, rwg = .85, power sharing ICC(1) = .19, rwg = .89, role clarification ICC(1) = .29, rwg = .89, ethical guidance ICC(1) = .26, rwg = .86, concern for sustainability ICC(1) = .20, rwg = .89, people orientation ICC(1) = .17, rwg = .84 and integrity ICC(1) = .29, rwg = .78. The ICC en rwg values support the validity of aggregation of the ethical leader behaviors. That means for all leadership behaviors a mean score was calculated.

### *Correlation Results*

Results show that an individual perception of various ethical leadership dimensions significantly correlates with altruism behavior and courtesy behavior. Specifically, Altruism behavior was most strongly correlated with various ethical leadership behaviors, power sharing ( $r = .22, p < .05$ ), fairness ( $r = .20, p < .05$ ), role clarification ( $r = .19, p < .05$ ), integrity ( $r = .17, p < .05$ ), concern for sustainability ( $r = .22, p < .05$ ) and ethical guidance ( $r = .14, p < .05$ ). ( $r = .20, p < .05$ ), whereas people orientation was not significantly correlated ( $r = .12, ns$ ). Additionally, courtesy was significantly correlated with power sharing ( $r = .17, p < .05$ ), fairness ( $r = .21, p < .05$ ), role clarification ( $r = .21, p < .05$ ) and

integrity ( $r = .19, p < .05$ ). People orientation ( $r = .02, ns$ ), concern for sustainability ( $r = .07, ns$ ) and ethical guidance ( $r = .11, ns$ ) were not correlated to courtesy behavior.

A group-level perception of ethical leadership was significantly correlated with altruism, however not with courtesy. More specifically, altruism was significantly correlated with power sharing at the group level ( $r = .17, p < .05$ ), role clarification at the group level ( $r = .17, p < .05$ ), integrity at the group level ( $r = .16, p < .05$ ), and fairness at the group level ( $r = .22, p < .05$ ). However, people orientation at the group level ( $r = .03, ns$ ), fairness at the group level ( $r = .13, ns$ ) and ethical guidance at the group level ( $r = .11, ns$ ) were not correlated to altruism behavior. As stated above, courtesy was not correlated to the ethical leadership behaviors. Surprisingly, people orientation was negatively and significantly correlated with courtesy ( $r = -.17, p < .05$ ).

None of the ethical leadership behaviors, individual- as well as group-level, were correlated to empathic concern (correlations ranging from  $r = .00$  to  $r = .11$ ). Except for fairness at the individual level ( $r = .07, ns$ ), both the individual- and the group level perceptions of ethical leadership were correlated with moral awareness (correlations ranging from  $r = .14$  to  $r = .54$ ).