

Price of Doing the Right Thing: A Study of Ethical Leadership



सिद्धिमूलं प्रबन्धनम्
भा. प्र. सं. इन्दौर
IIM INDORE

A THESIS

SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE
DOCTORAL PROGRAMME IN MANAGEMENT

INDIAN INSTITUTE OF MANAGEMENT
INDORE

BY

Priyam Kukreja

July, 2024

Thesis Advisory Committee

Prof. Jatin Pandey (Chairperson)

Prof. Kajari Mukherjee (Member)

Prof. Sanjeev Tripathi (Member)

ABSTRACT

While a loud chorus advocates for the imperative of ethical behavior, skepticism persists among those who question the true capabilities of individuals following the ethical route when confronted with complex challenges. Building on existing literature that points out that ethicality and competence, though orthogonal, are perceived as conflicting, the present research uncovers the ethicality-competence bias manifesting in hiring decisions. Using implicit association tests and experiments, the research demonstrates that the impact of ethicality on leader preference depends on the type of business environment in which the organization operates, as aligned with the contingency leadership theory. The findings reveal that in volatile, uncertain, complex, and ambiguous business environments (VUCA), unethical leaders are perceived to possess a superior person-job fit, while ethical leaders are perceived as more fit for leading in calm, certain, simple, and clear business environments. Consequently, in VUCA environments, the employability of ethical leaders suffers due to a heightened preference for unethical ones. The research suggests that such biases can be attenuated using explicit cues about the dynamism of ethical leaders. The present research holds significant theoretical and practical implications, provides avenues for future research directions, and acknowledges its limitations.

Keywords: ethical leadership, ethicality-competence bias, person-job fit, hiring, contingency leadership theory, business environment, VUCA, CCSC

TABLE OF CONTENTS

ABSTRACT.....	6
ABBREVIATIONS.....	8
LIST OF TABLES	9
LIST OF FIGURES	10
Chapter 1: Introduction	13
Chapter 2: Review of related literature	21
Chapter 3: Overview of the Research Methodology Used	63
Chapter 4: Theorization	73
Chapter 5: Empirical Inquiry	94
Chapter 6: Discussion	137
References.....	157

ABBREVIATIONS

VUCA Volatile, Uncertain, Complex and Ambiguous

CCSC Calm, Certain, Simple, and Clear

IAT Implicit Association Test

PPJ fit Perceived person-job fit

HI Intention to hire

C.I. Confidence Interval

BootSE Bootstrap Standard Error

LIST OF TABLES

Table 1. List of variables studied with ethical leadership	24
Table 2. Literature matrix of the articles considered for the integrative review	32
Table 3. Category labels and items of the IAT for Study 1	97
Table 4. IAT Blocks for Study 1	98
Table 5. Frequencies (Study 2(b)).....	107
Table 6. Frequencies (Study 2(c))	112
Table 7. Category labels and items of the IAT for Study 3.....	115
Table 8. IAT Blocks for Study 3	116

LIST OF FIGURES

Figure 1 <i>PRISMA flowchart</i>	30
Figure 2 Word cloud.....	46
Figure 3 Thematic map	47
Figure 4 Trending topics	48
Figure 5 Leader outcomes.....	51
Figure 6 Follower un/ethical behaviors	53
Figure 7 Follower outcomes related to job and organization.....	56
Figure 8 Boundary conditions.....	58
Figure 9 Research process.....	71
Figure 10 Moderated Mediation Model	89
Figure 11 IAT Template.....	96
Figure 12 Stimulus showing the linear path.....	103
Figure 13 Stimulus showing the crooked path.....	103
Figure 14 Frequencies (Study 2(b))	108
Figure 15 Frequencies (Study 2(c))	113
Figure 16 Vignette for Study 4.....	119
Figure 17 Frequencies (Study 4).....	121
Figure 18 Moderated mediation model for Study 5	124
Figure 19 Mean scores for Study 5 (Perceived person-job fit)	125
Figure 20 Mean Scores for Study 5 (Intention to hire)	126
Figure 21 Moderated Mediation Model for Study 6	128
Figure 22 <i>Stimulus for priming ethical leaders as static</i>	130
Figure 23 Stimulus for priming ethical leaders as dynamic.....	131
Figure 24 Mean scores for Study 6 (Perceived person-job fit)	133

Figure 25 Mean scores for Study 6 (Intention to hire).....	134
---	-----

changes. To successfully navigate a VUCA world, the company requires top leaders to be adaptable and experiment to bring new solutions (Bywater & Lewis, 2019). Top leaders have more complex roles and shoulder greater responsibilities since the fate of the organization significantly depends on their strategic decisions. Acknowledging the differential roles played by leaders at these levels, it is essential to study how the results of the study vary, considering the leadership level.

Conclusion

The research questions the practical application of universally propagated ideas of ethical leadership by considering contextual situations in which hiring decisions are made. The results point to some critical insights that ethical leaders may face a unique bias in business environments characterized by constant change, turbulence, ambiguity, and complexity.

Despite many virtues, ethical leaders are perceived as less fit for leadership positions than unethical leaders in such environments, facing disadvantage in hiring situations. Thus, the research directs focus to the context while considering perceptions of ethical leadership.

When organizations navigate through times of VUCA, the inherent tension between ethics and effectiveness becomes more evident. The research advocates for proactive actions on the part of the organizations to mitigate the ethicality-competence hiring bias and rectify perceptions of the inverse relationship between ethics and competence so that ethical leaders do not have to pay a price for their ethical approach.

REFERENCES

References

- Abele, A. E., & Bruckmüller, S. (2011). The bigger one of the “Big Two”? Preferential processing of communal information. *Journal of Experimental Social Psychology*, 47(5), 935–948. <https://doi.org/10.1016/j.jesp.2011.03.028>
- Abele, A. E., & Wojciszke, B. (2007). Agency and Communion From the Perspective of Self Versus Others. *Journal of Personality and Social Psychology*, 93(5), 751–763. <https://doi.org/10.1037/0022-3514.93.5.751>
- Abraham, K. G., & Taylor, S. K. (1996). Firms’ use of outside contractors: Theory and evidence. *Journal of Labor Economics*, 14(3), 394–424. <https://doi.org/10.1086/209816>
- Abu Bakar, H., & Omillion-Hodges, L. (2020). The mediating role of relative communicative behavior on the relationship between ethical leadership and organizational identification. *Leadership and Organization Development Journal*, 41(1), 52–72. <https://doi.org/10.1108/LODJ-04-2019-0190>
- Agarwal, U. A., Gupta, M., & Cooke, F. L. (2022). Knowledge hide and seek: Role of ethical leadership, self-enhancement and job-involvement. *Journal of Business Research*, 141, 770–781. <https://doi.org/10.1016/j.jbusres.2021.11.074>
- Agha, N. C., Nwekpa, K. C., & Eze, O. R. (2017). Impact of ethical leadership on employee commitment in Nigeria- a study of Innoson Technical and Industrial Company Limited Enugu, Nigeria. *International Journal of Development and Management Review*, 12(1), 202–214. <https://doi.org/10.4314/ijdmr.v12i1>
- Agle, B. R., Nagarajan, N. J., Sonnenfeld, J. A., & Srinivasan, D. (2006). Does CEO charisma matter? An empirical analysis of the relationships among organizational performance, environmental uncertainty, and top management team perceptions of CEO

charisma. *Academy of Management Journal*, 49(1), 161–174.

<https://doi.org/10.5465/AMJ.2006.20785800>

Aguinis, H., & Bradley, K. J. (2014). Best Practice Recommendations for Designing and Implementing Experimental Vignette Methodology Studies. *Organizational Research Methods*, 17(4), 351–371. <https://doi.org/10.1177/1094428114547952>

Ahadinezhad, B., Khosravizadeh, O., Maleki, A., & Hashtroodi, A. (2022). Implicit racial bias among medical graduates and students by an IAT measure: a systematic review and meta-analysis. In *Irish Journal of Medical Science* (Vol. 191, Issue 4, pp. 1941–1949). Springer Science and Business Media Deutschland GmbH.
<https://doi.org/10.1007/s11845-021-02756-3>

Ahmad, I., Donia, M. B. L., Khan, A., & Waris, M. (2019). Do as I say and do as I do? The mediating role of psychological contract fulfillment in the relationship between ethical leadership and employee extra-role performance. *Personnel Review*, 48(1), 98–117.
<https://doi.org/10.1108/PR-12-2016-0325>

Ahmad, S., Fazal-E-Hasan, S. M., & Kaleem, A. (2018). How ethical leadership stimulates academics' retention in universities: The mediating role of job-related affective well-being. *International Journal of Educational Management*, 32(7), 1348–1362.
<https://doi.org/10.1108/IJEM-11-2017-0324>

Ahmad, S., Islam, T., Sadiq, M., & Kaleem, A. (2021). Promoting green behavior through ethical leadership: a model of green human resource management and environmental knowledge. *Leadership and Organization Development Journal*, 42(4), 531–547.
<https://doi.org/10.1108/LODJ-01-2020-0024>

Al Halbusi, H., Williams, K. A., Ramayah, T., Aldieri, L., & Vinci, C. P. (2021). Linking ethical leadership and ethical climate to employees' ethical behavior: the moderating

- role of person–organization fit. *Personnel Review*, 50(1), 159–185.
<https://doi.org/10.1108/PR-09-2019-0522>
- Aleksander, A. (2021). Industry 4.0 and its impact on future business leaders. In *Management Education and Automation* (pp. 76–93). Taylor and Francis.
<https://doi.org/10.4324/9781003017707-8>
- Alkhars, M., Evangelopoulos, N., Pavur, R., & Kulkarni, S. (2019). Cognitive biases resulting from the representativeness heuristic in operations management: An experimental investigation. *Psychology Research and Behavior Management*, 12, 263–276. <https://doi.org/10.2147/PRBM.S193092>
- Almeida, J. G., Hartog, D. N. D., De Hoogh, A. H. B., Franco, V. R., & Porto, J. B. (2021). Harmful Leader Behaviors: Toward an Increased Understanding of How Different Forms of Unethical Leader Behavior Can Harm Subordinates. *Journal of Business Ethics*, 1, 1–30. <https://doi.org/10.1007/S10551-021-04864-7>
- Alof, L. (2014). Is Ethical Leadership Always Beneficial? *Psychological and Neuropsychological Department Work & Organisational Psychology*.
- Alpert, M. I. (1971). Identification of Determinant Attributes: A Comparison of Methods. *Journal of Marketing Research*, 8(2), 184–191.
<https://doi.org/10.1177/002224377100800205>
- Anand, A., Offergelt, F., & Anand, P. (2021). Knowledge hiding – a systematic review and research agenda. *Journal of Knowledge Management, ahead-of-p*, ahead-of-print.
<https://doi.org/https://doi.org/10.1108/JKM-04-2021-0336>
- Anand, P., & Hassan, Y. (2019). Knowledge hiding in organizations: everything that managers need to know. *Development and Learning in Organizations: An International*

- Journal*, 33(6), 12–15. <https://doi.org/10.1108/DLO-12-2018-0158>
- Anderson, C., & Kilduff, G. J. (2009). Why Do Dominant Personalities Attain Influence in Face-to-Face Groups? The Competence-Signaling Effects of Trait Dominance. *Journal of Personality and Social Psychology*, 96(2), 491–503. <https://doi.org/10.1037/a0014201>
- Antonakis, J. (2017). On doing better science: From thrill of discovery to policy implications. *The Leadership Quarterly*, 28(1), 5–21. <https://doi.org/10.1016/j.leaqua.2017.01.006>
- Antonakis, J., Avolio, B. J., & Sivasubramaniam, N. (2003). Context and leadership: An examination of the nine-factor full-range leadership theory using the Multifactor Leadership Questionnaire. *The Leadership Quarterly*, 14(3), 261–295. [https://doi.org/10.1016/S1048-9843\(03\)00030-4](https://doi.org/10.1016/S1048-9843(03)00030-4)
- Antonakis, J., Bendahan, S., Jacquart, P., & Lalive, R. (2010). On making causal claims: A review and recommendations. *The Leadership Quarterly*, 21(6), 1086–1120. <https://doi.org/10.1016/J.LEAQUA.2010.10.010>
- Antonakis, J., Bendahan, S., Jacquart, P., & Lalive, R. (2014). The Oxford Handbook of Leadership and Organizations. In *The Oxford Handbook of Leadership and Organizations* (pp. 93–117). Oxford University Press. <https://doi.org/10.1093/oxfordhb/9780199755615.001.0001>
- Arar, K., Haj, I., Abramovitz, R., & Oplatka, I. (2016). Ethical leadership in education and its relation to ethical decision-making: The case of Arab school leaders in Israel. *Journal of Educational Administration*, 54(6), 647–660. <https://doi.org/10.1108/JEA-11-2015-0101>
- Ashburn-Nardo, L., Voils, C. I., & Monteith, M. J. (2001). Implicit associations as the seeds of intergroup bias: How easily do they take root? *Journal of Personality and Social Psychology*, 81(5), 789–799. <https://doi.org/10.1037/0022-3514.81.5.789>

- Asnakew, Z., & Mekonnen, Y. (2019). Unethical Leadership and Followers' Deviance: The Mediating Role of Perception of Politics and Injustice. *Journal of Values-Based Leadership*, 12(1), 12. <https://doi.org/10.22543/0733.121.1250>
- Atzmüller, C., & Steiner, P. M. (2010). Experimental vignette studies n survey research. *Methodology*, 6(3), 128–138. <https://doi.org/10.1027/1614-2241/a000014>
- Avey, J. B., Palanski, M. E., & Walumbwa, F. O. (2011). When Leadership Goes Unnoticed: The Moderating Role of Follower Self-Esteem on the Relationship Between Ethical Leadership and Follower Behavior. *Journal of Business Ethics*, 98(4), 573–582. <https://doi.org/10.1007/s10551-010-0610-2>
- Avolio, B. J. (2007). Promoting more integrative strategies for leadership theory-building. *American Psychologist*, 62(1), 25–33. <https://doi.org/10.1037/0003-066X.62.1.25>
- Ayodele, F. O., Haron, H. B., & Ismail, I. (2019). Ethical Leadership, Ethical Leadership Climate and Employee Moral Effectiveness: A Social Learning Perspective. *KnE Social Sciences*, 2019, 189–205–189–205. <https://doi.org/10.18502/KSS.V3I22.5051>
- Babalola, M. T., Bligh, M. C., Ogunfowora, B., Guo, L., & Garba, O. A. (2019). The Mind is Willing, but the Situation Constrains: Why and When Leader Conscientiousness Relates to Ethical Leadership. *Journal of Business Ethics*, 155(1), 75–89. <https://doi.org/10.1007/s10551-017-3524-4>
- Babalola, M. T., Stouten, J., Camps, J., & Euwema, M. (2019). When Do Ethical Leaders Become Less Effective? The Moderating Role of Perceived Leader Ethical Conviction on Employee Discretionary Reactions to Ethical Leadership. *Journal of Business Ethics*, 154(1), 85–102. <https://doi.org/10.1007/s10551-017-3472-z>
- Bai, Y., Lin, L., & Liu, J. T. (2019). Leveraging the employee voice: a multi-level social

