THE INFLUENCE OF SUPERVISORS' ETHICAL LEADERSHIP ON KEY ACCOUNT MANAGERS' ETHICALITY, ETHICAL CONDUCT, AND CUSTOMER RELATIONSHIP QUALITY

A Mixed-Method Study in the Indonesian Information and Communication Technology (ICT) Industry

By

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Abstract

Given the challenges to ethical practices in a business to business marketing context, this study examines the influence of supervisors' ethical leadership on key account managers. A mixed-method approach was used to answer research questions about the role of ethical leadership to shape account managers' ethicality, ethical conduct and customer relationship quality. The study included a qualitative phase to confirm the constructs followed by a quantitative study to test theory-driven hypotheses. The initial exploratory phase interviewed a sample 18 participants, which comprised supervisors, account manager, and customers of an Indonesian information and communication technology firm. Analyses surfaced common themes which informed the concept of ethical key account management.

An online survey with two stages of data collection followed, which used both quantitative measures and open-ended qualitative responses. In stage 1, partial least-squares structural equation modelling of responses from 258 account managers revealed that supervisors' ethical leadership was positively related to account managers' ethical awareness, intention, and judgment contingent on the ethical dilemma involved. Further analyses of the 73 completed responses of the survey in stage 2 indicated that ethical leadership was positively related to ethical equity judgment and customer-oriented organisational citizenship behaviour, and had an indirect positive effect on customer relationship quality.

Theoretically, the study contributes new understanding by extending the model of ethical leadership outcomes to customers as the main organisational stakeholders. In practice, the study has the potential to inform strategies for improving the moral engagement of key account managers. This engagement is essential for guiding standards of customer relationship management. In sum, supervisors who engage in moral behaviour and provoke their subordinates to do so by role-modelling, communication and providing rewards and consequences, are likely to influence followers' citizenship behaviour and discourage the deviant behaviour.

Student Declaration

I, **Muhammad Subhan Iswahyudi**, declare that the DBA thesis entitled "The influence of supervisors' ethical leadership on key account managers' ethicality, ethical conduct, and customer relationship quality: A mixed-method study in the Indonesian ICT industry" is no more than 65.000 words in length including quotes and exclusive of tables, figures, appendices, bibliography, references and footnotes. This thesis contains no material that has been submitted previously, in whole or in part, for the award of any other academic degree or diploma. Except where otherwise indicated, this thesis is my own work.

Signature: _____ Date: 07 – 03 – 2018

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CHAPTER 1.   INTRODUCTION

Key Account Management (KAM) aims to build and maintain relationships with key business customers or key accounts to maximise the benefit of long-term relationships in business-to-business (B2B) marketing (Gosselin & Heene 2003; Gounaris & Tzempelikos 2012; Millman & Wilson 1995; Ryals & Holt 2007). Business-to-business (B2B) marketing is a branch of marketing that focuses on business customers. However, during the stage of relationship building, which involves establishing a personal relationship between the buyer and seller organisations, unethical conduct such as bribery and invasion of privacy are commonly reported (Kavali, Tzokas & Saren 1999; Murphy & Laczniak 2006). One example is a widely publicised case involving alleged bribery in Indonesia implicating high-ranking government officers in the petroleum industry (Cochrane 2013). A second known case attracting formal investigation concerned entertainment and gift-giving by authorities from an information and communication technology (ICT) company (Sipahutar & Sambijantoro 2013). Building and maintaining customer relationships is the essence of business-to-business (B2B) marketing and though ethical codes of business exist, it is rare for studies to gain access to key stakeholders in these relationships.

Key account managers are the interface between a supplier and its business customers. They play an important role in securing customers' trust, satisfaction and loyalty by performing extra-role behaviours. Similarly, discouraging the account manager from engaging in workplace deviance also ensures the customer relationship is in accordance with ethical business goals and codes of practice. Account managers' judgments and perceptions of their supervisor's ethical leadership of them are likely to influence their relationships and behaviour with customers. However, given these complex transactions, the associated problem for marketers is the moral dilemmas they face in their everyday work. Indeed, it has been argued that in the business context of ethics, 'five out of eight most important ethical problems have to do with marketing activities' (Kavali, Tzokas & Saren 1999, p. 574). The aim of this study is to examine the effect of ethical leadership in preventing misconduct and promoting ethical behaviour in the customer relationship in key account management.

1.1.   Background to the Study

Ethical leaders decisively endorse ethical behaviours and so arguably minimise unethical or deviant behaviours (Brown, Treviño & Harrison 2005). The role of superiors or managers and peers has been studied in various settings of the ethical decision-making process and in relation to 'others or

significant others' (Craft 2013, p. 239). The presence of other people in the organisation who share an agreement on a particular act as morally acceptable can also influence the ethicality in such behaviour (Hayibor & Wasieleski 2009). Furthermore, as Shafer and Simmons (2011) emphasise, the role of the leader is to act as an ethical model to reduce the likelihood of unethical conduct.

1.2.   Statement of the Problem

The problem under study is the potential for unethical activities in business to business sales and marketing. In particular, assessing the ethical conduct of key account managers by examining the effect of supervisors' ethical leadership on their ethicality and ethical conduct in customer relationship. Current literature addressing ethical leadership outcomes is mainly internally focused on attitude and behaviour in the organisation. Examples of these outcomes or consequences of ethical leadership are job satisfaction (Kim & Brymer 2011; Palanski, Avey & Jiraporn 2014; Qin et al. 2014; Ruiz, Ruiz & Martínez 2011), commitment (Demirtas & Akdogan 2015; Hansen et al. 2013; Neubert, Wu & Roberts 2013), and helping (organisational citizenship) behaviour (Eisenbeiss & van Knippenberg 2015; Kacmar, Carlson & Harris 2013; Kalshoven, Den Hartog & De Hoogh 2013a; Newman, Allen & Miao 2015). Therefore, the motivation of this study is to examine the role of ethical leadership in customer relationships in terms of the attitudes and behaviours of key account managers.

Customer relationships are at the core of a business-to-business (B2B) marketing approach. Strategies to build and maintain a business-to-business relationships are an essential element in the implementation of B2B marketing. The quality of the customer relationship itself is arguably the best predictor of financial and non-financial outcomes of the B2B marketing performance (Gounaris & Tzempelikos 2013a). Therefore, it is important to study customer relationship quality in B2B marketing.

Ensuring the best customer relationship quality requires an integrative strategy that involves organisational-wide initiatives. These may include building and ensuring a supporting infrastructure, including work systems, product and service processes and administration support for key account management. At the individual level, competencies of key account managers are a dominant factor in ensuring customer relationship quality (Millman & Wilson 1996). Individual competencies of account managers include marketing skills, understanding of the customers' value chain, knowledge about product and services and interpersonal skills. Customer orientation is part of account managers' competency to ensure customer relationship quality.

Customer oriented behaviour of account managers may include both ethical and unethical behaviour. Ethical customer-oriented behaviour involves in-role and extra-role behaviour. In-role behaviour is what is expected in the job description of account managers. Extra-role behaviour is discretionary behaviour that may help their organisation even though it is not explicitly stated as part of the account managers' job description. Unethical customer-oriented behaviour includes activities that may help their customers but to some degree violate their organisational policies (Robinson & Bennett 1995). It is important to study the influence of ethical leadership on these types of ethical and unethical behaviours.

The literature on the influence of ethical leadership in organisations has significantly increased in the last decade. As will be elaborated in Chapter 2, Literature Review, for the period of 2011 – 2015 peer-reviewed articles reporting studies of ethical leadership increased more than 400% compared to the period of 2006 – 2010. However, the study of ethical leadership beyond its influence on employee performance is still under researched (Frisch & Huppenbauer 2014). One particular organisational stakeholder important to the company is their customers. This study focuses on the influence of ethical leadership towards customers via key account managers.

1.3.   Aim and Rationale of the Study

This study focuses on the role of ethical leadership in the customer relationship in KAM. The aim is to explore the effect of ethical leadership on key account managers' behaviour; specifically customer contact employee behaviours that are distinct from other groups of employees. There are a number of reasons for this focus. First, the dynamics of customer relationships restrict detailed pre-identification of activities and hence it requires a flexible job description that allows more extra-role behaviours (Castro, Armario & Ruiz 2004; Jain, Malhotra & Guan 2012). Secondly, the role of customer contact employees is one of being boundary-spanners between two organisations (the supplier and the customer). This role can add great complexity to what might be defined as normatively acceptable behaviours (Leo & Russell-Bennett 2012; McDonald, Millman & Rogers 1997). Lastly, profit orientation in the marketing unit allows what is described as a utilitarian approach of ethics practices (Kavali, Tzokas & Saren 1999; Murphy, Laczniak & Wood 2007), which may not be consistent with a virtues-based approach to ethical leadership (Brown, Treviño & Harrison 2005).

1.4.   Research Questions

Research Question 1:

What is the normative behaviour of account managers in the B2B Indonesian ICT industry?

Research Question 2a:

How does supervisors' ethical leadership influence ethicality (a person's ethical standard) in the ethical decision-making process in customer relationships by key account managers?

Research Question 2b:

Research question 2b(1): How does supervisors' ethical leadership influence ethical behaviour in KAM customer relationships?

Research question 2b(2): How does supervisors' ethical leadership influence unethical behaviour in KAM customer relationships?

Research question 2b(3): How does account managers' ethical behaviour influence customer relationship quality?

Research question 2b(4): How does account managers' unethical behaviour influence customer relationship quality?

1.5.   Theoretical and Applied Context

The theoretical context is grounded in three knowledge domains: business-to-business marketing, business ethics and leadership. Firstly, the key account management model of Gounaris and Tzempelikos (2014) is applied in this study of B2B marketing. The model emphasises the important of customer relationship quality in implementing the account management approach. Secondly, from the area of business ethics, this study uses the ethical decision-making model of Rest (1986) as a basis for developing the model of ethical leadership influences on ethicality. This model is well-established in business ethics as it integrates stages of ethical decision-making, including awareness, judgment, and intention. In this study, the level of ethical awareness, judgment, and intention is defined as a person's ethical standard or ethicality. The addition of moral intensity as part of ethical decision-making (Jones 1991) was also applied in the analysis. Lastly, ethical leadership theory is based on the ethical leadership model of Treviño, Hartman and Brown (2000) and the ethical leadership scale of Brown, Treviño and Harrison (2005).

The practical context is situated within the work practices of key account management in the ICT industry in Indonesia. Most ICT companies have a specific unit, typically called the KAM unit, to

handle their business customers due to the complex nature of business customer requirements. Account managers are dedicated personnel who manage relationships with key persons in the customer's organisation. This research focuses on the influence of ethical leadership and account managers' ethicality on aspects of customers relationships. The study of KAM derived from the business marketing context elaborated in this research as it posed a highly unethical situation for a key account manager. Street and Street (2006) found that 'exposure to an escalating ethical situation increased the likelihood of unethical behaviour on the part of decision-making process' (p. 343). The selection of the field of study is also influenced by the researcher's profession as a manager with more than a decade of experience in the field of key account management in the ICT industry.