- learning perspective of ethical leadership. *International Journal of Human Resource Management*, 30(12), 1869–1901. <https://doi.org/10.1080/09585192.2017.1308414>
- Balasubramanian, P., & Krishnan, V. R. (2012). Impact of Gender and Transformational Leadership on. *Great Lakes Herald*, 6(1), 45–60.
- Bandura, A. (1986). Social Foundations of Thought and Action. In *The Health Psychology Reader* (pp. 94–106). Englewood Cliffs, NJ, 1986(23-28), 2.
<https://doi.org/10.4135/9781446221129.n6>
- Banerjee, P., Chatterjee, P., & Sinha, J. (2012). Is It Light or Dark? Recalling Moral Behavior Changes Perception of Brightness. *Psychological Science*, 23(4), 407–409.
<https://doi.org/10.1177/0956797611432497>
- Banks, G. C., Fischer, T., Gooty, J., & Stock, G. (2021). Ethical leadership: Mapping the terrain for concept cleanup and a future research agenda star. *The Leadership Quarterly*, 32(2). <https://doi.org/10.1016/j.leaqua.2020.101471>
- Bargh, J. A., & Chartrand, T. L. (2000). The Mind in the Middle. In *Handbook of Research Methods in Social and Personality Psychology* (pp. 253–285).
<https://doi.org/10.1017/cbo9780511996481.017>
- Barrionuevo, A. (2006). *Enron Chiefs Guilty of Fraud and Conspiracy - The New York Times*. The New York Times. <https://www.nytimes.com/2006/05/25/business/25cnd-enron.html>
- Barsalou, L. W. (2015). Situated conceptualization: Theory and applications. *Perceptual and Emotional Embodiment: Foundations of Embodied Cognition*, 1, 11–37.
<https://doi.org/10.4324/9781315751979>
- Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the

- vision. *Organizational Dynamics*, 18(3), 19–31. [https://doi.org/10.1016/0090-2616\(90\)90061-S](https://doi.org/10.1016/0090-2616(90)90061-S)
- Bavik, Y. L., Tang, P. M., Shao, R., & Lam, L. W. (2018). Ethical leadership and employee knowledge sharing: Exploring dual-mediation paths. *The Leadership Quarterly*, 29(2), 322–332. <https://doi.org/10.1016/j.leaqua.2017.05.006>
- Beckmann, N., Sheeran, P., Sauer, J. D., Hauser, D. J., Ellsworth, P. C., & Gonzalez, R. (2018). *Are Manipulation Checks Necessary?* <https://doi.org/10.3389/fpsyg.2018.00998>
- Bellur, S., & Sundar, S. S. (2014). How Can We Tell When a Heuristic Has Been Used? Design and Analysis Strategies for Capturing the Operation of Heuristics. In *Communication Methods and Measures* (Vol. 8, Issue 2, pp. 116–137). Routledge. <https://doi.org/10.1080/19312458.2014.903390>
- Bennett, N., & Lemoine, G. J. (2014). What a difference a word makes: Understanding threats to performance in a VUCA world. *Business Horizons*, 57(3), 311–317. <https://doi.org/10.1016/j.bushor.2014.01.001>
- Bertamini, M., Palumbo, L., Gheorghes, T. N., & Galatsidas, M. (2016). Do observers like curvature or do they dislike angularity? *British Journal of Psychology*, 107(1), 154–178. <https://doi.org/10.1111/bjop.12132>
- Bhat, Z. H., & Rainayee, R. A. (2019). Examining the Mediating Role of Person–Job Fit in the Relationship between Training and Performance: A Civil Servant Perspective. *Global Business Review*, 20(2), 529–548. <https://doi.org/10.1177/0972150917743377>
- Bills, D. B., Di Stasio, V., & Gërkhani, K. (2017). The demand side of hiring: Employers in the labor market. *Annual Review of Sociology*, 43, 291–310. <https://doi.org/10.1146/annurev-soc-081715-074255>

- Blair, I. V. (2002). The Malleability of Automatic Stereotypes and Prejudice. In *Personality and Social Psychology Review*, 6(3), 242-261.
https://doi.org/10.1207/S15327957PSPR0603_8
- Blair, I. V., & Banaji, M. R. (1996). Automatic and Controlled Processes in Stereotype Priming. *Journal of Personality and Social Psychology*, 70(6), 1142–1163.
<https://doi.org/10.1037/0022-3514.70.6.1142>
- Blanchard, K. H., & Hersey, P. (1982). *Management of organizational behavior*. Prentice Hall.
- Blau, P. M. (1964). Justice in Social Exchange. *Sociological Inquiry*, 34(2), 193–206.
<https://doi.org/10.1111/j.1475-682X.1964.tb00583.x>
- Bluedorn, A. C., Johnson, R. A., Cartwright, D. K., & Barringer, B. R. (1994). The Interface and Convergence of the Strategic Management and Organizational Environment Domains. *Journal of Management*, 20(2), 201–262.
<https://doi.org/10.1177/014920639402000201>
- Boegershausen, J., Aquino, K., & Reed, A. (2015). Moral identity. In *Current Opinion in Psychology* (Vol. 6, pp. 162–166). Elsevier.
<https://doi.org/10.1016/j.copsyc.2015.07.017>
- Bolino, M. C., Klotz, A. C., Turnley, W. H., & Harvey, J. (2013). Exploring the dark side of organizational citizenship behavior. *Journal of Organizational Behavior*, 34(4), 542–559. <https://doi.org/10.1002/job.1847>
- Bouckennooghe, D., Zafar, A., & Raja, U. (2015). How Ethical Leadership Shapes Employees' Job Performance: The Mediating Roles of Goal Congruence and Psychological Capital. *Journal of Business Ethics*, 129(2), 251–264.

<https://doi.org/10.1007/S10551-014-2162-3>

Bowen, D. E., Ledford, G. E., & Nathan, B. R. (1991). Hiring for the organization, not the job. *Academy of Management Perspectives*, 5(4), 35–51.

<https://doi.org/10.5465/ame.1991.4274747>

Bowles, S. (1998). Endogenous Preferences: The Cultural Consequences of Markets and other Economic Institutions. *Journal of Economic Literature*, 36(1), 75–111.

<https://www.jstor.org/stable/2564952>

Brandt, M. J., Ijzerman, H., & Blanken, I. (2014). Does recalling moral behavior change the perception of brightness?: A replication and meta-analysis of Banerjee, Chatterjee, and Sinha (2012). *Social Psychology*, 45(3), 246–252. <https://doi.org/10.1027/1864-9335/a000191>

Brown, M. E., & Mitchell, M. S. (2010). Ethical and Unethical Leadership: Exploring New Avenues for Future Research. *Business Ethics Quarterly*, 20(4), 583–616.

<https://doi.org/10.5840/beq201020439>

Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *The Leadership Quarterly*, 17(6), 595–616.

<https://doi.org/10.1016/J.LEAQUA.2006.10.004>

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(2), 117–134. <https://doi.org/10.1016/j.obhdp.2005.03.002>

Bywater, J., & Lewis, J. L. (2019). *Leadership in a volatile , uncertain world*. September.

Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of Applied Psychology*, 87(5), 875–884.

<https://doi.org/10.1037/0021-9010.87.5.875>

Campbell, D., & Craig, T. (2012). Organisations and the Business Environment, Second edition. In *Organisations and the Business Environment, Second edition*. Taylor and Francis. <https://doi.org/10.4324/9780080454603>

Campbell, E. M., Welsh, D. T., & Wang, W. (2023). Above the Law? How Motivated Moral Reasoning Shapes Evaluations of High Performer Unethicality. *Journal of Applied Psychology*, 108(7), 1096–1120. <https://doi.org/10.1037/apl0001054>

Canen, A. G., & Canen, A. (2008). Multicultural leadership: The costs of its absence in organizational conflict management. *International Journal of Conflict Management*, 19(1), 4–19. <https://doi.org/10.1108/10444060810849155>

Carpenter, T. P., Pogacar, R., Pullig, C., Kouril, M., Aguilar, S., LaBouff, J., Isenberg, N., & Chakroff, A. (2019). Survey-software implicit association tests: A methodological and empirical analysis. *Behavior Research Methods*, 51(5), 2194–2208. <https://doi.org/10.3758/S13428-019-01293-3>

Casey, M., Cooney, A., O' Connell, R., Hegarty, J. M., Brady, A. M., O' Reilly, P., Kennedy, C., Heffernan, E., Fealy, G., McNamara, M., & O' Connor, L. (2017). Nurses', midwives' and key stakeholders' experiences and perceptions on requirements to demonstrate the maintenance of professional competence. *Journal of Advanced Nursing*, 73(3), 653–664. <https://doi.org/10.1111/jan.13171>

Chemers, M. M. (2001). Leadership Effectiveness: An Integrative Review. In *Blackwell Handbook of Social Psychology: Group Processes* (pp. 376–399). Wiley Blackwell. <https://doi.org/10.1002/9780470998458.ch16>

Chen, J., Luo, J., Hu, W., & Ma, J. (2023). Fit into work! From formalizing governance of

- gig platform ecosystems to helping gig workers craft their platform work. *Decision Support Systems*, 174. <https://doi.org/10.1016/j.dss.2023.114016>
- Cheng, J., Bai, H., & Yang, X. (2019). Ethical Leadership and Internal Whistleblowing: A Mediated Moderation Model. *Journal of Business Ethics*, 155(1), 115–130. <https://doi.org/10.1007/s10551-017-3517-3>
- Cherches, T. (2021). *In a hyper-VUCA world, leaders need to do the opposite – Association of MBAs*. <https://www.associationofmbas.com/in-a-hyper-vuca-world-leaders-need-to-do-the-opposite/>
- Chi, N. W., Fang, L. C., Shen, C. T., & Fan, H. L. (2020). Detrimental Effects of Newcomer Person-Job Misfit on Actual Turnover and Performance: The Buffering Role of Multidimensional Person-Environment Fit. *Applied Psychology*, 69(4), 1361–1395. <https://doi.org/10.1111/apps.12225>
- Child, J. (1972). Organizational Structure, Environment and Performance: The Role of Strategic Choice. *Sociology*, 6(1), 1–22. <https://doi.org/10.1177/003803857200600101>
- Christensen-Salem, A., Walumbwa, F. O., Babalola, M. T., Guo, L., & Misati, E. (2021). A Multilevel Analysis of the Relationship Between Ethical Leadership and Ostracism: The Roles of Relational Climate, Employee Mindfulness, and Work Unit Structure. *Journal of Business Ethics*, 171(3), 619–638. <https://doi.org/10.1007/s10551-020-04424-5>
- Chughtai, A., Byrne, M., & Flood, B. (2015). Linking Ethical Leadership to Employee Well-Being: The Role of Trust in Supervisor. *Journal of Business Ethics*, 128(3), 653–663. <https://doi.org/10.1007/s10551-014-2126-7>
- Chung, J., & Monroe, G. S. (2003). Exploring Social Desirability Bias. *Journal of Business Ethics*, 44(4), 291–302. <https://doi.org/10.1023/A:1023648703356>

- Ciulla, J. B. (2005). Ethics: The heart of leadership. In *Responsible Leadership* (pp. 17–32).
<https://doi.org/10.4324/9780203002247>
- Ciulla, J. B. (2009). Leadership and the Ethics of Care. *Journal of Business Ethics*, 88(1), 3–4. <https://doi.org/10.1007/s10551-009-0105-1>
- Ciulla, J. B. (2020). Ethics and Effectiveness: The Nature of Good Leadership. In *Issues in Business Ethics* (Vol. 50, pp. 3–32). Springer Science and Business Media B.V.
https://doi.org/10.1007/978-3-030-38463-0_1
- Cohany, S. R. (1998). Workers in alternative employment arrangements: A second look. *Monthly Labor Review*, 121(11), 3–21. https://heinonline.org/hol-cgi-bin/get_pdf.cgi?handle=hein.journals/month119§ion=100
- Colarelli, S. M. (1996). Establishment and job context influences on the use of hiring practices. *Applied Psychology*, 45(2), 153–176. <https://doi.org/10.1111/j.1464-0597.1996.tb00762.x>
- Coleman, R. (2022). Sampling and Effect Sizes. In *Designing Experiments for the Social Sciences: How to Plan, Create, and Execute Research Using Experiments* (pp. 211–248). SAGE Publications, Inc. <https://doi.org/10.4135/9781071878958>
- Colquitt, J. A. (2008). From the Editors Publishing Laboratory Research in AMJ : A Question of When, Not If. *Academy of Management Journal*, 51(4), 616–620.
<https://doi.org/10.5465/amr.2008.33664717>
- Connelly, C. E., Černe, M., Dysvik, A., & Škerlavaj, M. (2019). Understanding knowledge hiding in organizations. *Journal of Organizational Behavior*, 40(7), 779–782.
<https://doi.org/10.1002/JOB.2407>
- Connelly, S., & Anderson, C. (2007). Studying water: Reflections on the problems and

- possibilities of interdisciplinary working. *Interdisciplinary Science Reviews*, 32(3), 213–220. <https://doi.org/10.1179/030801807X183669>
- Correll, S. J., Benard, S., & Paik, I. (2007). Getting a job: Is there a motherhood penalty? *American Journal of Sociology*, 112(5), 1297–1338. <https://doi.org/10.1086/511799>
- Costa, S., Daher, P., Neves, P., & Velez, M. J. (2022). The interplay between ethical leadership and supervisor organizational embodiment on organizational identification and extra-role performance. *European Journal of Work and Organizational Psychology*, 31(2), 214–225. <https://doi.org/10.1080/1359432X.2021.1952988>
- Cox, W. T. L., & Devine, P. G. (2019). The prejudice habit-breaking intervention: An empowerment-based confrontation approach. In *Confronting Prejudice and Discrimination: The Science of Changing Minds and Behaviors* (pp. 249–274). Academic Press. <https://doi.org/10.1016/B978-0-12-814715-3.00015-1>
- Creswell, J. W., Clark, V. L. P., Gutmann, M. L., & Hanson, W. E. (2003). Advanced Mixed. In *Handbook of mixed methods in social & behavioral research* (p. 209).
- Dane, E., & Pratt, M. G. (2007). Exploring intuition and its role in managerial decision making. *Academy of Management Review*, 32(1), 33–54. <https://doi.org/10.5465/AMR.2007.23463682>
- Dasgupta, N., & Greenwald, A. G. (2001). On the malleability of automatic attitudes: Combating automatic prejudice with images of admired and disliked individuals. *Journal of Personality and Social Psychology*, 81(5), 800–814. <https://doi.org/10.1037/0022-3514.81.5.800>
- Dasgupta, N., & Hunsinger, M. (2008). The opposite of a great truth is also true: When do student samples help versus hurt the scientific study of prejudice? In *Psychological*

Inquiry (Vol. 19, Issue 2, pp. 90–98). Taylor & Francis Group.

<https://doi.org/10.1080/10478400802049860>

Davenport, T. H., Harris, J. G., Jones, G. L., Lemon, K. N., Norton, D., & McCallister, M. B. (2007). The dark side of customer analytics: the ethics of retailing. *Harvard Business Review*, 85(5), 37. <https://doi.org/10.1007/s13520-021-00138-7>

Dayan, R., Heisig, P., & Matos, F. (2017). Knowledge management as a factor for the formulation and implementation of organization strategy. *Journal of Knowledge Management*, 21(2), 308–329. <https://doi.org/10.1108/JKM-02-2016-0068>

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(3), 297–311. <https://doi.org/10.1016/j.leaqua.2008.03.002>

Dehghani-Tafti, M., Barkhordari-Sharifabad, M., Nasiriani, K., & Fallahzadeh, H. (2022a). Ethical leadership, psychological empowerment and caring behavior from the nurses' perspective. *Clinical Ethics*, 17(3), 248–255. <https://doi.org/10.1177/14777509211016297>

Demirtas, O. (2015). Ethical Leadership Influence at Organizations: Evidence from the Field. *Journal of Business Ethics*, 126(2), 273–284. <https://doi.org/10.1007/s10551-013-1950-5>

Deng, Y., & Yao, X. (2020). Person-environment fit and proactive socialization: Reciprocal relationships in an academic environment. *Journal of Vocational Behavior*, 120, 103446. <https://doi.org/10.1016/j.jvb.2020.103446>

Denison, D. R., Hooijberg, R., & Quinn, R. E. (1995). Paradox and Performance: Toward a

- Theory of Behavioral Complexity in Managerial Leadership. *Organization Science*, 6(5), 524–540. <https://doi.org/10.1287/ORSC.6.5.524>
- Desmet, P. T. M., Hoogervorst, N., & Van Dijke, M. (2015). Prophets vs. profits: How market competition influences leaders' disciplining behavior towards ethical transgressions. *The Leadership Quarterly*, 26(6), 1034–1050. <https://doi.org/10.1016/j.leaqua.2015.07.004>
- Detert, J. R., Treviño, L. K., & Sweitzer, V. L. (2008). Moral Disengagement in Ethical Decision Making: A Study of Antecedents and Outcomes. *Journal of Applied Psychology*, 93(2), 374–391. <https://doi.org/10.1037/0021-9010.93.2.374>
- DeYoung, C. G., Peterson, J. B., & Higgins, D. M. (2002). Higher-order factors of the Big Five predict conformity: Are there neuroses of health? *Personality and Individual Differences*, 33(4), 533–552. [https://doi.org/10.1016/S0191-8869\(01\)00171-4](https://doi.org/10.1016/S0191-8869(01)00171-4)
- Dimon, J. (2018). *Annual Letter to Shareholders*. JPMorgan Chase & Co. www.jpmorganchase.com/corporate/investor-relations/document/ceo-letter-to-shareholders-2018.pdf
- Ditto, P. H., Pizarro, D. A., & Tannenbaum, D. (2009). Motivated Moral Reasoning. In *Psychology of Learning and Motivation - Advances in Research and Theory* (Vol. 50, Issue C, pp. 307–338). Academic Press. [https://doi.org/10.1016/S0079-7421\(08\)00410-6](https://doi.org/10.1016/S0079-7421(08)00410-6)
- Dovidio, J. F., Eller, A., & Hewstone, M. (2011). Improving intergroup relations through direct, extended and other forms of indirect contact. *Group Processes and Intergroup Relations*, 14(2), 147–160. <https://doi.org/10.1177/1368430210390555>
- Dovidio, J. F., Kawakami, K., Johnson, C., Johnson, B., & Howard, A. (1997). On the nature of prejudice: Automatic and controlled processes. *Journal of Experimental Social*

- Psychology*, 33(5), 510–540. <https://doi.org/10.1006/jesp.1997.1331>
- Dunbar, N. E., Miller, C. H., Adame, B. J., Elizondo, J., Wilson, S. N., Lane, B. L., Kauffman, A. A., Bessarabova, E., Jensen, M. L., Straub, S. K., Lee, Y. H., Burgoon, J. K., Valacich, J. J., Jenkins, J., & Zhang, J. (2014). Implicit and explicit training in the mitigation of cognitive bias through the use of a serious game. *Computers in Human Behavior*, 37, 307–318. <https://doi.org/10.1016/j.chb.2014.04.053>
- Duneer, A. (2020). Jack London by Kenneth K. Brandt. *American Literary Realism*, 52(2), 179–181. <https://doi.org/10.1353/wal.2020.0008>
- Eckerd, S., DuHadway, S., Bendoly, E., Carter, C. R., & Kaufmann, L. (2021). On making experimental design choices: Discussions on the use and challenges of demand effects, incentives, deception, samples, and vignettes. *Journal of Operations Management*, 67(2), 261–275. <https://doi.org/10.1002/joom.1128>
- Eden, D. (2021). The science of leadership: A journey from survey research to field experimentation. *The Leadership Quarterly*, 32(3), 101472. <https://doi.org/10.1016/j.leaqua.2020.101472>
- Edwards, J. (1991). *Person-job fit: A conceptual integration, literature review, and methodological critique*. <https://psycnet.apa.org/record/1991-98004-008>
- Eisenbeiß, S. A., & Brodbeck, F. (201). Ethical and Unethical Leadership: A Cross-Cultural and Cross-Sectoral Analysis. *Journal of Business Ethics*, 122(2), 343–359. <https://doi.org/10.1007/s10551-013-1740-0>
- Eisenbeiss, S. A., & van Knippenberg, D. (2015). On ethical leadership impact: The role of follower mindfulness and moral emotions. *Journal of Organizational Behavior*, 36(2), 182–195. <https://doi.org/10.1002/job.1968>

- Emerson, R. M. (1976). Social Exchange Theory. *Annual Review of Sociology*, 2(1), 335–362. <https://doi.org/10.1146/annurev.so.02.080176.002003>
- Epley, N., & Caruso, E. M. (2004). Egocentric ethics. *Social Justice Research*, 17(2), 171–187. <https://doi.org/10.1023/B:SORE.00000027408.72713.45>
- Eva, N., Newman, A., Zhou, A. J., & Zhou, S. S. (2020). The relationship between ethical leadership and employees' internal and external community citizenship behaviors: The mediating role of prosocial motivation. *Personnel Review*, 49(2), 636–652. <https://doi.org/10.1108/PR-01-2019-0019>
- Falk, A., & Heckman, J. J. (2009). Lab experiments are a major source of knowledge in the social sciences. *Science*, 326(5952), 535–538. <https://doi.org/10.1126/science.1168244>
- Fan, X., Li, J., Mao, Z. (Eddie), & Lu, Z. (2021). Can ethical leadership inspire employee loyalty in hotels in China? -From the perspective of the social exchange theory. *Journal of Hospitality and Tourism Management*, 49, 538–547. <https://doi.org/10.1016/j.jhtm.2021.11.006>
- Fehr, E., & Hoff, K. (2011). Introduction: Tastes, Castes and Culture: The Influence of Society on Preferences. *Economic Journal*, 121(556). <https://doi.org/10.1111/j.1468-0297.2011.02478.x>
- Feng, J., Zhang, Y., Liu, X., Zhang, L., & Han, X. (2018). Just the Right Amount of Ethics Inspires Creativity: A Cross-Level Investigation of Ethical Leadership, Intrinsic Motivation, and Employee Creativity. *Journal of Business Ethics*, 153(3), 645–658. <https://doi.org/10.1007/s10551-016-3297-1>
- Feng, J., Zhang, Y., Liu, X., Zhang, L., & Han, X. (2018). Just the Right Amount of Ethics Inspires Creativity: A Cross-Level Investigation of Ethical Leadership, Intrinsic

- Motivation, and Employee Creativity. *Journal of Business Ethics*, 153(3), 645–658.
<https://doi.org/10.1007/s10551-016-3297-1>
- Festinger, L. (1953). Laboratory Experiments. In *Research methods in the behavioral sciences* (pp. 136–172). <https://doi.org/10.1093/oxfordhb/9780199548477.003.0051>
- Fiedler, F. (1953). Laboratory Experiments. *Research Methods in the Behavioral Sciences*, 136–172. <https://eric.ed.gov/?id=ED015354>
- Fiedler, F. E. (1964). A Contingency Model of Leadership Effectiveness. *Advances in Experimental Social Psychology*, 1(C), 149–190. [https://doi.org/10.1016/S0065-2601\(08\)60051-9](https://doi.org/10.1016/S0065-2601(08)60051-9)
- Finnigan, R. (2020). Rainbow-Collar Jobs? Occupational Segregation by Sexual Orientation in the United States. *Socius*, 6. <https://doi.org/10.1177/2378023120954795>
- Fisher, R. J. (1993). Social Desirability Bias and the Validity of Indirect Questioning. *Journal of Consumer Research*, 20(2), 303. <https://doi.org/10.1086/209351>
- Fiske, S. T., Cuddy, A. J. C., & Glick, P. (2007). Universal dimensions of social cognition: warmth and competence. *Trends in Cognitive Sciences*, 11(2), 77–83.
<https://doi.org/10.1016/j.tics.2006.11.005>
- Forepaugh, C. (2020). *Implicit Attitudes , Explicit Attitudes , and Priming : A Preliminary Analysis of Factors Affecting Use of Force Decisions*.
- Foti, R. J., & Hauenstein, N. M. A. (1993). Processing demands and the effects of prior impressions on subsequent judgments: Clarifying the assimilation/contrast debate. *Organizational Behavior and Human Decision Processes*, 56(2), 167–189.
<https://doi.org/10.1006/OBHD.1993.1050>
- Fox, N. J. (2008). Post-positivism. In *The SAGE Encyclopedia of Qualitative Research*

- Methods*. London: Sage. <https://www.researchgate.net/publication/261287946>
- Franěk, M., & Režný, L. (2017). The effect of priming with photographs of environmental settings on walking speed in an outdoor environment. *Frontiers in Psychology*, 8(JAN). <https://doi.org/10.3389/fpsyg.2017.00073>
- Freeman, J. (2019). *Big Business and its 'Stakeholders'* - WSJ. The Wall Street Journal. <https://www.wsj.com/articles/big-business-and-its-stakeholders-11566251445>
- Frisch, C., & Huppenbauer, M. (2014). New Insights into Ethical Leadership: A Qualitative Investigation of the Experiences of Executive Ethical Leaders. *Journal of Business Ethics*, 123(1), 23–43. <https://doi.org/10.1007/s10551-013-1797-9>
- Fritzenschaft, T. (2014). Objective of the Research. In *Critical Success Factors of Change Management* (pp. 7–12). Springer Gabler, Wiesbaden. https://doi.org/10.1007/978-3-658-04549-4_2
- Fry, L. W. (2003). Toward a theory of spiritual leadership. *The Leadership Quarterly*, 14(6), 693–727. <https://doi.org/10.1016/j.leaqua.2003.09.001>
- Fu, J., Long, Y., He, Q., & Liu, Y. (2020). Can Ethical Leadership Improve Employees' Well-Being at Work? Another Side of Ethical Leadership Based on Organizational Citizenship Anxiety. *Frontiers in Psychology*, 11, 1478. <https://doi.org/10.3389/fpsyg.2020.01478>
- Gan, C. (2018). Ethical leadership and unethical employee behavior: A moderated mediation model. *Social Behavior and Personality*, 46(8), 1271–1283. <https://doi.org/10.2224/SBP.7328>
- Gan, C., Guo, W., Chai, Y., & Wang, D. (2020). Unethical leader behavior and employee performance: a deontic justice perspective. *Personnel Review*, 49(1), 188–201.

<https://doi.org/10.1108/PR-08-2018-0290>

Garba, O. A., Babalola, M. T., & Guo, L. (2018). A social exchange perspective on why and when ethical leadership foster customer-oriented citizenship behavior. *International Journal of Hospitality Management*, 70, 1–8.

<https://doi.org/10.1016/J.IJHM.2017.10.018>

Gardner, W. L., Coglisier, C. C., Davis, K. M., & Dickens, M. P. (2011). Authentic leadership: A review of the literature and research agenda. *The Leadership Quarterly*, 22(6), 1120–1145. <https://doi.org/10.1016/J.LEAQUA.2011.09.007>

Gartzia, L., & Baniandrés, J. (2016). Are people-oriented leaders perceived as less effective in task performance? Surprising results from two experimental studies. *Journal of Business Research*, 69(2), 508–516. <https://doi.org/10.1016/j.jbusres.2015.05.008>

Gellerman, S. W. (1986). Why “good” managers make bad ethical choices. *Harvard Business Review*, July, 85–90. <https://hbr.org/1986/07/why-good-managers-make-bad-ethical-choices>

Görxhani, K. (2017). The Experimental Approach to Studying Employers’ Hiring Behavior. In *Emerging Trends in the Social and Behavioral Sciences* (pp. 1–14). <https://doi.org/10.1002/9781118900772.etrds0425>

Ghosh, D., Willinger, G. L., & Ghosh, S. (2009). A firm’s external environment and the hiring of a non-standard workforce: implications for organisations. *Human Resource Management Journal*, 19(4), 433–453. <https://doi.org/10.1111/J.1748-8583.2009.00109.X>

Gini, A. (1997a). Moral Leadership: An Overview. *Journal of Business Ethics*, 16, 323–330.

Gini, A. (1997b). Moral leadership and business ethics. *Journal of Leadership and*

Organizational Studies, 4(4), 64–81. <https://doi.org/10.1177/107179199700400406>

Gino, F., & Katherine, C. (2021). Unconscious Bias Training That Works. *Harvard Business Review*, 99(5), 114–123.

Gioia, D. A. (1992). Pinto fires and personal ethics: A script analysis of missed opportunities. *Journal of Business Ethics*, 11(5–6), 379–389. <https://doi.org/10.1007/BF00870550>

Goetz, N., & Wald, A. (2021). Employee Performance in Temporary Organizations: The Effects of Person-Environment Fit and Temporariness on Task Performance and Innovative Performance. *European Management Review*, 18(2), 25–41.
<https://doi.org/10.1111/emre.12438>

Gok, K., Sumanth, J. J., Bommer, W. H., Demirtas, O., Arslan, A., Eberhard, J., Ozdemir, A. I., & Yigit, A. (2017). You May Not Reap What You Sow: How Employees' Moral Awareness Minimizes Ethical Leadership's Positive Impact on Workplace Deviance. *Journal of Business Ethics*, 146(2), 257–277. <https://doi.org/10.1007/s10551-017-3655-7>

Goldman, A. H. (1998). Rules and moral reasoning. *Synthese*, 117(2), 229–250.
<https://doi.org/10.1023/A:1005174804034>

Greenbaum, R. L., Babalola, M. T., Quade, M. J., Guo, L., & Kim, Y. C. (2021). Moral Burden of Bottom-Line Pursuits: How and When Perceptions of Top Management Bottom-Line Mentality Inhibit Supervisors' Ethical Leadership Practices. *Journal of Business Ethics*, 174(1), 109–123.

<https://doi.org/10.1007/s10551-020-04573-7>

Greenbaum, R. L., Hill, A., Mawritz, M. B., & Quade, M. J. (2017). Employee Machiavellianism to Unethical Behavior: The Role of Abusive Supervision as a Trait

Activator. *Journal of Management*, 43(2), 585–609.

<https://doi.org/10.1177/0149206314535434>

Greenbaum, R. L., Quade, M. J., & Bonner, J. (2015). Why do leaders practice amoral management? A conceptual investigation of the impediments to ethical leadership. *Organizational Psychology Review*, 5(1), 26–49.

<https://doi.org/10.1177/2041386614533587>

Greenwald, A. G., & Banaji, M. R. (1995). Implicit social cognition: Attitudes, self-esteem, and stereotypes. *Psychological Review*, 102(1), 4–27. <https://doi.org/10.1037/0033-295X.102.1.4>

Greenwald, A. G., Brendl, M., Cai, H., Cvencek, D., Dovidio, J. F., Frieze, M., Hahn, A., Hehman, E., Hofmann, W., Hughes, S., Hussey, I., Jordan, C., Kirby, T. A., Lai, C. K., Lang, J. W. B., Lindgren, K. P., Maison, D., Ostafin, B. D., Rae, J. R., ... Wiers, R. W. (2022). Best research practices for using the Implicit Association Test. *Behavior Research Methods*, 54(3), 1161–1180. <https://doi.org/10.3758/s13428-021-01624-3>

Greenwald, A. G., McGhee, D. E., & Schwartz, J. L. K. (1998). Measuring individual differences in implicit cognition: The implicit association test. *Journal of Personality and Social Psychology*, 74(6), 1464–1480. <https://doi.org/10.1037/0022-3514.74.6.1464>

Greenwald, A. G., Nosek, B. A., & Banaji, M. R. (2003). Understanding and using the Implicit Association Test: I. An improved scoring algorithm. *Journal of Personality and Social Psychology*, 85(2), 197–216. <https://doi.org/10.1037/0022-3514.85.2.197>

Gregg, A. (2000). *The hare and the tortoise: The origins and dynamics of explicit and implicit attitudes*. [Yale University].