As a developing economy, the business sector in Indonesia faces many challenges in confirming the societal expectation of ethical business. The clean government agenda and the anti-corruption movement also force the business community to become more aware and conscious of doing ethical business. The responsibilities of a business entity are making a profit (economic perspective), obeying rules and regulations (legal perspective), and also social norms and values (ethics perspective) (Carroll & Buchholtz 2012). As the exposure of high-profile corruption cases becomes more intensive in the media, the expectation of more ethical business practices is growing. Using Indonesian B2B marketing as the applied context, this study aspires to uncover the expectation of ethical practices in this situation.

1.6.   Significance of the Study

The impact of the Enron scandal in the early 2000s has altered the business view of ethics (Carroll & Buchholtz 2012). Enron, a US energy corporation, was ranked the fifth biggest in the Fortune 500 list by the year 2000. The company went bankrupt in 2001 after unfolding stories of unethical business conduct in the company. Among other factors, the behaviour of unethical leaders who created a culture that allowed unethical activities, including manipulative financial reporting, was the dominant cause of the scandal (Boddy 2017).

At the organisational and individual level, researchers have found a positive relationship between ethics and job-related outcomes such as job satisfaction (Mulki, Jaramillo & Locander 2008; Valentine & Fleischman 2008; Viswesvaran, Deshpande & Joseph 1998), organisational commitment (Singhapakdi, A. & Vitell 2007; Valentine & Barnett 2002), employee retention (Babin, Boles & Robin 2000; Mulki, Jaramillo & Locander 2008; Schwepker Jr 1999; Stewart et al. 2011) and job performance (Jaramillo, Mulki & Solomon 2006). Clearly, doing business ethically is

an important aspect of sustainable business and yet numerous studies of unethical conduct in business show that following an ethical course is also not always easy or straightforward. Consequently, it is useful to understand those factors implicated in unethical conduct to properly address the complex challenges of the situation.

Results of the study of ethical decision making in KAM will be of practical benefit in two ways. First, the research findings provide evidence of factors influencing ethical conduct in KAM that can be used to improve ethics training and development activities. Second, examination of the effects of ethical leadership in KAM informs the design of leadership programs in the organisation and industry.

1.7.   Conceptual Model and Definition of Terms

The research model of the effect of supervisors' ethical leadership in relationship building through ethical judgment, organisational citizenship behaviour and workplace deviance behaviouris depicted in Figure 1.1. This part will briefly introduce key concepts used in the model which will be described in detail in the subsequent chapter of the literature review.
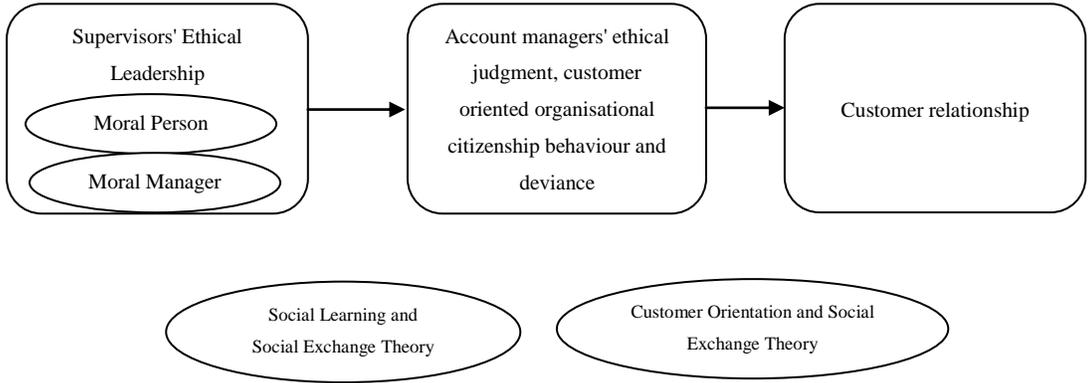
Figure 1.1.The conceptual model of the study

1.7.1.   Ethical Leadership

A leader that incorporates morality in their decision-making processes walks the talk (shows integrity or congruence in words and actions) and demonstrates concern for their followers is generally categorised as an ethical leader. Being ethical is commonly seen as an integral part of

positive leadership such as transformational leadership (Bass & Avolio 2000), authentic leadership (Luthans & Avolio 2003) and spiritual leadership (Fry 2003). However, Treviño, Hartman and Brown (2000) point out that this kind of ethical leader could be perceived by their followers as ethically neutral if they are not actively disseminating ethical standards, principles and values in their organisation.

Building on Treviño, Hartman and Brown (2000) research, this study adopts the definition of ethical leadership as "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making" (Brown, Treviño & Harrison 2005, p. 120). In their groundbreaking study of ethical leadership, Treviño, Hartman and Brown (2000) focused on the context of Chief Executive Officer (CEO) leadership and used a qualitative inquiry with 40 participants that to some extent limits the generalisation of their findings. However, the subsequent study by Brown, Treviño and Harrison (2005) that employed multi-stage empirical studies with more than 1000 respondents confirmed findings of the prior research. The focus on direct supervisors complemented the initial ethical leadership study and hence proved the validity of the ethical leadership construct in every layer of the organisation. The latter study also devised a 10-item Ethical Leadership Scale (ELS). This measure of ethical leadership is now widely used in ethical leadership studies (cf Lu & Lin 2014; Mayer et al. 2012; Mayer et al. 2009; Piccolo et al. 2010; Resick et al. 2013; Walumbwa et al. 2011). One of the reasons for this widespread use is that the scale provides good measurement reliability (the Cronbach's alpha is reported above the threshold of 0.7) with a relatively acceptable number of items as compared to other ethical leadership measures with a large number of items.

Defining ethical conduct based on normative behaviour implies a contextual dependency (Brown, Treviño & Harrison 2005). Hence cultures and organisational context are likely to impact the perception of ethical leadership (Brown & Mitchell 2010). However, as the Global Leadership and Organisational Effectiveness (GLOBE) study that involved 931 organisations in 62 countries by Resick et al. (2006) has reported, there are nuances on which elements are the most important ones. Nonetheless, all cultural clusters identified four common elements in ethical leadership: integrity, altruism, collective motivation and encouragement. These are all important characteristics of an effective and ethical leader.

Brown, Treviño and Harrison (2005) have argued that ethical leaders influence their followers via modelling or through a psychological matching process such as observational learning, imitation,

and identification. When it comes to the topic of the effect of senior management role modelling, it seems most scholars concur that senior management leadership will affect their organisation. Where this agreement usually ends, however, is on the question of how deep this effect will go through the hierarchical levels of the organisation. Whereas some studies suggest that senior manager's ethical leadership will influence not only their immediate followers but also others across hierarchical levels through subordinate leader behaviour (Mayer et al. 2009; Schaubroeck et al. 2012), others maintain that it will only affect their immediate followers (Brown & Treviño 2014). Given this divergence, the focus of this study, which is on the supervisor level, will help establish a deeper picture of the ethical influence of leaders on subordinate (key account managers) staff.

1.7.2. Ethical Judgment

Ethical judgment is defined as an ability to decide which course of action is morally correct (Craft 2013; Rest 1986). In this model of the study, ethical judgment represents ethicality (a person's ethical standard) as one of the four elements of an individual's ethical decision-making: awareness, judgment, intention and behaviour (Rest 1986). As ethical leadership influences employees' ethical awareness through role modelling and communicating consequences, employees' ethical judgment of specific behaviours is also being affected, which in turn guides them to engage in those behaviours they judge as morally correct and likewise refrain from unethical behaviours (Resick et al. 2013).

A particular type of ethical judgment, the moral equity judgment, is used as a measure of ethicality and to identify the tendency of account managers to engage in citizenship behaviours and refrain from workplace deviance. This latter term refers to behaviours that may not conform to standard business practice in an organisation and so are deviance from the norm. Moral equity judgment is a form of ethical cognition through which employees regulate their conduct. It is a psychological mechanism mediating ethical leadership and employee engagement in discretionary behaviour, either positive/citizenship behaviour or negative/deviance behaviour (Resick et al. 2013).

1.7.3. Customer Oriented Organizational Citizenship Behaviour (COOCB)

Organizational Citizenship Behavior (OCB) is defined as discretionary behaviours by individual employees beyond what is formally rewarded or stated in the job description, and that benefit the organisation (Organ 1988). The OCB term was first introduced by Organ and his colleagues in a series of studies measuring organisational performance affected by employee satisfaction (Bateman

& Organ 1983). Since then, various forms of OCB have been investigated including helping, conscientiousness, courtesy, sportsmanship, and civic virtue (Organ 1988). The present study focuses on citizenship behaviours in the context of customer contact employees and relates to discretionary behaviours that can be directed toward servicing the customers' requirements and therefore named customer oriented OCB (COOCB). Examples of these behaviours are: to make innovative suggestions to improve customer services, attend functions that are not required but help customer services and deal relentlessly with customer's problems until they are resolved (Dimitriades 2007).

1.7.4. Customer Oriented Deviance (COD)

Customer oriented deviance or Workplace Deviance behaviour is defined as voluntary behaviour that violates organisational norms and hence threatens the well-being of the organisation and/or its members (Robinson & Bennett 1995). In situations where customers are in contact with employee, behaviours generally classified as workplace deviance behaviours include taking property from work without permission or working on a personal matter during work hours instead of on work related to the workplace (Bennett & Robinson 2000). However, apart from these typical activities, there are specific customer related deviance behaviours that may be perceived as pro-social, pro-customer, positive deviance behaviours (Leo & Russell-Bennett 2012). Examples of these behaviours are to tell the truth about products, even if that honesty may risk turning the customer away, or providing the customer with an honest opinion on the company, even when it is negative (Leo & Russell-Bennett 2014).

From both social learning (Bandura 1977, 1986) and a social exchange perspectives (Blau 1964), prior research suggests the influence of a supervisor's ethical leadership will reduce employees' workplace deviance (cf Avey, Palanski & Walumbwa 2011; Mayer et al. 2009; Neves & Story 2015). Theoretically supervisors who demonstrate ethical behaviours, give their employees fair treatment and show positive behaviours towards their employees, will encourage reciprocal behaviour by employees and minimise workplace deviance behaviours (Blau 1964).

1.8. Overview of the Research Methods

Phase 1 comprised a qualitative exploratory study, which followed a systematic literature review to produce key constructs to answer the research questions. Interviews and thematic analyses (Braun & Clarke 2006) of the interview transcriptions enabled examination of the constructs within the

Indonesian cultural context. Subsequently, phase 2 adopted a quantitative approach using the theoretically derived survey to collect data which was analysed to test the hypothetical model of the effect of ethical leadership on customer relationship building in key account management of the Indonesian ICT industry. Partial least-squares structural equation modelling (PLS-SEM) was used to examine the correlation between the variables under study and to assess the model fitness. In addition, as part of the questionnaire, a series of open-ended questions were posed. Responses to these questions were then qualitatively thematically analysed to complement the quantitative analyses.

1.9.   Structure of the Thesis

This thesis is divided into eight chapters. After this introduction, Chapter 2 provides a review of key literature in the area of ethical leadership and other central concepts used in this thesis. Specifically, a systematic review of literature in the area of ethical leadership studies is presented discussing how prior research has defined ethical leadership and what has been proposed as the antecedents and the consequences of ethical leadership. This chapter is then followed by reviews on the two most common outcomes exhibited in current literature, namely organisational citizenship behaviour (OCB) and workplace deviance. The literature around the concept of customer-oriented OCB, customer oriented deviance (COD), and customer relationship quality (CRQ) are also presented as part of the review. Finally, Chapter 2 explains how the hypotheses on the effect of ethical leadership to COOCB, COD, and CRQ were derived from extant research and theorising.

Chapter 3 describes the methodology including the procedures of this research. This chapter begins with a brief review of the research paradigm and the mixed-methods research design used in this study. The chapter continues by presenting two parts of the methods: the qualitative and the quantitative studies. In the qualitative study description, the participant's selection and interview tools are discussed followed by an explanation on the use of thematic analysis with Nvivo tools. In terms of the quantitative study, Chapter 3 explains the survey techniques used in this study, including participants' selection and demographics, measures and analysis stages.

Chapter 4 provides findings of the phase-1; the qualitative phase of this study. This chapter presents two findings related to the normative behaviours in Indonesian ICT B2B marketing: the main elements of the ethical key account management and the confirmation of the study model.

Chapter 5 presents results of the quantitative part of phase-2 of this study. This chapter begins with an elaboration on factor analysis and its results: both the exploratory and confirmatory factor analyses. The chapter continues by presenting the partial least-squares structural equation modelling (PLS-SEM) analysis on the effect of ethical leadership to ethicality. Subsequently, the PLS-SEM analysis of the model of ethical leadership influences in relation to moral equity judgment, ethical behaviour, and customer relationship quality is explained. Finally, Chapter 5 provides an explanation of the hypothesis testing based on the model developed in the analysis stages.

Chapter 6 discusses the qualitative findings of phase-2 of this study. The first section of the chapter discusses ethical leadership influences on account managers' ethicality, for cases of bribery and over promising or misleading customers. This is then followed by a discussion on factors affecting ethical behaviour in key account management. Four themes derived from qualitative analysis were presented in this section.

Chapter 7 elaborates the synthesis of the quantitative and the qualitative findings. This chapter consists of four parts; each discusses the influence of ethical leadership in relation to the main study constructs: ethicality, customer-orientedorganisational citizenship behaviour (COOCB), customer oriented deviance (COD) and customer relationship quality (CRQ).

Finally, Chapter 8 presents the conclusions and the contributions of the study. Academic contributions are presented along with implications for future practices.

CHAPTER 2.   LITERATURE REVIEW

The study of ethics in leadership is a central topic both in academic literature and popular media (Ciulla 2014), where leadership is defined as an influence relationship between a leader and her/his followers (Rost 1993) that focuses on change (Kotter 2001). Leadership influence can be initiated at any level of the organisation and is defined or shaped by the context (Taylor et al. 2011). In the context of KAM in which building a long-term relationship with customers is essential (Gounaris & Tzempelikos 2014), leadership creates and maintains a supportive culture that enables a market orientation (Crosby 2002; Harris & Ogbonna 2001) and also a service quality orientation (Kasper 2002). In addition, leaders with strong ethical intentions and moral intensity have a significant impact on ethical decision making because they have the power to motivate others and enforce their viewpoints on the organisation's norms and policies (Ferrell, Fraedrich & Ferrell 2013) and hence influence their followers' ethical conduct.

The purpose of this chapter is to examine what is already known of ethical leadership in the literature and how this information helps in answering the research questions on the effect of ethical leadership in customer relationship in key account management. In doing so, a systematic process was undertaken in searching, selecting, analysing and synthesising relevant literature (Tranfield, Denyer & Smart 2003). In this review, a multistage process was used to identify key elements in the ethical leadership literature, key definitions and areas of study. Subsequently, articles with primary data were used to identify appropriate models of ethical leadership in relation to key account management.

2.1.   Procedures

A systematic process of literature review, which is characterised by explicit procedures of locating literature, the inclusion of studies, analysis of the content and research synthesis, ensures a sufficient quality of information to answer the research questions and could lead to significant contributions (Jones & Gatrell 2014). In this study, the following procedures were followed:

2.1.1.   Locating Studies

A series of database searches, citation analyses, and manual searches were conducted to locate ethical leadership studies. Initially, the Scopus database was searched with keywords "ethical

leadership", resulting in 419 records of social and humanities studies. These articles were then selected and coded to gain initial awareness and understanding of ethical leadership studies.

After the initial stage, to access larger studies of the effect of ethical leadership in key account management, Emerald databases were also used as the sources of the articles. A combination of the following keywords were used to locate additional relevant literature both in Scopus and Emerald: "ethical leadership", "moral leadership", "organizational citizenship behaviour", "OCB", "pro social behaviour", "deviance", "customer oriented", "customer focused", "service oriented", "service focused", "business marketing", "industrial marketing", "sales", and "account management".

The decision to use Scopus and Emerald databases was based on their wide coverage of scholarly articles and practical reasons of resource availability. According to the University's description of research databases (http://library.vu.edu.au), Scopus contains citations and abstracts of 15 thousand peer-reviewed journals from more than four thousand publishers, and the Emerald database contains 200 academic and professional journals including the study of management and marketing. Based on the observation of the results, exact terms were required to produce a highly relevant and manageable number of records. Additionally, citations of selected articles were then manually searched to identify other relevant literature not covered in the prior stages of the search. A manual search in Google Scholar was conducted to collect these additional articles based on citation analysis of the selected literature.

2.1.2. Selection of Studies

Two criteria for study inclusion were employed, the quality assessment of the study and its relevance to the research questions. A quality assessment based on the rating of the journal was used, as this is an acceptable approach in a management study (Tranfield, Denyer & Smart 2003). For journal quality assessment, the Australian Business Deans Council list of journal quality (www.abdc.com.au) and the Scimago journal list (www.scimagojr.com) were applied. Only peer-reviewed articles published in a journal classified as A*/A/B of the ABDC list and Q1/Q2 of the Scimago list were included in the literature review. In the initial stage, 194 out of 419 records did not fulfil the quality assessment criteria and were excluded from this review.

The last stage of study inclusion or exclusion is an assessment of the relevance of the study in relation to the research questions, the effect of ethical leadership in key account management. This selection process was conducted by first examining the abstracts of the articles and for a small

number of articles in which the decision could not be made by using its abstract, a skim-read of the full content of the article was conducted. Out of 225 records that satisfied the quality assessment, there were 51 records excluded mainly because ethical leadership was not the main topic of those articles; for example, articles studied other types of leadership. Finally, 174 articles were included in the initial stage of an ethical leadership review.

The criteria of journal quality and relevance were also used in the subsequent search and selection of articles related to the proposed model linking ethical leadership with customer relationship building through OCB and workplace deviance.

2.1.3. Analysis

Information from selected articles was then extracted using a coding form. Data extraction using a coding form is beneficial to ensure the information gathered is directly linked to the research questions and helps in generating the analysis of the contents (Tranfield, Denyer & Smart 2003). An initial coding form which consists of bibliographic information, key findings, theory, context, methods and nature of sample was used. The EndNote® application was employed to manage the coding process by utilising both the pre-defined fields, such as authors, journal title, and research notes, and the customisable fields to accommodate other coding elements. After several articles were coded with the initial form, the pattern of information could then be further identified. At a later stage, the details of each element were standardised as depicted in Figure 2.1.

Bibliographic info: Authors, Years, Title, Journal Title, Journal Classification	Key Findings: Antecedents, Outcomes, Mediation, Moderation, Others	Theory: Theory of ethical leadership, Framework of analysis, Additional theories
Context: Cultural, Industrial, Others	Methods: Quant/Qual/Mixed, Single/Multi sources, Cross sectional/Longitudinal, Measures	Sample: No. of sample, Type of participants (executives, supervisors, followers)
Other research notes: Main references cited, other notes		

Figure 2.1.Final coding form used for data extraction

2.1.4. Synthesis

In the synthesis stage, conclusions were drawn from a set of literature included in the review. Narrative synthesis, to develop a model and explore relationships in the data (Popay et al. 2006),

was chosen to examine the evidence provided in the literature. The tools employed included tabulations, groupings and clustering of the literature contents; moderator variables and sub-group analyses; ideas webbing and concept mapping; and critical reflections.

2.2.   Cultural Context Framework

A framework based on GLOBE cultural clusters (Resick et al. 2006) of ethical leadership was used to analyse and synthesise collected literature and is depicted in Table 2.1.

Table 2.1. The GLOBE cultural cluster of ethical leadership (Resick et al. 2006)

ANGLO	GERMANIC EUROPEAN	CONFUCIAN ASIAN	LATIN AMERICAN	SUB-SAHARIAN AFRICA
Australia, Canada, England Ireland, New Zealand USA, White South Africa	Austria, Germany Netherlands, Switzerland	China, Hongkong, Japan Singapore, South Korea Taiwan	Argentina, Bolivia, Brazil Columbia, Costarica Ecuador, El Salvador Guatemala, Mexico Venezuela	Black South Africa, Namibia, Nigeria, Zambia Zimbabwe

EASTERN EUROPEAN
Albania, Georgia, Greece Hungary, Kazakhstan Poland, Russian, Slovenia

MIDDLE EASTERN
Egypt, Kuwait, Morocco Qatar, Turkey

LATIN EUROPEAN
France, Israel, Italy Portugal, Spain

SOUTH EAST ASIAN
India, Indonesia Malaysia, Philippines Thailand

NORDIC EUROPEAN
Denmark, Finland, Sweden

The GLOBE cultural clusters reflect similarities of values and practices among societies in nine dimensions including assertiveness, future orientation, gender egalitarianism, human orientation, in-group collectivism, institutional collectivism, performance orientation, power distance, and uncertainty avoidance (Gupta, Hanges & Dorfman 2002). Some of the societies within a cluster share a common language and/or are in the same geographic region. Differences, as well as similarities, exist among societies within a cluster. However, the cultural clusters approach provides a simpler way to understand differences in ethical leadership practices (Resick et al. 2006).

In addition, selected articles were also analysed based on industrial context by differentiating between public administration and business sectors. This approach provides another dimension of analysis of the organisational context of leadership practices.