Greguras, G. J., & Diefendorff, J. M. (2009). Different Fits Satisfy Different Needs: Linking

- Person-Environment Fit to Employee Commitment and Performance Using Self-Determination Theory. *Journal of Applied Psychology*, 94(2), 465–477.
<https://doi.org/10.1037/a0014068>
- Griffin, D. W., & Ross, L. (1991). Subjective construal, social inference, and human misunderstanding. *Advances in Experimental Social Psychology*, 24(C), 319–359.
[https://doi.org/10.1016/S0065-2601\(08\)60333-0](https://doi.org/10.1016/S0065-2601(08)60333-0)
- Gündemir, S., Homan, A. C., De Dreu, C. K. W., & Van Vugt, M. (2014). Think leader, think white? Capturing and weakening an implicit pro-White leadership bias. *PLoS ONE*, 9(1). <https://doi.org/10.1371/journal.pone.0083915>
- Gunia, B. C., & Levine, E. E. (2019). Deception as competence: The effect of occupational stereotypes on the perception and proliferation of deception. *Organizational Behavior and Human Decision Processes*, 152, 122–137.
<https://doi.org/10.1016/j.obhdp.2019.02.003>
- Gürlek, M. (2020). The role of acculturation in hotel managers' person-environment (P-E) fit and hiring decisions: An experimental study on immigrant job applications. *Tourism Management Perspectives*, 36, 100739. <https://doi.org/10.1016/j.tmp.2020.100739>
- Haddaway, N. R., Collins, A. M., Coughlin, D., & Kirk, S. (2015). The Role of Google Scholar in Evidence Reviews and Its Applicability to Grey Literature Searching. *PLOS ONE*, 10(9), e0138237. <https://doi.org/10.1371/JOURNAL.PONE.0138237>
- Hameed, Z., Naeem, R. M., Mishra, P., Chotia, V., & Malibari, A. (2023). Ethical leadership and environmental performance: The role of green IT capital, green technology innovation, and technological orientation. *Technological Forecasting and Social Change*, 194. <https://doi.org/10.1016/j.techfore.2023.122739>

- Hick, W. E. (1952). On the Rate of Gain of Information. *Quarterly Journal of Experimental Psychology*, 4(1), 11–26. <https://doi.org/10.1080/17470215208416600>
- Hofstede, G. (1980). Culture and Organizations. *International Studies of Management & Organization*, 10(4), 15–41. <https://doi.org/10.1080/00208825.1980.11656300>
- Holland, J. L. (1997). *Making vocational choices: A theory of vocational personalities and work environments (3rd ed.)*. <https://psycnet.apa.org/record/1997-08980-000>
- Hosmer, L. R. T. (1987). The institutionalization of unethical behavior. *Journal of Business Ethics*, 6(6), 439–447. <https://doi.org/10.1007/BF00383286>
- House, R. J., & Mitchell, T. R. (1974). *Path-Goal Theory of Leadership*. University of Notre Dame Press. <https://doi.org/10.2307/j.ctvpg85tk.25>
- Hoyt, C. L., & Blascovich, J. (2010). The role of leadership self-efficacy and stereotype activation on cardiovascular, behavioral and self-report responses in the leadership domain. *The Leadership Quarterly*, 21(1), 89–103. <https://doi.org/10.1016/j.leaqua.2009.10.007>
- Hsieh, H. H., Hsu, H. H., Kao, K. Y., & Wang, C. C. (2020). Ethical leadership and employee unethical pro-organizational behavior: a moderated mediation model of moral disengagement and coworker ethical behavior. *Leadership and Organization Development Journal*, 41(6), 799–812. <https://doi.org/10.1108/LODJ-10-2019-0464>
- Hughes, D. J., Lee, A., Tian, A. W., Newman, A., & Legood, A. (2018). Leadership, creativity, and innovation: A critical review and practical recommendations. *The Leadership Quarterly*, 29(5), 549–569. <https://doi.org/10.1016/J.LEAQUA.2018.03.001>
- Humphreys, J. H., & Einstein, W. O. (2003). Nothing new under the sun: Transformational leadership from a historical perspective. *Management Decision*, 41(1), 85–95.

<https://doi.org/10.1108/00251740310452934>

Hussey, M., & Duncombe, N. (1999). Projecting the right image: Using projective techniques to measure brand image. In *Qualitative Market Research: An International Journal* (Vol. 2, Issue 1, pp. 22–30). <https://doi.org/10.1108/13522759910251918>

Ilyas, S., Abid, G., & Ashfaq, F. (2020). Ethical leadership in sustainable organizations: The moderating role of general self-efficacy and the mediating role of organizational trust. *Sustainable Production and Consumption*, 22, 195–204.
<https://doi.org/10.1016/j.spc.2020.03.003>

Ilyas, S., Abid, G., & Ashfaq, F. (2020). Ethical leadership in sustainable organizations: The moderating role of general self-efficacy and the mediating role of organizational trust. *Sustainable Production and Consumption*, 22, 195–204.
<https://doi.org/10.1016/j.spc.2020.03.003>

Ingle, K., Rutledge, S., & Bishop, J. (2011). Context matters: Principals’ sensemaking of teacher hiring and on-the-job performance. *Journal of Educational Administration*, 49(5), 579–610.
<https://doi.org/10.1108/09578231111159557>

Islam, T., Khan, M. M., Ahmed, I., & Mahmood, K. (2020). Promoting in-role and extra-role green behavior through ethical leadership: mediating role of green HRM and moderating role of individual green values. *International Journal of Manpower*, 42(6), 1102–1123.
<https://doi.org/10.1108/IJM-01-2020-0036>

Iszatt-White, M., Whittle, A., Gadelshina, G., & Mueller, F. (2019). The ‘Corbyn Phenomenon’: Media Representations of Authentic Leadership and the Discourse of Ethics Versus Effectiveness. *Journal of Business Ethics*, 159(2), 535–549.

<https://doi.org/10.1007/s10551-018-3838-x>

Jackson, M., & Cox, D. R. (2013). The principles of experimental design and their application in sociology. *Annual Review of Sociology*, 39, 27–49.

<https://doi.org/10.1146/ANNUREV-SOC-071811-145443>

Jacobs, J. (1991). Moral Imagination, Objectivity, and Practical Wisdom. *International Philosophical Quarterly*, 31(1), 23–37. <https://doi.org/10.5840/ipq199131165>

James, W. (1974). *Pragmatism, and four essays from The meaning of truth*. New York: New American Library (original 1907).

Jansen, K. J., & Kristof-Brown, A. (2006). Toward a multidimensional theory of person-environment fit. *Journal of Managerial Issues*, 18(2), 193–212.

<https://www.jstor.org/stable/40604534>

Jha, J. K., & Pandey, J. (2015). Linking ethical positions and organizational commitment: The mediating role of job satisfaction. *South Asian Journal of Management*, 22(4), 63.

Jinil Persis, D., Venkatesh, V. G., Raja Sreedharan, V., Shi, Y., & Sankaranarayanan, B. (2021). Modelling and analysing the impact of Circular Economy; Internet of Things and ethical business practices in the VUCA world: Evidence from the food processing industry. *Journal of Cleaner Production*, 301, 126871.

<https://doi.org/10.1016/j.jclepro.2021.126871>

Jones, H. B. (1995). The ethical leader: An ascetic construct. *Journal of Business Ethics*, 14(10), 867–874. <https://doi.org/10.1007/BF00872353>

Jones, T. M. (1991). Ethical Decision Making by Individuals in Organizations: An Issue-Contingent Model. *Academy of Management Review*, 16(2), 366–395.

<https://doi.org/10.5465/amr.1991.4278958>

- Jost, J. T. (2019). The IAT Is Dead, Long Live the IAT: Context-Sensitive Measures of Implicit Attitudes Are Indispensable to Social and Political Psychology. *Current Directions in Psychological Science*, 28(1), 10–19.
<https://doi.org/10.1177/0963721418797309>
- Judd, C. M., James-Hawkins, L., Yzerbyt, V., & Kashima, Y. (2005). Fundamental dimensions of social judgment: Understanding the relations between judgments of competence and warmth. *Journal of Personality and Social Psychology*, 89(6), 899–913.
<https://doi.org/10.1037/0022-3514.89.6.899>
- Judge, T. A., Piccolo, R. F., & Ilies, R. (2004). *The Forgotten Ones? The Validity of Consideration and Initiating Structure in Leadership Research*.
<https://doi.org/10.1037/0021-9010.89.1.36>
- Justis, R. T. (1975). Leadership Effectiveness: A Contingency Approach. *Academy of Management Journal*, 18(1), 160–167. <https://doi.org/10.5465/255636>
- Kacmar, K. M., Bachrach, D. G., Harris, K. J., & Zivnuska, S. (2011). Fostering Good Citizenship Through Ethical Leadership: Exploring the Moderating Role of Gender and Organizational Politics. *Journal of Applied Psychology*, 96(3), 633–642.
<https://doi.org/10.1037/a0021872>
- Kahneman, D. (2003). Maps of Bounded Rationality: Psychology for Behavioral Economics. *American Economic Review*, 93(5), 1449–1475.
<https://doi.org/10.1257/000282803322655392>
- Kaiser, R. B., Hogan, R., & Craig, S. B. (2008). Leadership and the Fate of Organizations. *American Psychologist*, 63(2), 96–110. <https://doi.org/10.1037/0003-066X.63.2.96>
- Kalshoven, K., Den Hartog, D. N., & de Hoogh, A. H. B. (2011). Ethical Leader Behavior

and Big Five Factors of Personality. *Journal of Business Ethics*, 100(2), 349–366.

<https://doi.org/10.1007/s10551-010-0685-9>

Kalshoven, K., Den Hartog, D. N., & De Hoogh, A. H. B. (2011). Ethical leadership at work questionnaire (ELW): Development and validation of a multidimensional measure. *The Leadership Quarterly*, 22(1), 51–69. <https://doi.org/10.1016/J.LEAQUA.2010.12.007>

Kalshoven, K., Den Hartog, D. N., & de Hoogh, A. H. B. (2013). Ethical leadership and followers' helping and initiative: The role of demonstrated responsibility and job autonomy. *European Journal of Work and Organizational Psychology*, 22(2), 165–181. <https://doi.org/10.1080/1359432X.2011.640773>

Kalshoven, K., van Dijk, H., & Boon, C. (2016). Why and when does ethical leadership evoke unethical follower behavior? *Journal of Managerial Psychology*, 31(2), 500–515. <https://doi.org/10.1108/JMP-10-2014-0314>

Kane, T. D., Zaccaro, S. J., Tremble, T. R., & Masuda, A. D. (2002). An examination of the leader's regulation of groups. *Small Group Research*, 33(1), 65–120. <https://doi.org/10.1177/104649640203300103>

Kawakami, K., Dovidio, J. F., & van Kamp, S. (2005). Kicking the habit: Effects of nonstereotypic association training and correction processes on hiring decisions. *Journal of Experimental Social Psychology*, 41(1), 68–75. <https://doi.org/10.1016/j.jesp.2004.05.004>

Kelemen, T. K., Matthews, S. H., Matthews, M. J., & Henry, S. E. (2023). Humble leadership: A review and synthesis of leader expressed humility. *Journal of Organizational Behavior*, 44(2), 202–224.

<https://doi.org/10.1002/job.2608>

- Kelly, S. (2013). Towards a negative ontology of leadership.
<https://doi.org/10.1177/0018726713503177>, 67(8), 905–922.
<https://doi.org/10.1177/0018726713503177>
- Kervyn, N., Bergsieker, H. B., & Fiske, S. T. (2012). The innuendo effect: Hearing the positive but inferring the negative. *Journal of Experimental Social Psychology*, 48(1), 77–85. <https://doi.org/10.1016/j.jesp.2011.08.001>
- Khan, M. A. S., Jianguo, D., Ali, M., Saleem, S., & Usman, M. (2019). Interrelations between ethical leadership, green psychological climate, and organizational environmental citizenship behavior: A moderated mediation model. *Frontiers in Psychology*, 10(AUG). <https://doi.org/10.3389/fpsyg.2019.01977>
- Khandwalla, P. N. (2001). Creative restructuring. *Vikalpa*, 26(1), 3–18.
<https://doi.org/10.1177/0256090920010102>
- Khuntia, R., & Suar, D. (2004). A Scale to Assess Ethical Leadership of Indian Private and Public Sector Managers. *Journal of Business Ethics* 2004 49:1, 49(1), 13–26.
<https://doi.org/10.1023/B:BUSI.0000013853.80287.DA>
- Khushk, A., Zengtian, Z., & Hui, Y. (2022). Holistic view of unethical pro-organizational behavior: literature review. *Organizational Psychology*, 12(3), 168–181.
<https://doi.org/10.17323/2312-5942-2022-12-3-168-181>
- Kim, D., & Vandenberghe, C. (2020). Ethical Leadership and Team Ethical Voice and Citizenship Behavior in the Military: The Roles of Team Moral Efficacy and Ethical Climate. *Group and Organization Management*, 45(4), 514–555.
<https://doi.org/10.1177/1059601120920050>
- Kim, D., & Vandenberghe, C. (2021). Ethical leadership and organizational commitment: the

- dual perspective of social exchange and empowerment. *Leadership and Organization Development Journal*, 42(6), 976–987. <https://doi.org/10.1108/LODJ-11-2020-0479>
- King, M. (2022). Doing the Right Thing: It Is in Our Power to Act and Not to Act. In *Issues in Business Ethics* (Vol. 60, pp. 441–464). Springer Science and Business Media B.V. https://doi.org/10.1007/978-94-024-2111-8_26
- Knights, D., & O’Leary, M. (2006). Leadership, ethics and responsibility to the other. *Journal of Business Ethics*, 67(2), 125–137. <https://doi.org/10.1007/s10551-006-9008-6>
- Koning, J., & Waistell, J. (2012). Identity Talk of Aspirational Ethical Leaders. *Journal of Business Ethics*, 107(1), 65–77. <https://doi.org/10.1007/S10551-012-1297-3>
- Kostof, S. (1985). *A History of architecture*.
<http://www.urbanstudio.sala.ubc.ca/2010/readings/HISTORYOFARCHkostof.pdf>
- Kreps, T. A., & Monin, B. (2011). “Doing well by doing good”? Ambivalent moral framing in organizations. *Research in Organizational Behavior*, 31, 99–123.
<https://doi.org/10.1016/J.RIOB.2011.09.008>
- Kristof-Brown, A. L. (2000). Perceived applicant fit: Distinguishing between recruiters’ perceptions of person-job and person-organization fit. *Personnel Psychology*, 53(3), 643–671. <https://doi.org/10.1111/J.1744-6570.2000.TB00217.X>
- Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individuals’ fit at work: A meta-analysis of person-job, person-organization, person-group, and person-supervisor FIT. In *Personnel Psychology* (Vol. 58, Issue 2, pp. 281–342). John Wiley & Sons, Ltd. <https://doi.org/10.1111/j.1744-6570.2005.00672.x>
- Kruger, J., & Gilovich, T. (2004). Actions, Intentions, and Self-Assessment: The Road to Self-Enhancement Is Paved with Good Intentions. *Personality and Social Psychology*