2.3.   Key Bibliographic Description of Articles Selected in the Ethical Leadership Review

Based on bibliographic information of the selected studies, the number of ethical leadership studies is growing over time, as illustrated in Table 2.2. Ethical leadership is currently being published in more than 30 journals with main topic areas of the journals covering business ethics, leadership, organisational studies, psychology, and general management or miscellaneous business administration subjects as depicted in Figure 2.2.

Table 2.2.Numbers of ethical leadership studies

Year of Publications	up to 2000			2001 - 2005			2006 - 2010			2011 - 2015		
	A*	A	B	A*	A	B	A*	A	B	A*	A	B
No of Articles	0	5	0	2	4	5	4	28	5	13	92	16
No of journal	0	2	0	2	2	1	3	5	4	8	12	12

Figure 2.2. Subject categories of articles included in the review

Based on the participants in the studies, the majority of data were collected from Anglo, Confucian Asian and Germanic European clusters, as described in Figure 2.3.
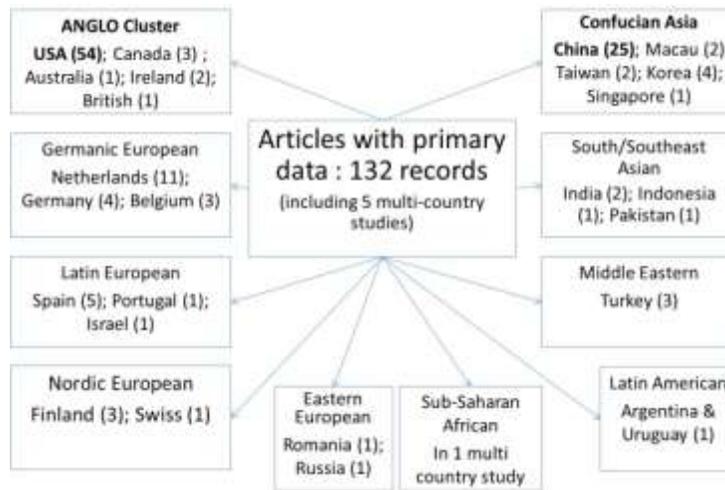
Figure 2.3.Cultural Clusters of Participants of the studies

Although a growing number of articles covered the non-Anglo cultural cluster, mainly the studies derive from Confucian Asian and Germanic European clusters as shown in Figure 2.4.

Year of Publications	2001-2005	2006-2010	2011-2015	Total
ANGLO	2	16	51	69
Confucian Asian	0	1	40	41
Germanic European	0	4	22	26
Latin European	0	0	9	9
Eastern European	0	2	3	5
Nordic European	0	1	4	5
Southeast Asian	1	0	4	5
African	0	0	3	3
Middle Eastern	0	0	3	3
Latin American	0	1	0	1
Grand Total	3	25	139	167

* Grand total> number of articles indicate multiple locations of some studies

Figure 2.4. Cultural clusters of participants of the studies over time

On the research methods used in the selected articles, the quantitative approach was the dominant method of examining ethical leadership. The scale developed by Brown, Treviño and Harrison (2005) as the Ethical Leadership Scale (ELS) was the main measure used to indicate the perception of ethical leadership in the organisation as illustrated in Figure 2.5.
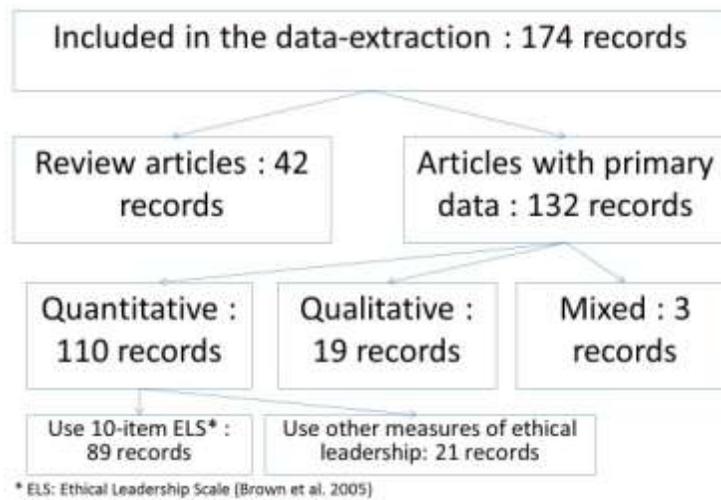
Figure 2.5. Research methods of selected articles

The analysis identified that the main theories used in the articles to explain the effect of ethical leadership in organisations were social learning or social cognitive theory (Bandura 1977, 1986) and social exchange theory (Blau 1964). Other theories, including social identity theory (Ashforth & Mael 1989), social information processing theory (Salancik & Pfeffer 1978), the theory of planned behaviour (Ajzen 1991) and moral development theory (Kohlberg 1963), were also used to support the framework of analysis of selected articles. The theories commonly used in the selected articles are described in Figure 2.6.
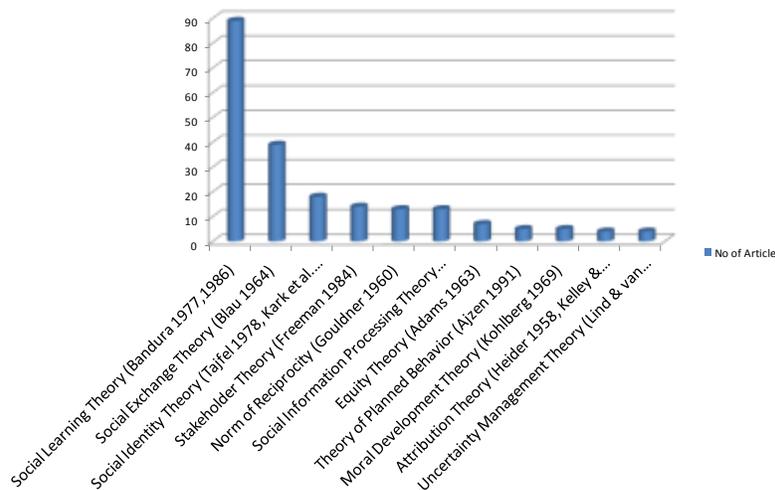
Figure 2.6. Theories used in the selected articles

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Analyses of the key bibliographic information in the literature highlighted the limitations in information from the South East Asian cultural cluster. Relevant findings of the selected articles and their connection to this thesis are described in the literature review. The key topics include: account management, including antecedents of ethical leadership, consequences or outcomes of ethical leadership in an organisation, and the mediating and moderating influences on the relationship between of ethical leadership at discretionary behaviour (OCB and deviance behaviour).

2.4.   Definition of Ethical Leadership

There are two broad approaches evident that link ethics with leadership. The first group of researchers consider that ethics is always an integral part of good leadership (e.g. Ciulla 2014), while the other group differentiates between ethical, ethically neutral, and unethical leadership (e.g. Treviño, Hartman & Brown 2000). The first approach of integrating ethics and leadership originates in their view from the root definition of leadership as a relationship of influence based on values or socially acceptable norms (e.g. Burnes & By 2012). A relationship of influence cannot be called good leadership when it violates the social norm (Ciulla 2014). Meanwhile, the second approach derives its definition of ethical leadership based on the empirical study of leadership practices (e.g. Treviño, Hartman & Brown 2000).

Another element that differentiates these two approaches is whether they take the perception of the follower into consideration. Based on an empirical study conducted by Treviño, Brown and Hartman (2003), a leader who always makes decisions ethically and practices socially acceptable norms in their personal life and the workplace can be perceived as an ethically neutral leader. The appraisal is especially so in the context of business organisations where the constant message of making profit overrides other elements of communication between a leader and his/her followers, including the ethical orientation of the leader. Therefore, eliciting the ethical elements of leadership will benefit by identifying parts of leader behaviour that will positively affect followers' ethical practice. To be seen as an ethical leader, a leader must behave as an ethical leader and also elicit ethical practices in followers (Treviño, Hartman & Brown 2000).

There are three methods used by the researchers to develop the ethical leadership construct. They are: 1) develop the concept by combining a philosophical perspective of ethics with a leadership construct (e.g. Dion 2012); 2) elicit the concept and measures based on prior leadership constructs

(e.g. Caldwell et al. 2012; Khuntia & Suar 2004), such as from measures of transformational leadership (Khuntia & Suar 2004); and 3) develop the construct and its related measures empirically (e.g. Brown, Treviño & Harrison 2005; Yukl et al. 2013). More than half of the articles which were published after 2006 used the formulation of ethical leadership as proposed by Brown, Treviño and Harrison (2005) who define ethical leadership as "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making" (p. 120). This definition contains two major parts: the element of leader personal behaviours or being personally ethical; and the element of setting the organisational context. The first part is called "moral person" (Treviño, Hartman & Brown 2000, p. 130), referring to the personal aspect of the moral behaviour of the leader, and the second part is called "moral manager" (Treviño, Hartman & Brown 2000, p. 133), referring to the element of managing the environment of the organisation that supports ethical conduct and hinders unethical behaviour.

Being a moral person means making decisions ethically, having integrity and taking care of followers. This part of ethical leadership is, arguably, also part of the definition of other leadership constructs including transformational leadership, spiritual leadership and authentic leadership. A transformational leader influences followers through their idealised behaviour which is the normatively acceptable behaviour (Bass & Avolio 2000). In spiritual leadership and authentic leadership, the concept of being morally right also reflects this element of moral person and concern for others (Fry 2003; Luthans & Avolio 2003). However, an ethical leader based on Brown, Treviño and Harrison (2005) description of the ethical leadership construct, needs to ensure the transparency of these personal moral behaviours to their followers. An ethical leader is a role model of an ethical person in their organisation, meaning they are attractive and strongly perceived as a good ethical model. Learning from a role model means using individual cognitive capacity to observe others' behaviour and noting any associated consequences (Bandura 1977). The followers who perceive their supervisor as their role model will be more likely to imitate the observed behaviours.

Being a moral manager means the leader have to ensure the organisation is fully supportive of the ethical behaviour and against the unethical behaviour of the members of the organisation. In doing so, a leader communicates moral values to their followers (Treviño, Hartman & Brown 2000). This type of communication is important, especially in a business organisation where the constant message of making a profit is the one that is normally perceived as the norm of the organisation. An ethical leader must continuously stand firm and communicate to their followers that the means is as important as the ends, that doing ethical business is as important as making a profit for the

company. The element of communication also needs to be supported by the application of reward and consequences (Treviño, Brown & Hartman 2003). Rewarding ethical behaviour and assigning consequences for unethical behaviour are both important as cues to organisational ethical values and evidence of how a leader's integrity is being practised. Practising this part of ethical leadership is essentially similar to the transactional type of leadership whereby rewards are contingent on the desired actions (Brown, Treviño & Harrison 2005).

In developing measures for ethical leadership constructs, two approaches used by researchers are: extracting the ethics element of prior measures, for example, the idealised influence elements of transformational leadership (e.g. Khuntia & Suar 2004); and empirically developing measures of ethical leadership (e.g. Brown, Treviño & Harrison 2005; Kalshoven, Den Hartog & De Hoogh 2011b). Based on the selected articles, 89 out of 110 articles with a quantitative study method used the Ethical Leadership Scale (ELS) developed by Brown, Treviño and Harrison (2005) and reported a Cronbach's Alpha between 0.82 - 0.92. The measure consists of 10 items developed based on the elements of moral person and moral manager and mostly rated by the followers as the perceived ethical leadership of their supervisors or their senior management, including CEO and other senior management roles, e.g. ethics officers. The ELS measure is also used in this study as it represents the followers' perceptions of their supervisor's ethical leadership, which consist of their understanding of their supervisor's moral behaviour and how they perceive the communication and organisational context that was set up by their supervisor. The current study context of Indonesia as part of the South Asian cultural cluster will contribute to the application of the ELS measure in a new cultural context.

2.5. Antecedents and Consequences of Ethical Leadership

2.5.1. Antecedents of Ethical Leadership

On identifying the antecedents of ethical leadership, the majority of studies used a quantitative approach while two of the selected articles used a qualitative approach as depicted in Table 2.3. Two groups of ethical leadership antecedents found in these studies are personal (internal) factors and external factors. Personal factors include cognitive moral development/CMD (Jordan et al. 2013), and personality characteristics of agreeableness, conscientiousness, and emotional stability (Kalshoven, Den Hartog & De Hoogh 2011a; Walumbwa & Schaubroeck 2009). External factors include an ethical role model (within the organisation such as a supervisor or outside the organisation such as childhood role model) and organisational values, such as conscious capitalism (Fyke & Buzzanell 2013) or the owners' ethical value (Frisch & Huppenbauer 2014).

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Table 2.3. Study of ethical leadership antecedents

	Antecedents of Ethical Leadership	Author (Year)	Research Methods	Context		Sample
				Country	Industry	
QUANTITATIVE STUDIES	Ethical role model; Childhood ethical role model; No effect of top management ethical role model	Brown & Trevino (2014)	Quantitative; Survey; ELS	USA	Insurance	659 employees; 217 managers, in a single company
	Cognitive moral development (CMD)	Jordan, Brown, Trevino & Finkelstein (2013)	Quantitative; DIT & ELS 5 point measure Dyads respondents	USA; Netherlands	Multi industries	143 leader-follower dyads (28 executives)
	Conscientiousness; Agreeableness; Emotional stability	Kalshoven, Den Hartog, De Hoogh (2011a)	Quantitative; Two studies; ELS 5 point measure	Netherlands	Multi industries	180 employees; 90 supervisors
	Top Management and Supervisor ethical leadership	Mayer, Kuenzi, Greenbaum, Bardes & Salvador (2009)	Quantitative; ELS 5 point measure	USA	Multi industries	904 employees; 195 managers
	Agreeableness; Conscientiousness	Walumbwa & Schaubroeck (2009)	Quantitative; Multi source study; ELS 5 point measure	USA	Financial institution	894 employees; 222 supervisors in 1 company
QUALITATIVE STUDIES	Conscious capitalism	Fyke & Buzzanell (2013)	Qualitative; Discoursive approach	USA	Consulting service	16 employees and 13 clients
	Role model; Owner's value	Frisch & Huppenbauer (2014)	Qualitative; Interview	Switzerland; Germany	Multi industries	17 executive ethical leader

Most studies (71% of articles studied the antecedent of ethical leadership) used social learning theory (Bandura 1977, 1986) as their theoretical framework and confirmed the importance of a role model (e.g. Brown & Treviño 2014; Mayer et al. 2009). Other factors influencing a person's ethical leadership are related to the level of cognitive moral development (Jordan et al. 2013) and their personality traits: conscientiousness, agreeableness, and emotional stability (Kalshoven, Den Hartog & De Hoogh 2011a; Walumbwa & Schaubroeck 2009). One qualitative study conducted in Europe and using the Stakeholder Theory (Freeman 1994) identified the influence of the firm owner's value on executive ethical leadership, while another qualitative study in a consulting service firm in the USA found conscious capitalism also influences ethical leadership.

Cognitive moral development (CMD) represents the maturity level of personal moral cognition. The concept was first developed by Kohlberg (1963) as a three-step hierarchical model of ethical reasoning. The basic level, the pre-conventional, represents self-interested egocentric thinking and is characterised by a total unawareness of moral responsibilities or concern for others. At the middle level, the conventional, the individual conforms to the expectations of their referent groups or significant others when making their ethical decisions, while at the advanced level, the post-conventional, the individual applies universal principles of rights and justice in their decision making (Kohlberg & Hersh 1977). Leaders with higher CMD than their followers will be more likely to be perceived as ethical leaders (Jordan et al. 2013).

Conscientiousness, agreeableness, and emotional stability represent personality traits of leaders. While two of the related studies (Kalshoven, Den Hartog & De Hoogh 2011a; Walumbwa & Schaubroeck 2009) confirm the effect of conscientiousness and agreeableness of leaders on their followers' perception of ethical leadership, the effect of emotional stability on the perception of ethical leadership is not yet resolved. A conscientious individual tends to think carefully before making any decisions, and this responsible act is related to the perception of ethical leadership (Kalshoven, Den Hartog & De Hoogh 2011a). Agreeableness is linked to the social relationship orientation of leaders, and it reflects the tendency to be kind and altruistic; these traits are closely related to the caring and concern for employee welfare by ethical leaders (Kalshoven, Den Hartog & De Hoogh 2011a; Walumbwa & Schaubroeck 2009). On emotional stability, Walumbwa and Schaubroeck (2009) found no significant relationship of this personality trait with the perception of ethical leadership. By contrast, Kalshoven, Den Hartog and De Hoogh (2011a) speculate that the relationship quality between a leader and their followers moderates the effect of emotional stability on the followers' perception of ethical leadership.

These internal factors are then shaped by external role models including childhood ethical role models (Brown & Treviño 2014), top management and supervisor ethical role models (Frisch & Huppenbauer 2014; Mayer et al. 2009). This review finds that CEO role modelling is directly experienced by their reports. However, there are controversies over how this behaviour affects the lower rank of personnel in their organisation. Mayer et al. (2009) argued that the effect of top management ethical leadership trickles down through their subordinates' ethical leadership. By contrast, Brown and Treviño (2014) found no such effect from the top management ethical role modelling to the ethical leadership of lower ranks. However, researchers tend to cohere on confirming the effect of a supervisor's ethical leadership on their direct reports. In addition, the role of moral identity on shaping the followers' perception of their supervisor's ethical leadership also have been studied. Moral identity is defined as an individual self-definition of moral attributes. The leader's moral identity is a strong predictor of the followers' perception of ethical leadership (Giessner et al. 2015).

2.5.2. Consequences or Outcomes of Ethical Leadership

Three levels of ethical leadership consequences were elaborated in the literature: individual, group, and organisational level, as depicted in Table 2.4. Two types of behaviour were mostly examined at all of these levels: organisational citizenship behaviour (OCB) and workplace deviance. OCB is characterised as a group of extra-role and pro-social behaviours that are consistent with the altruistic

nature of ethical leadership, while workplace deviance is the representation of unethical conduct or behaviour that violates the social and organisational norms. Another outcome of ethical leadership examined at all three levels is performance (firm, group and individual job performance), and this is arguably based on the approach that classifies ethical leadership as a type of effective leadership, i.e. leadership that produces or positively influences the organisational goals.

Table 2.4. Study of ethical leadership consequences/outcomes

Level of analysis	Consequences / Outcomes	No of studies
Firm-level	**Collective OCB**; Corporate Social Responsibility (CSR); firm performance & reputation; financial reporting decisions; ethical climate; social capital	10 studies(e.g. Tian, Liu & Fan 2015)
Group or Unit-level	**Group/team level OCB**; **Group level / organisational deviance**; Organisational climate, fairness climate; ethical culture; group in-role performance	16 studies (e.g. Mayer et al. 2009)
Individual-level	**OCB, Deviant**, Voice, trust, in-role job performance, work engagement, ethical behaviour, moral judgment, well-being, etc	85 studies(e.g. Avey, Palanski & Walumbwa 2011)

At the individual level, social learning theory (Bandura 1977, 1986) and social exchange theory (Blau 1964) were mostly used as the analysis framework, and this is consistent with the initial framework developed by Brown, Treviño and Harrison (2005). Other theories used as framework analyses of the effect of ethical leadership at the individual level are social identity theory (Ashforth & Mael 1989), social information processing theory (Salancik & Pfeffer 1978), moral development theory (Kohlberg 1963), attribution theory (Heider 1958), and, in the context of change, the uncertainty management theory (Lind & Van den Bos 2002). All of these theories support the consistent findings of the effect of ethical leadership on followers' behaviour, both positively influencing OCB and negatively influencing workplace deviance.

At the group level, the relationship of ethical leadership with ethical culture and ethical climate and employees' perceptions of ethical content of work procedures and processes in the organisation has been of interest to researchers (e.g. Beeri et al. 2013; Demirtas & Akdogan 2015; Huhtala et al. 2013; Lu & Lin 2014; Schaubroeck et al. 2012). The OCB, deviance and performance at the group level were measured by the researchers mostly by aggregating individual-level measures of these parameters, and the results show evidence of the effect of ethical leadership both at the individual

and group level. This research implies that in a unit where their supervisor is perceived as an ethical leader, the group tends to behave as demonstrated and directed by the supervisor and each of the members of the group will individually and collectively follow the supervisor as their ethical role model.

At the firm level, specific firm performance was examined including practices of corporate social responsibility (CSR) (e.g. Tian, Liu & Fan 2015) and financial reporting decisions (e.g. Arel, Beaudoin & Cianci 2012). CSR represents the company's pro-social behaviour and is closely related to the company's stakeholder concerns. Financial reporting decisions represent the company's ethical or unethical actions when showing their actual performance that may affect their shareholders. In all of these indicators, researchers posit that ethical leadership influences the company's decision to practice CSR and to behave ethically in reporting their financial performance. Other ethical leadership outcomes that were also examined at the enterprise level are social capital (Pastoriza & Ariño 2013) and firm reputation (Zhu, Sun & Leung 2014).

In sum, empirical evidence suggests that ethical leadership influences the positive behaviour of the members of the organisation; both individually and collectively. Similarly, ethical leadership negatively influences deviance behaviour at various levels. However, very limited information is available on customer contact with employees. The type of OCB and deviance behaviours apparent where employees meet customers is arguably different from other areas of the organisation. First, customer contact employees are boundary-spanners who provide a bridge between the company and the customers. This role raises questions about the nature of normatively appropriate behaviours from their customers' perspective (Leo & Russell-Bennett 2012; McDonald, Millman & Rogers 1997). Second, the dynamics of customer relationship restrict detailed pre-identification of activities and therefore requires a flexible job description allowing for extra-role and discretionary behaviours to suit the occasion (Castro, Armario & Ruiz 2004; Jain, Malhotra & Guan 2012). In addition, the typical profit orientation in the marketing unit encourages a utilitarian approach to ethical practices (Kavali, Tzokas & Saren 1999; Murphy, Laczniak & Wood 2007) which is not always congruent with a virtue ethics approach to ethical leadership (Brown, Treviño & Harrison 2005).