Bulletin, 30(3), 328–339. <https://doi.org/10.1177/0146167203259932>

Kulich, C., Iacoviello, V., & Lorenzi-Cioldi, F. (2018). Solving the crisis: When agency is the preferred leadership for implementing change. *The Leadership Quarterly*, 29(2), 295–308. <https://doi.org/10.1016/j.leaqua.2017.05.003>

Kur, E. (1995). Developing Leadership in Organizations. *Journal of Management Inquiry*, 4(2), 198–206. <https://doi.org/10.1177/105649269542011>

Lai, C. K., Cooley, E., Devos, T., Xiao, Y. J., Simon, S., Joy-Gaba, J. A., Roussos, G., Schellhaas, F. M. H., Hu, X., Axt, J. R., Schmidt, K., Marini, M., Shin, J. E. L., Skinner, A. L., Murrar, S., Brauer, M., Calanchini, J., Pedram, C., Marshburn, C. K., ... Nosek, B. A. (2016). Reducing implicit racial preferences: II. Intervention effectiveness across time. *Journal of Experimental Psychology: General*, 145(8), 1001–1016. <https://doi.org/10.1037/xge0000179>

Lakoff, G., & Johnson, M. (1980). The Metaphorical Structure of the Human Conceptual System. *Cognitive Science*, 4(2), 195–208. https://doi.org/10.1207/s15516709cog0402_4

Lam, L. W., Loi, R., Chan, K. W., & Liu, Y. (2016). Voice More and Stay Longer: How Ethical Leaders Influence Employee Voice and Exit Intentions. *Business Ethics Quarterly*, 26(3), 277–300. <https://doi.org/10.1017/beq.2016.30>

Lane, M. S., & Klenke, K. (2004). The Ambiguity Tolerance Interface: A Modified Social Cognitive Model For Leading Under Uncertainty. *Journal of Leadership & Organizational Studies*, 10(3), 69–81. <https://doi.org/10.1177/107179190401000306>

- Law, K. S., Wong, C. S., & Mobley, W. H. (1998). Toward a taxonomy of multidimensional constructs. *Academy of Management Review*, 23(4), 741–755.
<https://doi.org/10.5465/AMR.1998.1255636>
- Lawson, R. (2013). The construction of “tough” masculinity: Negotiation, alignment and rejection1. *Gender and Language*, 7(3), 369–395. <https://doi.org/10.1558/genl.v7i3.369>
- Lee, C. J., & Huang, S. Y. B. (2020). Double-edged effects of ethical leadership in the development of Greater China salespeople’s emotional exhaustion and long-term customer relationships. *Chinese Management Studies*, 25(3), 29–49.
<https://doi.org/10.1108/CMS-06-2018-0579>
- Lee, D., Choi, Y., Youn, S., & Chun, J. U. (2017a). Ethical Leadership and Employee Moral Voice: The Mediating Role of Moral Efficacy and the Moderating Role of Leader–Follower Value Congruence. *Journal of Business Ethics*, 141(1), 47–57.
<https://doi.org/10.1007/s10551-015-2689-y>
- Lee, D., Choi, Y., Youn, S., & Chun, J. U. (2017b). Ethical Leadership and Employee Moral Voice: The Mediating Role of Moral Efficacy and the Moderating Role of Leader–Follower Value Congruence. *Journal of Business Ethics*, 141(1), 47–57.
<https://doi.org/10.1007/s10551-015-2689-y>
- Lemoine, G. J., Hartnell, C. A., & Leroy, H. (2019). Taking stock of moral approaches to leadership: An integrative review of ethical, authentic, and servant leadership. *Academy of Management Annals*, 13(1), 148–187.
<https://doi.org/10.5465/annals.2016.0121>
- Lennox, R. D., & Wolfe, R. N. (1984). Revision of the Self-Monitoring Scale. *Journal of Personality and Social Psychology*, 46(6), 1349–1364.

<https://doi.org/10.1037/0022-3514.46.6.1349>

Letwin, C., Wo, D., Folger, R., Rice, D., Taylor, R., Richard, B., & Taylor, S. (2016). The “Right” and the “Good” in Ethical Leadership: Implications for Supervisors’ Performance and Promotability Evaluations. *Journal of Business Ethics*, 137(4), 743–755.

<https://doi.org/10.1007/s10551-015-2747-5>

Levine, E. E., & Schweitzer, M. E. (2014). Are liars ethical? On the tension between benevolence and honesty. *Journal of Experimental Social Psychology*, 53, 107–117.
<https://doi.org/10.1016/J.JESP.2014.03.005>

Li, C., & Bao, Y. (2020). Ethical leadership and positive work behaviors: a conditional process model. *Journal of Managerial Psychology*, 35(3), 155–168.
<https://doi.org/10.1108/JMP-10-2018-0475>

Li, Y. (2022). STRAIGHT Image Schema and Its Metaphorical Extensions: A Contrastive Study between Chinese and English. *Language and Semiotic Studies*, 8(2), 81–114.
<https://doi.org/10.1515/lass-2022-080204>

Li, Y., Soomro, M. A., Khan, A. N., Han, Y., & Xue, R. (2022). Impact of Ethical Leadership on Employee Turnover Intentions in the Construction Industry. *Journal of Construction Engineering and Management*, 148(7), 04022054.
[https://doi.org/10.1061/\(asce\)co.1943-7862.0002303](https://doi.org/10.1061/(asce)co.1943-7862.0002303)

Li, Y., Xu, J., Tu, Y., & Lu, X. (2014). Ethical Leadership and Subordinates’ Occupational Well-Being: A Multi-level Examination in China. *Social Indicators Research*, 116(3), 823–842. <https://doi.org/10.1007/S11205-013-0321-Z>

Liao, Y., Liu, X. Y., Kwan, H. K., & Li, J. (2015). Work–Family Effects of Ethical

Leadership. *Journal of Business Ethics*, 128(3), 535–545.

<https://doi.org/10.1007/s10551-014-2119-6>

Lin, S.-H. H., Ma, J., & Johnson, R. E. (2016). When ethical leader behavior breaks bad: How ethical leader behavior can turn abusive via ego depletion and moral licensing. *Journal of Applied Psychology*, 101(6), 815–830.

<https://doi.org/10.1037/apl0000098>

Ling, Y., Hammond, M., & Wei, L. Q. (2022). Ethical leadership and ambidexterity in young firms: examining the CEO-TMT Interface. *International Entrepreneurship and Management Journal*, 18(1), 25–48.

<https://doi.org/10.1007/s11365-020-00695-6>

Liu, D., Liao, H., & Loi, R. (2012). The dark side of leadership: A three-level investigation of the cascading effect of abusive supervision on employee creativity. *Academy of Management Journal*, 55(5), 1187–1212.

<https://doi.org/10.5465/amj.2010.0400>

Liu, J., Kwan, H. K., Fu, P. P., & Mao, Y. (2013). Ethical leadership and job performance in China: The roles of workplace friendships and traditionality. *Journal of Occupational and Organizational Psychology*, 86(4), 564–584.

<https://doi.org/10.1111/joop.12027>

Liu, X., Baranchenko, Y., An, F., Lin, Z., & Ma, J. (2021). The impact of ethical leadership on employee creative deviance: the mediating role of job autonomy. *Leadership and Organization Development Journal*, 42(2), 219–232.

<https://doi.org/10.1108/LODJ-01-2020-0026>

Liu, X., Liao, H., Derfler-Rozin, R., Zheng, X., Wee, E. X. M., & Qiu, F. (2020). In line and out of the box: How ethical leaders help offset the negative effect of morality on creativity. *Journal of Applied Psychology*, 105(12), 1447–1465.

<https://doi.org/10.1037/apl0000489>

Liu, Y., Shao, Y., & Yan, J. (2024). The double-edged sword of ethical leadership: Investigating when and why ethical leadership promotes versus inhibits team performance. *Applied Psychology*.

<https://doi.org/10.1111/apps.12542>

Lodato, M. A., Highhouse, S., & Brooks, M. E. (2011). Predicting professional preferences for intuition-based hiring. *Journal of Managerial Psychology*, 26(5), 352–365.

<https://doi.org/10.1108/02683941111138985>

Loi, R., Lam, L. W., & Chan, K. W. (2012). Coping with Job Insecurity: The Role of Procedural Justice, Ethical Leadership and Power Distance Orientation. *Journal of Business Ethics*, 108(3), 361–372.

<https://doi.org/10.1007/s10551-011-1095-3>

Loi, R., Lam, L. W., Ngo, H. Y., & Cheong, S. I. (2015). Exchange mechanisms between ethical leadership and affective commitment. *Journal of Managerial Psychology*, 30(6), 645–658.

<https://doi.org/10.1108/JMP-08-2013-0278>

Lonati, S., Quiroga, B. F., Zehnder, C., & Antonakis, J. (2018). On doing relevant and rigorous experiments: Review and recommendations. *Journal of Operations Management*, 64, 19–40.

<https://doi.org/10.1016/j.jom.2018.10.003>

- Lord, R. G., & Smith, J. E. (1983). Theoretical, Information Processing, and Situational Factors Affecting Attribution Theory Models of Organizational Behavior. *Academy of Management Review*, 8(1), 50–60.
<https://doi.org/10.5465/amr.1983.4287658>
- M. Given, L. (2008). The SAGE Encyclopedia of Qualitative Research Methods. *The SAGE Encyclopedia of Qualitative Research Methods*.
<https://doi.org/10.4135/9781412963909>
- Ma, Y., Cheng, W., Ribbens, B. A., & Zhou, J. (2013). Linking ethical leadership to employee creativity: Knowledge sharing and self-efficacy as mediators. *Social Behavior and Personality*, 41(9), 1409–1420.
<https://doi.org/10.2224/sbp.2013.41.9.1409>
- Mack, O., & Khare, A. (2015). Perspectives on a VUCA world. In *Managing in a VUCA World* (pp. 3–19). Springer, Cham.
https://doi.org/10.1007/978-3-319-16889-0_1
- Macrae, C. N., Bodenhausen, G. V., Milne, A. B., & Jetten, J. (1994). Out of Mind but Back in Sight: Stereotypes on the Rebound. *Journal of Personality and Social Psychology*, 67(5), 808–817.
<https://doi.org/10.1037/0022-3514.67.5.808>
- Mahsud, R., Prussia, G., & Yukl, G. (2010). Leader empathy, ethical leadership, and relations-oriented behaviors as antecedents of leader-member exchange quality. *Journal of Managerial Psychology*, 25(6), 561–577.
<https://doi.org/10.1108/02683941011056932>

- Mansour, M., Aman, N., Al-Ghazali, B. M., & Shah, S. H. A. (2022). Perceived corporate social responsibility, ethical leadership, and moral reflectiveness impact on pro-environmental behavior among employees of small and medium enterprises: A double-mediation model. *Frontiers in Psychology, 13*.
<https://doi.org/10.3389/fpsyg.2022.967859>
- Marks, S. R. (1974). Durkheim's Theory of Anomie. *American Journal of Sociology, 80*(2), 329–363. <https://doi.org/10.1086/225803>
- Marquardt, D. J., Casper, W. J., & Kuenzi, M. (2021). Leader Goal Orientation and Ethical Leadership: A Socio-Cognitive Approach of the Impact of Leader Goal-Oriented Behavior on Employee Unethical Behavior. *Journal of Business Ethics, 172*(3), 545–561. <https://doi.org/10.1007/s10551-020-04524-2>
- Martin, G. S., Resick, C. J., Keating, M. A., & Dickson, M. W. (2009). Ethical leadership across cultures: a comparative analysis of German and US perspectives. *Business Ethics: A European Review, 18*(2), 127–144. <https://doi.org/10.1111/j.1467-8608.2009.01553.x>
- Mayer, D. M., Aquino, K., Greenbaum, R. L., & Kuenzi, M. (2012). Who displays ethical leadership, and why does it matter? An examination of antecedents and consequences of ethical leadership. *Academy of Management Journal, 55*(1), 151–171.
<https://doi.org/10.5465/amj.2008.0276>
- Mayer, D. M., Kuenzi, M., & Greenbaum, R. L. (2010). Examining the Link Between Ethical Leadership and Employee Misconduct: The Mediating Role of Ethical Climate. *Journal of Business Ethics, 95*(SUPPL. 1), 7–16. <https://doi.org/10.1007/s10551-011-0794-0>
- Mayer, D. M., Kuenzi, M., Greenbaum, R., Bardes, M., & Salvador, R. (Bombie). (2009). How low does ethical leadership flow? Test of a trickle-down model. *Organizational Behavior and Human Decision Processes, 108*(1), 1–13.

<https://doi.org/10.1016/j.obhdp.2008.04.002>

- McCrae, R. R., & Costa, P. T. (1989). The Structure of Interpersonal Traits: Wiggins's Circumplex and the Five-Factor Model. *Journal of Personality and Social Psychology*, 56(4), 586–595. <https://doi.org/10.1037/0022-3514.56.4.586>
- McGregor, S. L. T., & Murnane, J. A. (2010). Paradigm, methodology and method: Intellectual integrity in consumer scholarship. *International Journal of Consumer Studies*, 34(4), 419–427. <https://doi.org/10.1111/j.1470-6431.2010.00883.x>
- McLeod, B. A., & Genereux, R. L. (2008). Predicting the acceptability and likelihood of lying: The interaction of personality with type of lie. *Personality and Individual Differences*, 45(7), 591–596. <https://doi.org/10.1016/j.paid.2008.06.015>
- Melnikoff, D. E., & Bailey, A. H. (2018). Preferences for moral vs. immoral traits in others are conditional. *Proceedings of the National Academy of Sciences*, 115(4). <https://doi.org/10.1073/PNAS.1714945115>
- Memon, M. A., Salleh, R., Nordin, S. M., Cheah, J. H., Ting, H., & Chuah, F. (2018). Person-organisation fit and turnover intention: the mediating role of work engagement. *Journal of Management Development*, 37(3), 285–298. <https://doi.org/10.1108/JMD-07-2017-0232>
- Men, C., Fong, P. S. W., Huo, W., Zhong, J., Jia, R., & Luo, J. (2020). Ethical Leadership and Knowledge Hiding: A Moderated Mediation Model of Psychological Safety and Mastery Climate. *Journal of Business Ethics*, 166(3), 461–472. <https://doi.org/10.1007/s10551-018-4027-7>
- Mendonca, M. (2001). Preparing for ethical leadership in organizations. *Canadian Journal of Administrative Sciences*, 18(4), 266–276. <https://doi.org/10.1111/j.1936->

- Miao, Q., Newman, A., Yu, J., & Xu, L. (2013). The Relationship Between Ethical Leadership and Unethical Pro-Organizational Behavior: Linear or Curvilinear Effects? *Journal of Business Ethics*, 116(3), 641–653.
<https://doi.org/10.1007/s10551-012-1504-2>
- Millar, C. C. J. M., Groth, O., & Mahon, J. F. (2018). Management innovation in a VUCA world: Challenges and recommendations. *California Management Review*, 61(1), 5–14.
<https://doi.org/10.1177/0008125618805111>
- Milliken, F. J. (1987). Three Types of Perceived Uncertainty about the Environment: State, Effect, and Response Uncertainty. *The Academy of Management Review*, 12(1), 133.
<https://doi.org/10.2307/257999>
- Mishra, V., & Stair, E. (2019). Does Power Distance Influence Perceptions of Sexual Harassment at Work? An Experimental Investigation. *Psychological Studies*, 64(2), 235–246. <https://doi.org/10.1007/S12646-019-00495-1>
- Mo, S., & Shi, J. (2017). Linking Ethical Leadership to Employee Burnout, Workplace Deviance and Performance: Testing the Mediating Roles of Trust in Leader and Surface Acting. *Journal of Business Ethics*, 144(2), 293–303. <https://doi.org/10.1007/s10551-015-2821-z>
- Mo, S., & Shi, J. (2018). The Voice Link: A Moderated Mediation Model of How Ethical Leadership Affects Individual Task Performance. *Journal of Business Ethics*, 152(1), 91–101. <https://doi.org/10.1007/s10551-016-3332-2>
- Monin, B. (2007). Holier than me? Threatening social comparison in the moral domain. *Revue Internationale de Psychologie Sociale*, 20(1), 53–68.