2.6. Organisational Citizenship Behaviour (OCB)

2.6.1. Definition and Classification of OCB

Organisational Citizenship Behaviour (OCB) was originally defined by Organ (Organ 1988) as a non-rewarded and individually initiated discretionary behaviour that is beneficial for the

organisation. He proposed that categories of OCB include altruism, courtesy, civic virtue, conscientiousness, and sportsmanship. In later research, Podsakoff et al. (2000) combine altruism and courtesy as helping behaviour and classify two groups of OCB: behaviours related to other individuals in the organisation (Organisational Citizenship Behaviour towards Individuals or OCBI) and behaviours that support the function of the organisation (Organisational Citizenship Behaviour towards Organisation or OCBO). Helping behaviours were defined as "voluntarily helping coworkers with work-related issues or problems or preventing the occurrence of work-related problems" (Organ, Podsakoff & MacKenzie 2006, p. 308). In a study of knowledge-intensive workers, Dekas et al. (2013) further identified knowledge sharing types of behaviour that include the provision of information about customers to non-customer-contact employees and individual initiatives as forms of OCB. The individual initiative represents the "engagement in a task-related behaviour at a level beyond what is minimally required or generally expected" (p. 227).

Bateman and Organ (1983) introduced the term citizenship behaviour as a response to the discussion of the relationship between employee satisfaction and performance. Although the causal effect of employee satisfaction to OCB was not supported in their study of various non-academic jobs in a US-based university, they found a strong and positive correlation between job satisfaction and the citizenship dimension of role performance. This correlation of satisfaction and OCB is stronger than the more traditional obligatory expectation of performance. This effect is due to the discretionary nature of citizenship behaviour, which promotes the importance of improving working conditions and supervision practices. As a consequence, satisfied employees will be more likely to display citizenship behaviour which is beneficial for their organisation in reciprocation to those who benefit them. OCB has been accredited as one of the important elements influencing good organisational performance. For example, OCB accounts for 38% of the variance in customer services indicators (Podsakoff et al. 2000). Given its essential role, studies of OCB were among the most popular topics in organisational studies (Podsakoff et al. 2009).

Since its inception, the OCB concept has expanded into a wide variety of individual employee behaviours that support organisational performance. Some researchers have noted a group of OCB that are unique to the customer-contact employee context. Some terminologies used to describe this type of OCB include: customer-oriented behavior/COB (e.g. Deng, Wang & Galliers 2015); customer oriented OCB/CO-OCB (e.g. Dimitriades 2007); service-oriented OCB/SO-OCB (e.g. Chiu, Lin & Han 2015); and pro-social service behaviors (Bettencourt & Brown 1997). Service-oriented OCB is defined as citizenship behaviour towards customers performed by customer contact employees (Bettencourt, Gwinner & Meuter 2001). This type of OCB is critical in business success

since the dynamic of the customer contact type of work requires flexibility that hinders the full specification of activities in a job description (Bowen, Gilliland & Folger 1999).

Bettencourt and Brown (1997) hypothesised and empirically demonstrated that fairness supervision behaviour is the key antecedent of pro-social service behaviours including customer contact employee behaviours and cooperation with fellow employees. Using a retail bank's services in the USA as their context, Bettencourt and Brown (1997) conducted a cross-sectional study of 232 bank teller and customer service manager dyads as their sample size. They identified three groups of pro-social service behaviours: extra-role customer service; role-prescribed customer service; and cooperation with co-workers. These three groups of behaviours are positively correlated with supervision fairness.

Based on the specific role of customer contact employees in their organisation, Bettencourt, Gwinner and Meuter (2001) identified three related types of OCB: loyalty, service delivery and participation. First, loyalty OCB reflects the willingness of a customer contact employee to promote an organisations' products, services and image beyond their formal job description. Examples of this behaviour include always telling other people good things about the organisation and encouraging friends and families to use the products and services. Second, service delivery OCB is a representation of reliability, responsiveness and courtesy of customer contact employees in delivering services to customers, which includes prompt follow-ups to customer requests and problems and performing duties with unusually few mistakes. Lastly, participation OCB indicates the contribution of customer contact employees as the *front-runners* in understanding customer profiles and requirements to inform their organisation on improving service quality. Examples of participation OCB include presenting solutions to others about customer problems and contributing ideas for better customer communications (Bettencourt, Gwinner & Meuter 2001).

2.6.2. Antecedents of OCB

In their systematic review of the first decade of OCB research, Podsakoff et al. (2000) summarise four groups of OCB antecedents, namely: "individual (or employee) characteristics, task characteristics, organisational characteristics and leadership behaviour" (p. 526). Personal characteristics include employee attitudes, dispositional variables such as conscientiousness and agreeableness, employee role perception and positive affectivity. Organisational characteristics include group cohesiveness, spatial distance from the leaders and perceived organisational support (POS). The other two groups of interest to this study are task characteristics and leadership

behaviour. Task characteristics involve the types of tasks performed by employees, and in this study, the context includes the customer contact employee in a business marketing setting. In a service industry context, the service climate influences the customer-oriented OCB of customer contact employees (Tang & Tang 2012; Wu et al. 2013).

2.7.   Effect of Ethical Leadership on Followers' OCB

Two main mechanisms of the influence of ethical leadership on OCB provided in the selected literature are the social learning (Bandura 1977, 1986) and the social exchange framework (Blau 1964) as summarised and depicted in Figure 2.7. Using the social learning framework (Bandura 1977, 1986), a supervisor who displays ethical leadership and is perceived as an ethical role model in the organisation will encourage their followers to engage in OCB (Brown, Treviño & Harrison 2005; Ogunfowora 2014). The intensity of the role modelling perception mediates this influence. A supervisor who consistently displays ethical behaviour and constantly situates the organisational support of ethical behaviour will be perceived as a strong ethical role model. The followers of this type of supervisor will be more engaged in OCB than followers of supervisors who only intermittently encourage ethical conduct (Ogunfowora 2014). Supervisor encouragement via communicating ethical values and providing rewards and consequences will improve follower awareness and understanding of the norms and acceptable practices in the organisation which, in turn, will influence followers' moral equity judgments towards OCB (Resick et al. 2013).
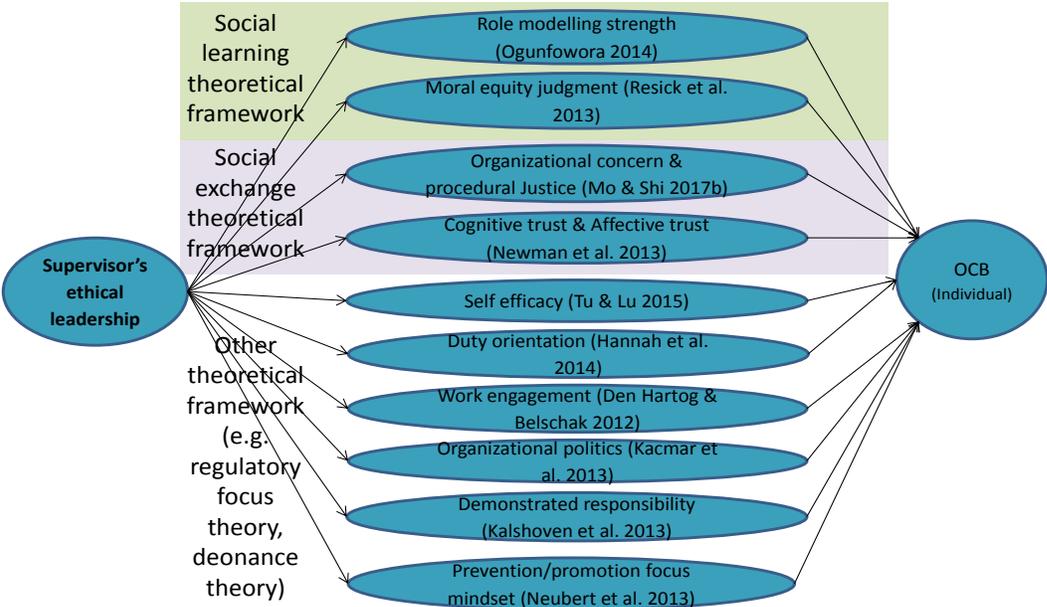
Figure 2.7.Mechanisms of the effect of ethical leadership on individual OCB

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On the other hand, using the social exchange framework, followers who are being treated fairly and being supported in ethical conduct and avoiding unethical behaviour by their supervisor will reciprocate these experiences positively to their peers and the organisation in the form of OCB (Mo & Shi 2017b; Newman et al. 2014). Fair treatment from a supervisor will influence trust from followers; both their cognitive trust and their affective trust (Newman et al. 2014). This experience is also related to the perceived level of support and concern of the organisation and the perception of procedural justice in the organisation (Mo & Shi 2017b).

Other factors influencing the effect of ethical leadership on OCB can be classified into personal and organisational factors. The personal factors including self-efficacy (Tu & Lu 2016), duty orientation (Hannah et al. 2014), a prevention/promotion focus mindset (Neubert, Wu & Roberts 2013); and organisational factors including perception of organisational politics (Kacmar, Carlson & Harris 2013), engagement (Den Hartog & Belschak 2012) and demonstrated responsibility (Kalshoven, Den Hartog & De Hoogh 2013b).

2.8.   Workplace Deviance and Customer Oriented Deviance (COD)

Workplace deviance is defined as 'voluntary behaviour by members of a workgroup that violates the norms of the workgroup and threatens the well-being of the workgroup' (Robinson & Bennett 1995, p. 556). If OCB is categorised as extra-role and pro-social behaviour, workplace deviance is a form of sub-role and anti-social behaviour such as intentionally working slow. Such behaviours can affect an organisation and also interpersonal interactions, for example through verbal abuse and blame co-workers. Bennett and Robinson (2000) developed a measure of workplace deviance that consists of a 12-item scale of organisational deviance and a 7-item scale of interpersonal deviance. Examples of organisational deviance items include putting little effort into work and discussing confidential company information with an unauthorised person. Examples of interpersonal deviance items are saying something hurtful to someone at work and acting rudely toward someone at work.

Current literature of workplace deviance introduces a form of deviance unique to the customer contact employee context known as customer oriented deviance (COD). However, unlike the anti-social nature of general workplace deviance, COD is a form of pro-customer, pro-social behaviour. COD is defined by Leo and Russell-Bennett (2012) as pro-social, pro-customer, positive deviance behaviours that benefit customers at the risk of defying the organisational procedures and may be dysfunctional. Examples of COD are the use of service processes that depart from the company's

expected practices and give customers insider information on the products so that they can make better decisions (p. 1224).

In summarising the literature on this aspect, customer contact employee behaviour in respect to organisational versus customer benefits then can be classified into 2x2 matrices as follows:

Table 2.5.Classification of deviance in the customer-contact employee context

		Organisation	
		Benefit	**Loss or Dysfunctional**
Customer	**Benefit**	In-role behaviour or extra-role (OCB)	Customer-oriented deviance
	Loss	Unethical sales/marketing	General deviance

By defining customer-oriented deviance as a pro-social pro-customer behaviour, similar activities conducted by key account managers to support customers then must be judged against the organisational norms. For example, helping customers to solve their problems which are beyond the role of the company is a form of OCB if they are regarded as not wasting any company resources, while the same activities can be classified as COD if they are against company policies. In this study, the customer-oriented deviance of the key account manager are tested in the proposed model. Leo and Russell-Bennett (2012) proposed a measure of COD based on three classifications of deviant behaviour: deviant service adaptation, deviant service communication and deviant use of resources. Examples of deviant service adaptations include adapting the service procedures by bending the rules, ignoring instructions and using better means to serve customers. Examples of deviant service communications comprise telling the truth about products even if it turns the customer away and disclosing company's bad practices. Examples of the deviant use of resources may present as taking extra time to assist customers even if it is something that should not be done, and using the firm's supplies to solve customer problems that the company may consider irrelevant.

2.9. Effect of Ethical Leadership on Followers' Workplace Deviance and Customer Oriented Deviance (COD)

As the current research defines general workplace deviance as the opposite behaviour of OCB, ethical leadership is expected to negatively influence workplace deviance through mechanisms of

role modelling of the social learning (Bandura 1977, 1986) and reciprocity of the social exchange. Based on the selected literature on the effect of ethical leadership on individual workplace deviance, the mechanism of this effect is summarised and depicted in Figure 2.8.
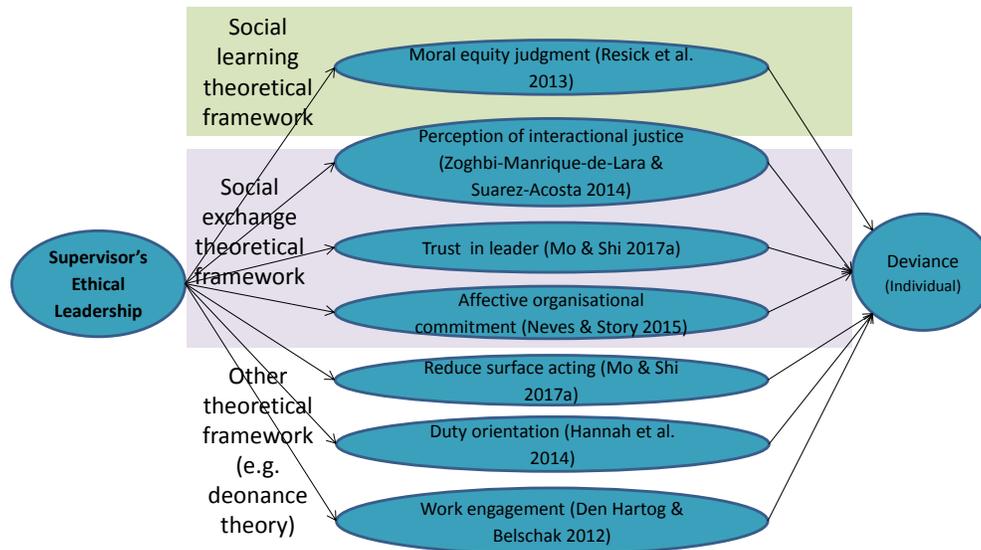
Figure 2.8. Mechanisms of the effect of ethical leadership on individual deviance

Using the social learning (Bandura 1977, 1986) theoretical framework, Resick et al. (2013) propose moral equity judgment as a mechanism of ethical leadership influences on workplace deviance. Moral equity judgment is a specific form of moral judgment in which employees recognise the moral dimension of planned actions and select morality as the main consideration in their actions (Rest 1986). Ethical leaders who display ethical decision-making and communicate the ethical standards of the organisation will influence their follower's ethical awareness. Improvement in individual ethical awareness will more likely improve ethical judgment (Resick et al. 2013; Rest 1986).

Selected research using the social exchange framework provides three mechanisms of the ethical leadership influences on workplace deviance, namely the perception of interactional justice toward peers (Zoghbi-Manrique-de-Lara & Suárez-Acosta 2014); trust in leader (Mo & Shi 2017a); and affective organisational commitment (Neves & Story 2015).

In sum, social learning theory (Bandura 1977, 1986) and social exchange theory (Blau 1964) provide useful frameworks for explaining the effect of ethical leadership on reducing workplace

deviance behaviour. However, given the evidence of the presence of COD in the customer contact employee context, there is limited information from the current literature on the effect of ethical leadership on COD.

2.10. Key Account Management

Key Account Management (KAM) is a term introduced as a way of improving selling techniques to a few key customers/major accounts (Barrett 1986; Millman & Wilson 1995). KAM is more strategically oriented than sales-oriented and is long-term relationship-focused because of the importance of the key customers (Gosselin & Heene 2003). By implementing KAM, a supplier company will benefit from the KAM relationship regarding business growth (e.g. selling to a new customer division, customer retention, identifying more opportunities with customers) and cost reduction (e.g. short learning curve, avoiding formal tenders, improved forecasting) (Ryals & Holt 2007).

Another term that is closely related to KAM is relationship marketing (McDonald, Millman & Rogers 1997). Relationship marketing is defined as 'the development and maintenance of mutually satisfying long-term relationships with customers' (Buttle 1996, p. 1). The term relationship marketing was first introduced in marketing literature in the 1980s as an approach in service industries. Since then, researchers have debated the concept and its role in marketing depending on the orientation, whether product or customer (Barrett 1986; Millman & Wilson 1995). Marketing management that is based on relationships is now a common practice across industries (Buttle 1996), including retail and internet-based marketing (Egan 2000; Keating, Rugimbana & Quazi 2003).

Homburg, Workman Jr and Jensen (2002) proposed a model of KAM that consists of four elements: actors, activities, resources, and formalisation. Based on data collected from 121 US based and 264 German-based companies, these authors defined eight approaches to describe how a supplier manages their key business customers: 1) Top-management KAM; 2) Middle-management KAM; 3) Operating-level KAM; 4) Cross-functional dominant KAM; 5) Unstructured KAM; 6) Isolated KAM; 7) Country-club KAM; and 8) No KAM. These categorisations have shifted the focus of KAM research from issues related to the design of KAM programs or activities to a more structural reformation of KAM adoption in the organisation (Gounaris & Tzempelikos 2012). However, this classification does not reflect how a company develops their relationship with customers over time.

Developing relationships in KAM can be considered to occur in stages as shown in the relational model proposed by (Millman & Wilson 1995) shown in Table 2.6. The key account manager plays a significant role in organising total offers to the customer and facilitating the exchange process across customer and seller organisations. This model is also supported by an empirical study by McDonald, Millman and Rogers (1997) involving 11 pairs of buyer-seller relationships, which concluded that account manager trustworthiness is one of the main customer concerns.

Table 2.6. Relational Model of KAM

Stage	Key relationship activities
Pre-KAM	Gather basic information, provide basic services
Early-KAM	Explore more opportunities, provide tentative service customisation
Mid-KAM	Frequent cross-boundary contact, more senior level involvement in buyer and seller organisation
Partnership-KAM	Sharing sensitive commercial information
Synergistic-KAM	Create joint value in the marketplace

Gounaris and Tzempelikos (2014) proposed an integrative model that incorporated both the organisations' structural reformations and the relationship approach of KAM. Adoption of KAM stimulates structural adjustment and skills development; both will improve relational capabilities of a supplier organisation. Improving relational capabilities will lead to better relationship quality that will significantly improve financial and non-financial achievement (Gounaris & Tzempelikos 2014; Ryals & Holt 2007).

2.11. The Effect of Ethical Leadership in Key Account Management: Hypotheses Development

Figure 2.9 illustrates the proposed relationship among supervisors' ethical leadership, account managers' ethical intensity judgment, account managers' citizenship behaviour, account managers' workplace deviance, and customer relationship quality. In the figure, supervisors' ethical leadership is proposed to positively influence account managers' intensity judgment, positively influence account managers' citizenship behaviour, and negatively influence account managers' workplace deviance. Supervisors' ethical leadership is also proposed to positively influence customer relationship quality through a positive effect on account managers' citizenship behaviour and reduction of workplace deviance. The following discussion first considers the meaning and

importance of the parameters under study, then examines prior research supporting a relationship among parameters leading to the hypotheses of the study.
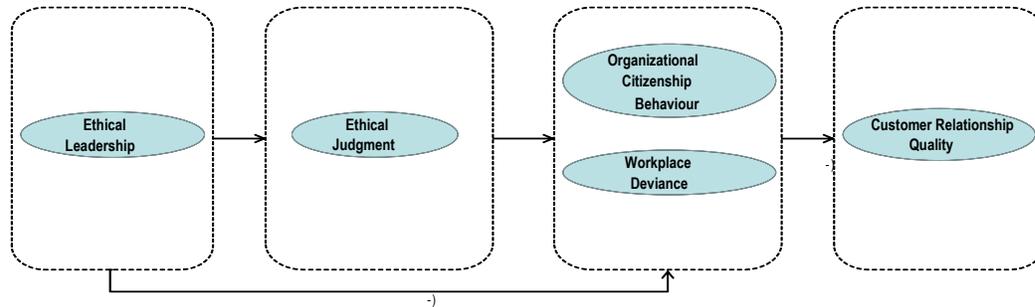
Figure 2.9. The conceptual model of the study, linking ethical leadership to customer relationship quality through ethical judgment, OCB, and workplace deviance

2.11.1. Supervisor's Ethical Leadership

This study draws on the ethical leadership definition proposed by Brown, Treviño and Harrison (2005) which defines it as the demonstration of normatively appropriate behaviour and communication of organisational values as well as the endorsement of those behaviours by reward and consequences in the organisation. In the context of key account management, the role of the supervisor in leading and directing account managers is crucial as the nature of work requires flexibility.

Elements of a supervisor's behaviour that reflect their ethical leadership including making an ethical decision, living their life morally, communicating ethical values in the organisation, always considering the means and not only the ends and caring for their followers. Practising ethical life and communicating moral values will propagate the perception of a supervisor's ethical leadership among followers.