<https://www.cairn.info/revue-internationale-de-psychologie-sociale-2007-1-page-53.htm>

- Moore, C., Detert, J. R., Klebe Treviño, L., Baker, V. L., & Mayer, D. M. (2012). Why Employees Do Bad Things: Moral Disengagement and Unethical Organizational Behavior. *Personnel Psychology*, 65(1), 1–48. <https://doi.org/10.1111/j.1744-6570.2011.01237.x>
- Morais, C., & Randsley de Moura, G. (2018). The Dark Side of Leadership—What Happens When Leaders Behave Badly? *The Psychology of Ethical Leadership in Organisations*, 41–56. https://doi.org/10.1007/978-3-030-02324-9_4
- Moss, S. E., Song, M., Hannah, S. T., Wang, Z., & Sumanth, J. J. (2020). The Duty to Improve Oneself: How Duty Orientation Mediates the Relationship Between Ethical Leadership and Followers' Feedback-Seeking and Feedback-Avoiding Behavior. *Journal of Business Ethics*, 165(4), 615–631. <https://doi.org/10.1007/s10551-018-4095-8>
- Mostafa, A. M. S., Farley, S., & Zaharie, M. (2021). Examining the Boundaries of Ethical Leadership: The Harmful Effect of Co-worker Social Undermining on Disengagement and Employee Attitudes. *Journal of Business Ethics*, 174(2), 355–368. <https://doi.org/10.1007/s10551-020-04586-2>
- Mouw, T. (2003). Social capital and finding a job: Do contacts matter? *American Sociological Review*, 68(6), 868–898. <https://doi.org/10.2307/1519749>
- Nadella, S. (2019). *Annual Report 2019. Letter to shareholders*. Microsoft. <https://www.microsoft.com/investor/reports/ar19/download-center/>
- Neate, R. (2016). VW CEO was told about emissions crisis a year before admitting to cheat scandal. *The Guardian*. <https://www.theguardian.com/business/2016/mar/02/vw-ceo->

Neves, P., & Story, J. (2015). Ethical Leadership and Reputation: Combined Indirect Effects on Organizational Deviance. *Journal of Business Ethics*, 127(1), 165–176.

<https://doi.org/10.1007/s10551-013-1997-3>

Nevicka, B., De Hoogh, A. H. B., Van Vianen, A. E. M., & Ten Velden, F. S. (2013).

Uncertainty enhances the preference for narcissistic leaders. *European Journal of Social Psychology*, 43(5), 370–380. <https://doi.org/10.1002/ejsp.1943>

Nguyen, H. Van, & Nguyen, L. L. H. (2024). Linking ethical leadership to employee's

prohibitive voice: the role of reflective moral attentiveness and leader identification.

International Journal of Ethics and Systems. <https://doi.org/10.1108/IJOES-11-2023-0252>

Nguyen, N. T. T., Nguyen, N. P., & Thanh Hoai, T. (2021). Ethical leadership, corporate social responsibility, firm reputation, and firm performance: A serial mediation model.

Heliyon, 7(4), e06809. <https://doi.org/10.1016/j.heliyon.2021.e06809>

Niemitz, C. (2010). The evolution of the upright posture and gait-a review and a new

synthesis. *Naturwissenschaften*, 97(3), 241–263. <https://doi.org/10.1007/s00114-009-0637-3>

Northouse, P. G. (2021). *Leadership: Theory and practice*. Sage Publications.

O'Connell, W., & Bligh, M. (2009). Emerging from ethical scandal: Can corruption really have a happy ending? *Leadership*, 5(2), 213–235.

<https://doi.org/10.1177/1742715009102935>

O'Keefe, D. F., Messervey, D., & Squires, E. C. (2018). Promoting Ethical and Prosocial

Behavior: The Combined Effect of Ethical Leadership and Coworker Ethicality. *Ethics*

and Behavior, 28(3), 235–260. <https://doi.org/10.1080/10508422.2017.1365607>

Ogunfowora, B., Bourdage, J. S., & Nguyen, B. (2013). An Exploration of the Dishonest Side of Self-Monitoring: Links to Moral Disengagement and Unethical Business Decision Making. *European Journal of Personality*, 27(6), 532–544.
<https://doi.org/10.1002/per.1931>

Ogunyemi, D. (2021). Defeating Unconscious Bias: The Role of a Structured, Reflective, and Interactive Workshop. *Journal of Graduate Medical Education*, 13(2), 189–194.
<https://doi.org/10.4300/JGME-D-20-00722.1>

Okpozo, A. Z., Gong, T., Ennis, M. C., & Adenuga, B. (2017). Investigating the impact of ethical leadership on aspects of burnout. *Leadership and Organization Development Journal*, 38(8), 1128–1143. <https://doi.org/10.1108/LODJ-09-2016-0224>

Olian, J. D., Schwab, D. P., & Haberfeld, Y. (1988). The impact of applicant gender compared to qualifications on hiring recommendations. A meta-analysis of experimental studies. *Organizational Behavior and Human Decision Processes*, 41(2), 180–195.
[https://doi.org/10.1016/0749-5978\(88\)90025-8](https://doi.org/10.1016/0749-5978(88)90025-8)

Onghyuk Park, J, First, & Park, J. (2020). The Effects of Ethical Leadership on Followers' Unethical Pro-Organizational Behavior: The Mediating Effect of Affective Commitment. *Journal of the Korea Society of Computer and Information*, 25(11), 269–276. <https://doi.org/10.9708/JKSCI.2020.25.11.269>

Ouakouak, M. L., Zaitouni, M. G., & Arya, B. (2020). Ethical leadership, emotional leadership, and quitting intentions in public organizations: Does employee motivation play a role? *Leadership and Organization Development Journal*, 41(2), 257–279.
<https://doi.org/10.1108/LODJ-05-2019-0206>

- Owens, B. P., & Hekman, D. R. (2012). Modeling how to grow: An inductive examination of humble leader behaviors, contingencies, and outcomes. *Academy of Management Journal*, 55(4), 787–818. <https://doi.org/10.5465/amj.2010.0441>
- Oyserman, D., Coon, H. M., & Kemmelmeier, M. (2002). Rethinking individualism and collectivism: Evaluation of theoretical assumptions and meta-analyses. *Psychological Bulletin*, 128(1), 3–72. <https://doi.org/10.1037/0033-2909.128.1.3>
- Pabel, A. (2021). An application of quasi-experiments to study humour in tourism settings guided by post-positivism. In *Research Paradigm Considerations for Emerging Scholars* (pp. 38–49). Channel View Publications.
<https://doi.org/10.21832/9781845418281-006>
- Pacilli, M. G., Pagliaro, S., Spaccatini, F., Giovannelli, I., Sacchi, S., & Brambilla, M. (2018). Straight to heaven: Rectitude as spatial representation of morality. *European Journal of Social Psychology*, 48(5), 663–672. <https://doi.org/10.1002/ejsp.2358>
- Palacios-Huerta, I., & Santos, T. J. (2004). A theory of markets, institutions, and endogenous preferences. *Journal of Public Economics*, 88(3–4), 601–627.
[https://doi.org/10.1016/S0047-2727\(02\)00162-7](https://doi.org/10.1016/S0047-2727(02)00162-7)
- Pandey, J., Hassan, Y., Pandey, J., Pereira, V., Behl, A., Fischer, B., & Laker, B. (2022). Leader signaled knowledge hiding and erosion of cocreated value: microfoundational evidence from the test preparation industry. *IEEE Transactions on Engineering Management*.
- Panhwar, A. H., Ansari, S., & Shah Asif Ali. (2017). Post-positivism: an effective paradigm for social and educational research | Panhwar | International Research Journal of Arts & Humanities (IRJAH). *International Research Journal of Arts & Humanities*, 45(45), 253–260.

- Park, C. H., Kim, W., & Song, J. H. (2015). The Impact of Ethical Leadership on Employees' In-Role Performance: The Mediating Effect of Employees' Psychological Ownership. *Human Resource Development Quarterly*, 26(4), 385–408.
<https://doi.org/10.1002/hrdq.21217>
- Park, J. (2020). The Effects of Ethical Leadership on Followers' Unethical Pro-Organizational Behavior: The Mediating Effect of Affective Commitment. *Journal of the Korea Society of Computer and ...*, 25(11), 269–276.
<https://doi.org/10.9708/jksci.2020.25.11.269>
- Park, S. M., Miao, Q., & Kim, M. Y. (2015). The role of leadership behaviors for enhancing organizational effectiveness in the Chinese public sector. *International Review of Public Administration*, 20(2), 153–176. <https://doi.org/10.1080/12294659.2015.1040204>
- Pashler, H., Coburn, N., & Harris, C. R. (2012). Priming of Social Distance? Failure to Replicate Effects on Social and Food Judgments. *PLoS ONE*, 7(8).
<https://doi.org/10.1371/journal.pone.0042510>
- Pastoriza, D., & Ariño, M. A. (2013). Does the Ethical Leadership of Supervisors Generate Internal Social Capital? *Journal of Business Ethics*, 118(1), 1–12.
<https://doi.org/10.1007/s10551-012-1536-7>
- Paterson, T. A., & Huang, L. (2019). Am I Expected to Be Ethical? A Role-Definition Perspective of Ethical Leadership and Unethical Behavior. *Journal of Management*, 45(7), 2837–2860. <https://doi.org/10.1177/0149206318771166>
- Peterson, D. K., Rhoads, A., & Vaught, B. C. (2001). Belief in universal ethics: Gender differences, influence of referent others, and ethical beliefs of business professionals. *Business & Professional Ethics Journal*, 20(2), 47–62.
<https://www.jstor.org/stable/27801251>

- Phillips, J. M., Douthitt, E. A., & Hyland, M. A. M. (2001). The role of justice in team member satisfaction with the leader and attachment to the team. *Journal of Applied Psychology, 86*(2), 316–325. <https://doi.org/10.1037/0021-9010.86.2.316>
- Piasentin, K. A., & Chapman, D. S. (2006). Subjective person-organization fit: Bridging the gap between conceptualization and measurement. *Journal of Vocational Behavior, 69*(2), 202–221. <https://doi.org/10.1016/J.JVB.2006.05.001>
- Pierce, J. R., & Aguinis, H. (2013). The Too-Much-of-a-Good-Thing Effect in Management. *Journal of Management, 39*(2), 313–338. <https://doi.org/10.1177/0149206311410060>
- Pit-ten Cate, I. M., & Glock, S. (2019). Teachers' Implicit Attitudes Toward Students From Different Social Groups: A Meta-Analysis. *Frontiers in Psychology, 10*. <https://doi.org/10.3389/FPSYG.2019.02832>
- Podsakoff, P. M., & Podsakoff, N. P. (2019). Experimental designs in management and leadership research: Strengths, limitations, and recommendations for improving publishability. *The Leadership Quarterly, 30*(1), 11–33. <https://doi.org/10.1016/J.LEAQUA.2018.11.002>
- Ponnu, C. H., & Tennakoon, G. (2009). The Association Between Ethical Leadership and Employee Outcomes – the Malaysian Case. *Electronic Journal of Business Ethics and Organization Studies, 14*(1), 21–32. <http://ejbo.jyu.fi/>
- Ponterotto, J. G. (2005). Qualitative research in counseling psychology: A primer on research paradigms and philosophy of science. In *Journal of Counseling Psychology* (Vol. 52, Issue 2, pp. 126–136). <https://doi.org/10.1037/0022-0167.52.2.126>
- Presbitero, A., & Teng-Calleja, M. (2019). Ethical leadership, team leader's cultural intelligence and ethical behavior of team members: Implications for managing human

- resources in global teams. *Personnel Review*, 48(5), 1381–1392.
<https://doi.org/10.1108/PR-01-2018-0016>
- Pulakos, E. D., Mueller-Hanson, R., & Arad, S. (2019). Annual Review of Organizational Psychology and Organizational Behavior The Evolution of Performance Management: Searching for Value. *Annu. Rev. Organ. Psychol. Organ. Behav*, 6, 249–271.
<https://doi.org/10.1146/annurev-orgpsych>
- Qi, Y., & Ming-Xia, L. (2014). Ethical leadership, organizational identification and employee voice: examining moderated mediation process in the Chinese insurance industry. *Asia Pacific Business Review*, 20(2), 231–248.
<https://doi.org/10.1080/13602381.2013.823712>
- Qian, Y., & Jian, G. (2020). Ethical leadership and organizational cynicism: the mediating role of leader-member exchange and organizational identification. *Corporate Communications*, 25(2), 207–226. <https://doi.org/10.1108/CCIJ-06-2019-0069>
- Quade, M. J., Perry, S. J., & Hunter, E. M. (2019). Boundary Conditions of Ethical Leadership: Exploring Supervisor-Induced and Job Hindrance Stress as Potential Inhibitors. *Journal of Business Ethics*, 158(4), 1165–1184.
<https://doi.org/10.1007/s10551-017-3771-4>
- Rahaman, H. M. S., Stouten, J., Decoster, S., & Camps, J. (2022). Antecedents of employee thriving at work: The roles of formalization, ethical leadership, and interpersonal justice. *Applied Psychology*, 71(1), 3–26. <https://doi.org/10.1111/apps.12308>
- Ramsay, H., & Scholarios, D. (1999). Selective decisions: Challenging orthodox analyses of the hiring process. *International Journal of Management Reviews*, 1(1), 63–89.
<https://doi.org/10.1111/1468-2370.00005>

- Rast, D. E., Hogg, M. A., & Tomory, J. J. (2015). Prototypical Leaders Do Not Always Get Our Support: Impact of Self-Uncertainty and Need for Cognition. *Self and Identity*, 14(2), 135–146. <https://doi.org/10.1080/15298868.2014.964755>
- Reiley, P. J., & Jacobs, R. R. (2016). Ethics Matter: Moderating Leaders' Power Use and Followers' Citizenship Behaviors. *Journal of Business Ethics*, 134(1), 69–81. <https://doi.org/10.1007/s10551-014-2416-0>
- Ren, S., & Chadee, D. (2017). Ethical leadership, self-efficacy and job satisfaction in China: the moderating role of guanxi. *Personnel Review*, 46(2), 371–388. <https://doi.org/10.1108/PR-08-2015-0226>
- Resick, C. J., Hargis, M. B., Shao, P., & Dust, S. B. (2013). Ethical leadership, moral equity judgments, and discretionary workplace behavior. *Human Relations*, 66(7), 951–972. <https://doi.org/10.1177/0018726713481633>
- Rest, J. R., Narv ez, D., Thoma, S. J., Bebeau, M. J., & Bebeau, M. J. (1999). Postconventional Moral Thinking. In *Postconventional Moral Thinking*. Psychology Press. <https://doi.org/10.4324/9781410603913>
- Rosenberg, S., & Jones, R. (1972). A method for investigating and representing a person's implicit theory of personality: Theodore Dreiser's view of people. *Journal of Personality and Social Psychology*, 22(3), 372–386. <https://doi.org/10.1037/h0032891>
- Rosenberg, S., Nelson, C., & Vivekananthan, P. S. (1968). A multidimensional approach to the structure of personality impressions. *Journal of Personality and Social Psychology*, 9(4), 283–294. <https://doi.org/10.1037/h0026086>
- Rowsell, K., & Berry, T. (1993). Leadership, Vision, Values and Systemic Wisdom. *Leadership & Organization Development Journal*, 14(7), 18–22.

<https://doi.org/10.1108/01437739310046994>

Rucker, D. D., Galinsky, A. D., & Magee, J. C. (2018). The Agentic–Communal Model of Advantage and Disadvantage: How Inequality Produces Similarities in the Psychology of Power, Social Class, Gender, and Race. In *Advances in Experimental Social Psychology* (Vol. 58, pp. 71–125). Academic Press Inc.

<https://doi.org/10.1016/bs.aesp.2018.04.001>

Rudman, L. A., & Kilianski, S. E. (2000). Implicit and explicit attitudes toward female authority. *Personality and Social Psychology Bulletin*, 26(11), 1315–1328.

<https://doi.org/10.1177/0146167200263001>

Sachdeva, L., Bharti, K., & Maheshwari, M. (2021). A five-decade review of gender-based occupational segregation: A bibliometric study of influential authors, institutions, and research clusters. *Australian Journal of Career Development*, 30(2), 117–128.

<https://doi.org/10.1177/10384162211006951>

Sadler, P. J., & Barry, B. A. (1970). *Organisational Development*. London: Longman.

Sarwar, H., Ishaq, M. I., Amin, A., & Ahmed, R. (2020). Ethical leadership, work engagement, employees' well-being, and performance: a cross-cultural comparison. *Journal of Sustainable Tourism*, 28(12), 2008–2026.

<https://doi.org/10.1080/09669582.2020.1788039>

Schimmack, U. (2021). The Implicit Association Test: A Method in Search of a Construct. *Perspectives on Psychological Science*, 16(2), 396–414.

<https://doi.org/10.1177/1745691619863798>

Schneider, B. (1987). The people make the place. *Personnel Psychology*, 40(3), 437–453.

<https://doi.org/10.1111/j.1744-6570.1987.tb00609.x>

- Schram, A. (2005). Artificiality: The tension between internal and external validity in economic experiments. *Journal of Economic Methodology*, 12(2), 225–237.
<https://doi.org/10.1080/13501780500086081>
- Schriesheim, C. A., House, R. J., & Kerr, S. (1976). Leader initiating structure: A reconciliation of discrepant research results and some empirical tests. *Organizational Behavior and Human Performance*, 15(2), 297–321. [https://doi.org/10.1016/0030-5073\(76\)90043-X](https://doi.org/10.1016/0030-5073(76)90043-X)
- Schweper, C. H. (2019). Using Ethical Leadership to Improve Business-To-Business Salesperson Performance: The Mediating Roles of Trust in Manager and Ethical Ambiguity. *Journal of Business-to-Business Marketing*, 26(2), 141–158.
<https://doi.org/10.1080/1051712X.2019.1603358>
- Schweper, C. H., & Dimitriou, C. K. (2021). Using ethical leadership to reduce job stress and improve performance quality in the hospitality industry. *International Journal of Hospitality Management*, 94, 102860. <https://doi.org/10.1016/j.ijhm.2021.102860>
- Scuotto, V., Santoro, G., Bresciani, S., & Del Giudice, M. (2017). Shifting intra- and inter-organizational innovation processes towards digital business: An empirical analysis of SMEs. *Creativity and Innovation Management*, 26(3), 247–255.
<https://doi.org/10.1111/caim.12221>
- Seabright, M. A., & Schminke, M. (2002). Immoral imagination and revenge in organizations. *Journal of Business Ethics*, 38(1–2), 19–31.
<https://doi.org/10.1023/A:1015764811710>
- Sears, D. O., & Kinder, D. R. (1985). Whites' Opposition to Busing. On Conceptualizing and Operationalizing Group Conflict. *Journal of Personality and Social Psychology*, 48(5), 1141–1147. <https://doi.org/10.1037/0022-3514.48.5.1148.a>

- Seidman, D. (2004). The case for ethical leadership. In *Academy of Management Executive* (Vol. 18, Issue 2, pp. 134–138). Academy of Management.
<https://doi.org/10.5465/AME.2004.13836070>
- Sekiguchi, T., & Huber, V. L. (2011). The use of person-organization fit and person-job fit information in making selection decisions. *Organizational Behavior and Human Decision Processes*, 116(2), 203–216. <https://doi.org/10.1016/j.obhdp.2011.04.001>
- Shanka, T., & Handley, B. (2011). Gift Giving: An Exploratory Behavioural Study. *Asia Pacific Journal of Tourism Research*, 16(4), 359–377.
<https://doi.org/10.1080/10941665.2011.588865>
- Shao, R., Aquino, K., & Freeman, D. (2008). Beyond Moral Reasoning: A Review of Moral Identity Research and Its Implications for Business Ethics. *Business Ethics Quarterly*, 18(4), 513–540. <https://doi.org/10.5840/beq200818436>
- Shin, Y. (2012). CEO Ethical Leadership, Ethical Climate, Climate Strength, and Collective Organizational Citizenship Behavior. *Journal of Business Ethics*, 108(3), 299–312.
<https://doi.org/10.1007/s10551-011-1091-7>
- Shin, Y., Sung, S. Y., Choi, J. N., & Kim, M. S. (2015). Top Management Ethical Leadership and Firm Performance: Mediating Role of Ethical and Procedural Justice Climate. *Journal of Business Ethics*, 129(1), 43–57. <https://doi.org/10.1007/s10551-014-2144-5>
- Shore, L. M., Bommer, W. H., Rao, A. N., & Seo, J. (2009). Social and economic exchange in the employee/organization relationship: The moderating role of reciprocation wariness. *Journal of Managerial Psychology*, 24(8), 701–721.
<https://doi.org/10.1108/02683940910996752>
- Sims, H. P., Faraj, S., & Yun, S. (2009). When should a leader be directive or empowering?

- How to develop your own situational theory of leadership. *Business Horizons*, 52(2), 149–158. <https://doi.org/10.1016/j.bushor.2008.10.002>
- Singh, S. K. (2008). Role of leadership in knowledge management: A study. *Journal of Knowledge Management*, 12(4), 3–15. <https://doi.org/10.1108/13673270810884219>
- Sinshaw, G. T., Shiva, A., & Singh, M. (2021). Linking ethical leadership to administrative innovation in Ethiopian banks: the mediating role of knowledge process capabilities. *Journal of Management Development*, 40(5), 418–437. <https://doi.org/10.1108/JMD-04-2020-0124>
- Smith, E. R., & DeCoster, J. (1999a). A connectionist interpretation of dual-process models. In *Dual-process theories in social psychology* (pp. 323–336).
- Smith, E. R., & DeCoster, J. (1999b). Associative and rule-based processing: A connectionist interpretation of dual-process models. In *Dual-process theories in social psychology*. (pp. 323–336).
- Smith-McLallen, A., Johnson, B. T., Dovidio, J. F., & Pearson, A. R. (2006). Black and white: The role of color bias in implicit race bias. In *Social Cognition* (Vol. 24, Issue 1, pp. 46–73). Guilford. <https://doi.org/10.1521/soco.2006.24.1.46>
- Snyder, M., & Gangestad, S. (1986). On the Nature of Self-Monitoring. Matters of Assessment, Matters of Validity. *Journal of Personality and Social Psychology*, 51(1), 125–139. <https://doi.org/10.1037/0022-3514.51.1.125>
- Soltangholi, F., Ardalan, M. R., & Abdolmaleki, J. (2021). The Effect of Managers' Ethical Leadership on Organizational Health Mediated by Organizational Justice In the Schools of Qorveh City. *Sociology of Education*, 7(1), 133–143. <https://doi.org/https://doi.org/10.22034/ijes.2021.524360.0>

- Sparks, T. (2012). *Ethical and Unethical Leadership and Followers' Well-being: Exploring Psychological Processes and Boundary Conditions*.
https://getd.libs.uga.edu/pdfs/sparks_taylor_e_201205_phd.pdf
- Stapinski, P., Bjørkelo, B., D'Cruz, P., Mikkelsen, E. G., & Gamian-Wilk, M. (2023). A role that takes its toll? The moderating role of leadership in role stress and exposure to workplace bullying. *International Journal of Conflict Management*, 34(5), 1041–1058.
<https://doi.org/10.1108/IJCMA-03-2023-0047>
- Stashevsky, S., & Burke, R. J. (2006). Leadership in organizations. *International Journal of Manpower*, 27(1). <https://doi.org/10.1108/ijm.2006.01627aaa.001>
- Static Definition & Meaning - Merriam-Webster*. (n.d.). Retrieved December 10, 2023, from <https://www.merriam-webster.com/dictionary/static>
- Steinbauer, R., Renn, R. W., Taylor, R. R., & Njoroge, P. K. (2014). Ethical Leadership and Followers' Moral Judgment: The Role of Followers' Perceived Accountability and Self-leadership. *Journal of Business Ethics*, 120(3), 381–392. <https://doi.org/10.1007/s10551-013-1662-x>
- Steinbauer, R., Renn, R. W., Taylor, R. R., & Njoroge, P. K. (2014). Ethical Leadership and Followers' Moral Judgment: The Role of Followers' Perceived Accountability and Self-leadership. *Journal of Business Ethics*, 120(3), 381–392.
<https://doi.org/10.1007/S10551-013-1662-X>
- Stellar, J. E., & Willer, R. (2018). Unethical and Inept? The Influence of Moral Information on Perceptions of Competence. *Journal of Personality and Social Psychology*, 114(2), 195. <https://doi.org/10.1037/pspa0000097.supp>
- Stenson, N., & Hornby, A. S. (1996). Oxford Advanced Learner's Dictionary of Current

- English. *The Modern Language Journal*, 80(3), 412. <https://doi.org/10.2307/329464>
- Stouten, J., Baillien, E., van den Broeck, A., Camps, J., de Witte, H., & Euwema, M. (2010). Discouraging Bullying: The Role of Ethical Leadership and its Effects on the Work Environment. *Journal of Business Ethics*, 95(SUPPL. 1), 17–27. <https://doi.org/10.1007/s10551-011-0797-x>
- Stouten, J., van Dijke, M., Mayer, D. M., De Cremer, D., & Euwema, M. C. (2013). Can a leader be seen as too ethical? The curvilinear effects of ethical leadership. *The Leadership Quarterly*, 24(5), 680–695. <https://doi.org/10.1016/j.leaqua.2013.05.002>
- Strohhecker, J., & Größler, A. (2013). Do personal traits influence inventory management performance? - The case of intelligence, personality, interest and knowledge. *International Journal of Production Economics*, 142(1), 37–50. <https://doi.org/10.1016/j.ijpe.2012.08.005>
- Su, L., Cheng, X., Hua, Y., & Zhang, W. (2021). What leads to value co-creation in reward-based crowdfunding? A person-environment fit perspective. *Transportation Research Part E: Logistics and Transportation Review*, 149. <https://doi.org/10.1016/j.tre.2021.102297>
- Su, X., Lin, W., Wu, J., Zheng, Q., Chen, X., & Jiang, X. (2021). Ethical Leadership and Knowledge Sharing: The Effects of Positive Reciprocity and Moral Efficacy. *SAGE Open*, 11(2). <https://doi.org/10.1177/21582440211021823>
- Su, X., Lin, W., Wu, J., Zheng, Q., Chen, X., & Jiang, X. (2021). Ethical Leadership and Knowledge Sharing: The Effects of Positive Reciprocity and Moral Efficacy. *SAGE Open*, 11(2). <https://doi.org/10.1177/21582440211021823>
- Sweller, J. (1988). Cognitive Load During Problem Solving: Effects on Learning. *Cognitive*

- Science*, 12(2), 257–285. https://doi.org/10.1207/s15516709cog1202_4
- Swim, J. K., Aikin, K. J., Hall, W. S., & Hunter, B. A. (1995). Sexism and Racism: Old-Fashioned and Modern Prejudices. *Journal of Personality and Social Psychology*, 68(2), 199–214. <https://doi.org/10.1037/0022-3514.68.2.199>
- Sykes, G. M., & Matza, D. (2017). Techniques of neutralization: A theory of delinquency. In *Social Control and Self-Control Theories of Crime and Deviance* (pp. 21–27). <https://doi.org/10.2307/2089195>
- Tang, G., Cai, Z., Liu, Z., Zhu, H., Yang, X., & Li, J. (2015). The Importance of Ethical Leadership in Employees' Value Congruence and Turnover. *Cornell Hospitality Quarterly*, 56(4), 397–410. <https://doi.org/10.1177/1938965514563159>
- Tang, Y., & Li, Y. (2022). Ethicality neutralization and amplification: a multilevel study of ethical leadership and unethical pro-organizational behavior. *Journal of Managerial Psychology*, 37(2), 111–124. <https://doi.org/10.1108/JMP-06-2020-0342>
- Taylor, S. G., & Pattie, M. W. (2014). When Does Ethical Leadership Affect Workplace Incivility? The Moderating Role of Follower Personality. *Business Ethics Quarterly*, 24(4), 595–616. <https://doi.org/10.5840/BEQ201492618>
- Thompson, G., & Vecchio, R. P. (2009). Situational leadership theory: A test of three versions. *The Leadership Quarterly*, 20(5), 837–848. <https://doi.org/10.1016/J.LEAQUA.2009.06.014>
- Thompson, K. W., Sikora, D. M., Perrewé, P. L., & Ferris, G. R. (2015). Employment Qualifications, Person-Job Fit, Underemployment Attributions, and Hiring Recommendations: A three-study investigation. *International Journal of Selection and Assessment*, 23(3), 247–262. <https://doi.org/10.1111/ijsa.12112>

- Toor, S. ur R., & Ofori, G. (2009). Ethical leadership: Examining the relationships with full range leadership model, employee outcomes, and organizational culture. *Journal of Business Ethics*, 90(4), 533–547. <https://doi.org/10.1007/s10551-009-0059-3>
- Torraco, R. J. (2005). Writing Integrative Literature Reviews: Guidelines and Examples. *Human Resource Development Review*, 4(3), 356–367. <https://doi.org/10.1177/1534484305278283>
- Tourish, D. (2019). Is Complexity Leadership Theory Complex Enough? A critical appraisal, some modifications and suggestions for further research. *Organization Studies*, 40(2), 219–238. <https://doi.org/10.1177/0170840618789207>
- 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(1), 5–37. <https://doi.org/10.1177/0018726703056001448>
- Trevino, L., & Nelson, A. (2021). *Managing business ethics: Straight talk about how to do it right*. John Wiley & Sons.
- Tseng, L. M., & Wu, J. Y. (2017). How can financial organizations improve employee loyalty? The effects of ethical leadership, psychological contract fulfillment and organizational identification. *Leadership and Organization Development Journal*, 38(5), 679–698. <https://doi.org/10.1108/LODJ-07-2015-0142>
- Tu, Y., Lu, X., Choi, J. N., & Guo, W. (2019). Ethical Leadership and Team-Level Creativity: Mediation of Psychological Safety Climate and Moderation of Supervisor Support for Creativity. *Journal of Business Ethics*, 159(2), 551–565. <https://doi.org/10.1007/s10551-018-3839-9>
- Tucker-Drob, E. M. (2011). Individual Differences Methods for Randomized Experiments.

- Psychological Methods*, 16(3), 298–318. <https://doi.org/10.1037/a0023349>
- Tversky, A., & Kahneman, D. (1974). Judgment under uncertainty: heuristics and biases. Biases in judgments reveal some heuristics of thinking under uncertainty. *Science*, 185(4157), 1124–1131.
- Uhlmann, E. L., & Cohen, G. L. (2007). “I think it, therefore it’s true”: Effects of self-perceived objectivity on hiring discrimination. *Organizational Behavior and Human Decision Processes*, 104(2), 207–223. <https://doi.org/10.1016/j.obhdp.2007.07.001>
- Umphress, E. E., & Bingham, J. B. (2011). When employees do bad things for good reasons: Examining unethical pro-organizational behaviors. *Organization Science*, 22(3), 621–640. <https://doi.org/10.1287/orsc.1100.0559>
- Ünal, A. F., Warren, D. E., & Chen, C. C. (2012). The Normative Foundations of Unethical Supervision in Organizations. *Journal of Business Ethics*, 107(1), 5–19. <https://doi.org/10.1007/s10551-012-1300-z>
- Uppal, N. (2020). Mediating effects of person–environment fit on the relationship between high-performance human resource practices and firm performance. *International Journal of Manpower*, 42(3), 356–371. <https://doi.org/10.1108/IJM-10-2019-0476>
- Van der Wal, Z., & Demircioglu, M. A. (2020). More ethical, more innovative? The effects of ethical culture and ethical leadership on realized innovation. *Australian Journal of Public Administration*, 79(3), 386–404. <https://doi.org/10.1111/1467-8500.12423>
- Van Dierendonck, D. (2011). Servant Leadership: A Review and Synthesis. *Journal of Management*, 37(4), 1228–1261. <https://doi.org/10.1177/0149206310380462>
- Van Dierendonck, D., Stam, D., Boersma, P., de Windt, N., & Alkema, J. (2014). Same difference? Exploring the differential mechanisms linking servant leadership and

- transformational leadership to follower outcomes. *The Leadership Quarterly*, 25(3), 544–562. <https://doi.org/10.1016/j.leaqua.2013.11.014>
- Van Vianen, A. E. M. (2018). Person-environment fit: A review of its basic tenets. In *Annual Review of Organizational Psychology and Organizational Behavior* (Vol. 5, pp. 75–101). Annual Reviews Inc. <https://doi.org/10.1146/annurev-orgpsych-032117-104702>
- Van Zyl, L. E., Deacon, E., & Rothmann, S. (2010). Towards happiness: Experiences of work-role fit, meaningfulness and work engagement of industrial/organisational psychologists in South Africa. *SA Journal of Industrial Psychology*, 36(1). <https://doi.org/10.4102/sajip.v36i1.890>
- Velez, M. J., & Neves, P. (2018). Shaping emotional reactions to ethical behaviors: Proactive personality as a substitute for ethical leadership. *The Leadership Quarterly*, 29(6), 663–673. <https://doi.org/10.1016/j.leaqua.2018.06.004>
- Voegtlin, C., Patzer, M., & Scherer, A. G. (2012). Responsible Leadership in Global Business: A New Approach to Leadership and Its Multi-Level Outcomes. *Journal of Business Ethics*, 105(1), 1–16. <https://doi.org/10.1007/s10551-011-0952-4>
- Vogel, D. (1992). The Globalization of Business Ethics: Why America Remains Distinctive. *California Management Review*, 35(1), 30–49. <https://doi.org/10.2307/41166711>
- Vogel, R. M., & Feldman, D. C. (2009). Integrating the levels of person-environment fit: The roles of vocational fit and group fit. *Journal of Vocational Behavior*, 75(1), 68–81. <https://doi.org/10.1016/J.JVB.2009.03.007>
- Vrontis, D., Thrassou, A., Santoro, G., & Papa, A. (2017). Ambidexterity, external knowledge and performance in knowledge-intensive firms. *Journal of Technology Transfer*, 42(2), 374–388. <https://doi.org/10.1007/s10961-016-9502-7>

- Vroom, V. H., & Jago, A. G. (1974). Decision making as a social process: Normative and descriptive models of leader behavior. *Decision Sciences*, 5(4), 743–769.
<https://doi.org/10.1111/j.1540-5915.1974.tb00651.x>
- Waldman, D. A., Ramírez, G. G., House, R. J., & Puranam, P. (2001). Does leadership matter? CEO leadership attributes and profitability under conditions of perceived environmental uncertainty. *Academy of Management Journal*, 44(1), 134–143.
<https://doi.org/10.2307/3069341>
- Waller, T., Lampman, C., & Lupfer-Johnson, G. (2012). Assessing bias against overweight individuals among nursing and psychology students: An implicit association test. *Journal of Clinical Nursing*, 21(23–24), 3504–3512. <https://doi.org/10.1111/j.1365-2702.2012.04226.x>
- Walumbwa, F. O., Hartnell, C. A., & Misati, E. (2017). Does ethical leadership enhance group learning behavior? Examining the mediating influence of group ethical conduct, justice climate, and peer justice. *Journal of Business Research*, 72, 14–23.
<https://doi.org/10.1016/j.jbusres.2016.11.013>
- Walumbwa, F. O., Mayer, D. M., Wang, P., Wang, H., Workman, K., & Christensen, A. L. (2011). Linking ethical leadership to employee performance: The roles of leader–member exchange, self-efficacy, and organizational identification. *Organizational Behavior and Human Decision Processes*, 115(2), 204–213.
<https://doi.org/10.1016/J.OBHDP.2010.11.002>
- Walumbwa, F. O., Morrison, E. W., & Christensen, A. L. (2012). Ethical leadership and group in-role performance: The mediating roles of group conscientiousness and group voice. *The Leadership Quarterly*, 23(5), 953–964.
<https://doi.org/10.1016/j.leaqua.2012.06.004>

- Wang, D., Gan, C., Wu, C., & Wang, D. (2015). Ethical leadership and employee voice: Employee self-efficacy and self-impact as mediators. *Psychological Reports, 116*(3), 751–767. <https://doi.org/10.2466/01.07.PR0.116k29w9>
- Wang, H., Lu, G., & Liu, Y. (2017). Ethical Leadership and Loyalty to Supervisor in China: The Roles of Interactional Justice and Collectivistic Orientation. *Journal of Business Ethics, 146*(3), 529–543. <https://doi.org/10.1007/s10551-015-2916-6>
- Wang, Q., Zhou, X., Bao, J., Zhang, X., & Ju, W. (2020). How Is Ethical Leadership Linked to Subordinate Taking Charge? A Moderated Mediation Model of Social Exchange and Power Distance. *Frontiers in Psychology, 11*, 499217. <https://doi.org/10.3389/FPSYG.2020.00315/BIBTEX>
- Wang, Z., & Xu, H. (2019). When and for Whom Ethical Leadership is More Effective in Eliciting Work Meaningfulness and Positive Attitudes: The Moderating Roles of Core Self-Evaluation and Perceived Organizational Support. *Journal of Business Ethics, 156*(4), 919–940. <https://doi.org/10.1007/s10551-017-3563-x>
- Wang, Z., Xing, L., Xu, H., & Hannah, S. T. (2021). Not All Followers Socially Learn from Ethical Leaders: The Roles of Followers' Moral Identity and Leader Identification in the Ethical Leadership Process. *Journal of Business Ethics, 170*(3), 449–469. <https://doi.org/10.1007/s10551-019-04353-y>
- Warburton, J., Shapiro, M., Buckley, A., & van Gellecum, Y. (2004). A nice thing to do but is it critical for business? Corporate responsibility and Australian business. *Australian Journal of Social Issues, 39*(2), 117–127. <https://doi.org/10.1002/j.1839-4655.2004.tb01166.x>
- Weick, K. E., Sutcliffe, K. M., & Obstfeld, D. (2005). Organizing and the process of sensemaking. In *Organization Science* (Vol. 16, Issue 4, pp. 409–421).

<https://doi.org/10.1287/orsc.1050.0133>

Welsh, D. T., & Ordóñez, L. D. (2014). Conscience without cognition: The effects of subconscious priming on ethical behavior. *Academy of Management Journal*, 57(3), 723–742. <https://doi.org/10.5465/amj.2011.1009>

Wetherell, M., & Potter, J. (1992). Mapping the Language of Racism: Discourse and the Legitimation of Exploitation. *Mapping the Language of Racism: Discourse and the Legitimation of Exploitation, Hemel Hempstead: Harvester Wheatsheaf*, 1–244. <https://dialnet.unirioja.es/servlet/articulo?codigo=3523637>

Whiteman, W. E. (1998). Project Training and Educating Army Officers for the Military Academy. *USAWC Strategy Research Project*, 32. <https://apps.dtic.mil/sti/citations/ADA345812>

Wiesenfeld, B. M., Rothman, N. B., Wheeler-Smith, S. L., & Galinsky, A. D. (2011). Why fair bosses fall behind. *Harvard Business Review*, 89(7–8), 18. <https://hbr.org/2011/07/why-fair-bosses-fall-behind>

Wojciszke, B. (1994). Multiple Meanings of Behavior: Construing Actions in Terms of Competence or Morality. *Journal of Personality and Social Psychology*, 67(2), 222–232. <https://doi.org/10.1037/0022-3514.67.2.222>

Wojciszke, B. (1997). Parallels between competence-versus morality-related traits and individualistic versus collectivistic values. *European Journal of Social Psychology*, 27(3), 245–256. [https://doi.org/10.1002/\(sici\)1099-0992\(199705\)27:3<245::aid-ejsp819>3.0.co;2-h](https://doi.org/10.1002/(sici)1099-0992(199705)27:3<245::aid-ejsp819>3.0.co;2-h)

Wojciszke, B. (2005a). Affective concomitants of information on morality and competence. *European Psychologist*, 10(1), 60–70. <https://doi.org/10.1027/1016-9040.10.1.60>

- Wojciszke, B. (2005b). Morality and competence in person- and self-perception. *European Review of Social Psychology*, 16(1), 155–188.
<https://doi.org/10.1080/10463280500229619>
- Wojciszke, B., & Abele, A. E. (2008). The primacy of communion over agency and its reversals in evaluations. *European Journal of Social Psychology*, 38(7), 1139–1147.
<https://doi.org/10.1002/ejsp.549>
- Wojciszke, B., & Klusek, B. (1996). Moral and competence-related traits in political perception. *Polish Psychological Bulletin*, 27(1), 319–325.
<https://psycnet.apa.org/record/1997-04611-003>
- Wojciszke, B., Bazinska, R., & Jaworski, M. (1998). On the dominance of moral categories in impression formation. *Personality and Social Psychology Bulletin*, 24(12), 1251–1263. <https://doi.org/10.1177/01461672982412001>
- Wollmann, P., & Püringer, R. (2021). *About Travelling in the Unknown in the Nineteenth Century and Today: A Pattern for Leadership and Management in a 3-P-Model Context* (pp. 27–40). https://doi.org/10.1007/978-3-030-63034-8_3
- Xie, Y., Xia, Q., Song, J., Hu, S., & Liu, X. (2024). How ethical leadership influences knowledge hiding? A sequential mediation model. *Service Industries Journal*, 44(3–4), 265–287. <https://doi.org/10.1080/02642069.2023.2245356>
- Xu, A. J., Loi, R., & Ngo, H. yue. (2016). Ethical Leadership Behavior and Employee Justice Perceptions: The Mediating Role of Trust in Organization. *Journal of Business Ethics*, 134(3), 493–504. <https://doi.org/10.1007/s10551-014-2457-4>
- Yağmur, A. (2022). Impact of interactional context on relationship between ethical leadership and unethical behaviors: a serial mediation model. *Management Research Review*,

45(7), 865–881. <https://doi.org/10.1108/MRR-09-2020-0551>

- Yang, C. (2014). Does Ethical Leadership Lead to Happy Workers? A Study on the Impact of Ethical Leadership, Subjective Well-Being, and Life Happiness in the Chinese Culture. *Journal of Business Ethics*, 123(3), 513–525. <https://doi.org/10.1007/s10551-013-1852-6>
- Yidong, T., & Xinxin, L. (2013). How Ethical Leadership Influence Employees' Innovative Work Behavior: A Perspective of Intrinsic Motivation. *Journal of Business Ethics*, 116(2), 441–455. <https://doi.org/10.1007/s10551-012-1455-7>
- Young, K. A., Hassan, S., & Hatmaker, D. M. (2021). Towards understanding workplace incivility: gender, ethical leadership and personal control. *Public Management Review*, 23(1), 31–52. <https://doi.org/10.1080/14719037.2019.1665701>
- Zahra, T. T., Ahmad, H. M., & Waheed, A. (2017). Impact of Ethical Leadership on Innovative Work Behavior: Mediating Role of Self-Efficacy. *Journal of Behavioural Sciences*, 27(1), 93–107.
- Zellmer-Bruhn, M., Caligiuri, P., & Thomas, D. C. (2016). From the Editors: Experimental designs in international business research. *Journal of International Business Studies*, 47(4), 399–407. <https://doi.org/10.1057/JIBS.2016.12>
- Zhang, J., Chen, Y., & Liu, J. (2016). Ethical Leadership and OCBE: The Influence of Prosocial Motivation and Self Accountability. *Academy of Management Proceedings*, 2016(1), 15588. <https://doi.org/10.5465/ambpp.2016.15588abstract>
- Zhang, S., & Tu, Y. (2018). Cross-Domain Effects of Ethical Leadership on Employee Family and Life Satisfaction: the Moderating Role of Family-Supportive Supervisor Behaviors. *Journal of Business Ethics*, 152(4), 1085–1097.

<https://doi.org/10.1007/s10551-016-3306-4>

Zheng, D., Witt, L. A., Waite, E., David, E. M., van Driel, M., McDonald, D. P., Callison, K.

R., & Crepeau, L. J. (2015). Effects of ethical leadership on emotional exhaustion in high moral intensity situations. *The Leadership Quarterly*, 26(5), 732–748.

<https://doi.org/10.1016/j.leaqua.2015.01.006>

Zhu, D., Zhang, Z., & Wang, C. (2021). Performance matters: when supervisors socially accept unethical behavior. *Journal of Managerial Psychology*, 36(3), 213–225.

<https://doi.org/10.1108/JMP-12-2019-0686>

Zhu, W., Treviño, L. K., & Zheng, X. (2016). Ethical Leaders and Their Followers: The Transmission of Moral Identity and Moral Attentiveness. *Business Ethics Quarterly*, 26(1), 95–115. <https://doi.org/10.1017/beq.2016.11>

Zhu, X., Huang, Y., Liu, W., Yu, Z., Duan, Y., He, X., & Zhang, W. (2023). Keeping Morality “on the Straight” and Never “on the Bend”: Metaphorical Representations of Moral Concepts in Straightness and Curvature. *Behavioral Sciences*, 13(4).

<https://doi.org/10.3390/bs13040295>

Zhu, Y., Sun, L. Y., & Leung, A. S. M. (2014). Corporate social responsibility, firm reputation, and firm performance: The role of ethical leadership. *Asia Pacific Journal of Management*, 31(4), 925–947. <https://doi.org/10.1007/s10490-013-9369-1>

Zikmund, W., Babin, B., Carr, J., & Griffin, M. (2013). Business Research Methods. Cengage Learning, 696.