Daily activities of account managers in building a relationship with customers involve product offering, customer services, and problem handling, which requires proper allocation of resources to achieve the objective of managing customers, i.e. satisfaction, loyalty, and trust. Account managers' perception of their supervisor's ethical leadership will influence their engagement with ethical behaviour, to reciprocate their supervisor's behaviour and pay respect to their supervisor. It will also discourage the follower's unethical conduct to avoid consequences and maintain positive treatment from their supervisor (Brown, Treviño & Harrison 2005; Mayer et al. 2009).

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Account managers who highly value their supervisor's ethical leadership will develop high equity of ethical judgment. Continuous communication of ethical values from supervisors increases account managers' awareness and understanding of what is normatively appropriate in their organisation. A positive environment created by the supervisor, by openly communicating ethical decision-making, encourages account managers to disclose any potential unethical conduct in their activities in building relationships with customers. The process of communication and discussion is a part of sensemaking in the organisation (Resick et al. 2013) that improves the ethical judgment of account managers for similar cases.

Communicating normatively appropriate behaviour makes the ethical code a salient factor, especially in a business results-oriented environment as in a marketing unit: this intensity of message from authority helps account managers' awareness of the ethical code (Brown, Treviño & Harrison 2005). Ethical leaders are the ones who communicate the organisational norms, hence influencing followers' ethical awareness. Similarly, the system of recognition and punishment for ethical/unethical conduct is an important element influencing ethical judgment and intention. Customer contact employee citizenship behaviours are affected by supervision fairness (Bettencourt & Brown 1997). A fairness perception of work standards, payment related issues and supervision behaviours positively influences service orientation, both in terms of in-role and extra-role pro-social behaviours.

Based on this discussion, the following hypotheses are proposed:

> *H1: A supervisor's ethical leadership is positively related to an account manager's ethical equity judgment*
> *H2: A supervisor's ethical leadership is positively related to an account manager's customer-oriented organisational citizenship behaviour*
> *H3: A supervisor's ethical leadership is negatively related to an account manager's customer-oriented deviance*

2.11.2. Account Managers' Moral Equity Judgment

The effects of ethical leadership in diverse organisational contexts are thought to be the result of the social learning (Bandura 1977, 1986) process of role-modelling and reward systems. In such social exchanges, followers reciprocate morality shown by their leader in response to being treated ethically and respectfully (Kalshoven, Den Hartog & De Hoogh 2013a; Mayer et al. 2009). An account manager who prioritises morality above other factors in judging a decision is more likely to

engage in ethical behaviour and disengage from unethical behaviour guided by their moral equity judgment (Ajzen 1991; Rest 1986). Social exchange theory (Blau 1964) posits that employees who feel they are being treated fairly and justly will reciprocate that fair treatment by practising OCB (Kalshoven, Den Hartog & De Hoogh 2011b; Mo & Shi 2017b) as well as extra effort towards customers (customer-oriented OCB) (Dimitriades 2007).

The following hypotheses are advanced based on this discussion:

> *H4: Ethical equity judgment is positively related to customer-oriented organisational citizenship behaviour*
> *H5: Ethical equity judgment is negatively related to customer-oriented deviance*

2.11.3. Account Managers' Customer-Oriented Citizenship Behaviour

Social learning theory (Bandura 1977, 1986) suggests that a supervisor as a prominent role model of ethical behaviour will encourage employees to emulate the supervisor's behaviours to ensure consistency with accepted behavioural norms (Brown, Treviño & Harrison 2005). By demonstrating the effort of always doing the right thing, being trustworthy and helpful, and treating others with respect, a supervisor is role-modelling the importance of good citizenship, hence through social learning influencing employees' OCB (Resick et al. 2013).

There are four groups of processes that enable the influence of a supervisor's ethical leadership to the followers' behaviour in the social learning approach, namely: attentional, retention, reproduction, and motivational (Bandura 1977; Ogunfowora 2014). The attentional processes are concerned with how supervisors' modelling becomes salient to their followers and overshadows any other possible source of behavioural influencer. The retention and production processes mainly deal with the cognitive activity of the followers, both on acquiring elements of the modelled behaviour and showing it. Lastly, the motivational processes regulate the occurrence of other processes. In demonstrating the COOCB, account managers are arguably modelling their supervisor's ethical leadership value of caring for others.

Customer orientation, which is defined as both the psychological mechanism and collection of behaviour in favour of fulfilling customer needs and wants (Zablah et al. 2012), is crucial for building customer relationship in KAM (Friend & Johnson 2014; McDonald, Millman & Rogers 1997). Account managers who consistently perform the customer-oriented behaviour, both the in-

role and extra-role or OCB, are more likely gain their customers' trust, satisfaction and loyalty (McDonald, Millman & Rogers 1997).

2.11.4. Customer Relationship Quality

Customer relationship building is a key process in account management. An expanded relationship building process for business-to-business marketing follows particular steps for both internal and external focus (Gounaris & Tzempelikos 2012; Ryals & Holt 2007). The former includes goal setting, strategy and culture formulation, alignment between strategy and culture and implementation of a customer service-oriented culture. The external focus includes bonding socially with a customer and adding value to the relationship. Bonding with customers is a dynamic process beginning with the basic driving force of need and supply of products/services then advancing to social bonding that involves personal relationships between parties from the buyer and the seller organisation (Cann 1998). The focus of this study is the personal relationship between account managers as customer contact employees with a key person in the customers' organisation, measured with three dimensions of satisfaction, trust and commitment (Gounaris & Tzempelikos 2014).

Perception of supervisors' ethical leadership positively influences engagement of customer contact employees (account managers) with citizenship behaviours (Brown, Treviño & Harrison 2005; Mayer et al. 2009; Resick et al. 2013), including their customer-oriented citizenship behaviours. Subsequently, the engagement with OCB will affect account managers' performance outcomes and in this context will improve their customer orientation (Marshall et al. 2012; Piercy et al. 2006), hence impacting their customer relationship quality.

Alternatively, Pressey, Gilchrist and Lenney (2014) have argued that an account manager's intention to undermine or hinder KAM implementation as part of their deviance behaviour affects KAM effectiveness. The supervisor's ethical leadership, through social learning (Bandura 1977, 1986) and social exchange mechanisms, negatively influences account managers' workplace deviance behaviours (Mayer et al. 2009; Resick et al. 2013), which subsequently impacts customer relationship building. However, the positive nature of customer-oriented deviance, characterised as pro-social, pro-customer, positive deviance behaviours (Leo & Russell-Bennett 2012), would potentially lead to a better customer relationship quality.

On the basis of this literature, the following hypotheses are proposed:

H6: An account manager's customer-oriented organisational citizenship behaviour is positively related to customer relationship quality

H7: An account manager's customer-oriented deviance behaviour is positively related to customer relationship quality

2.12. Research Methodology

The majority of ethical leadership studies reviewed used a quantitative approach and were intended to test the antecedents of the outcomes of ethical leadership as well as interacting mechanisms and mediating factors which influence ethical leadership. Among those quantitative studies, 80.9% used Brown, Treviño and Harrison (2005) measures; the 10-item ethical leadership scale (ELS). A number of qualitative studies also present in the literature mainly in the area of defining ethical leadership or theorising the antecedent of ethical leadership. Only three out of 174 studies used mixed methods, and the purpose of these studies was to develop a measure of ethical leadership.

The main method of data collection in the quantitative studies is survey and three major approaches to minimising the common method bias are: use multi-sources, i.e. managers and employees; use two or more times for data collection from single sources, i.e. separating between the independent and dependent variables; and use statistical analysis to justify the absence of the common method biases effect (Podsakoff et al. 2003). Moreover, almost all of the quantitative studies used a self-rated questionnaire of outcomes measure (e.g. Mayer et al. 2009), apart from the Neubert et al. (2012) study, which used an objective measure of performance. Among the methods used to examine the role of ethical leadership are structural equation modelling, variance analysis and hierarchical level modelling. Qualitative studies use standard data collection methods which include interviews and observation. In the mixed methods, three studies used the sequential type where the qualitative study was used to generate items which were validated later in sequences of quantitative research.

The current uses mixed methods; the qualitative study was conducted for two reasons; first, to identify the presence of study variables in the cultural and industrial context of the study. The second reason was to adapt pre-validated measures including the 10-item ELS, the ethical equity judgment measure, the COOCB measure, the COD measure, and the customer relationship quality measures. The qualitative study along with a pilot survey produced validated instrument based on the Indonesian ICT industry key account management context. The subsequent survey was then

conducted to test the proposed model of the effect of ethical leadership on relationship building in key account management.

2.13. Literature Review Summary

This study identified a gap in the literature, primarily in testing the model of the effect of ethical leadership in the South Asian cultural clusters as well as the association with customer-oriented behaviour. Therefore, this study focuses on testing the model of the influence of ethical leadership in the Indonesian ICT industry in customer relationship building of key account management. The subsequent chapter elaborates the study design of measuring the effect of ethical leadership in customer relationships.

CHAPTER 3.   RESEARCH METHODOLOGY AND PROCEDURES

This chapter describes the methodology and procedures used in this study to explore the research questions. These questions focus on the effect of supervisors' ethical leadership on account managers' ethicality and behaviours, and the extent to which ethical leadership affects the practice of customer relationship building in key account management. As discussed in the literature review chapter, building the customer relationship is the essence of B2B marketing. Key account managers act as the interface between a supplier and its business customers. They play a major role in securing customers' trust, satisfaction and loyalty by performing extra-role behaviours. Similarly, discouraging account manager from engaging in workplace deviance also ensures the customer relationship building is in accordance with ethical business goals. Many workplace behaviours are thought to be the result of the account managers' judgments and perceptions of their direct supervisor's ethical leadership. This study examines the influence of supervisor's ethical leadership on account managers' ethicality and ethical conduct. The nuances of effect on the customer-oriented OCB and customer oriented deviance have potential contribution for both to the theory of ethical leadership and the practices of improving customer relationship quality in key account management.

This study of account managers' workplace behaviour is conducted using a mixed method research design. A sequential design with qualitative approach preceding the quantitative component is adopted in this mixed method study. Five variables examined in this study are: ethical leadership; ethicality (ethical awareness, judgment, and intention); customer-oriented organisational citizenship behaviour (COOCB); customer-oriented deviance (COD); and customer relationship quality (commitment, trust, and satisfaction). A quantitative approach is suited to assessing factors that influence outcomes in a study aimed at testing a theory (Creswell 2014). This type of quantitative method using surveys is often cited in both ethical decision-making research (Giacalone & Jurkiewicz 2003; Saks 2011; Schwepker Jr & Good 2013; Schwepker Jr & Schultz 2013; Walker, Smither & DeBode 2011) and research on key account management (e.g. Gounaris & Tzempelikos 2012). However, given that all of the validated measures were developed in a different cultural context to where this study is conducted, a qualitative study aimed to examine the five constructs under study in the Indonesian ICT context and subsequently followed with a pilot study for survey instrument validation. Details of each method used are elaborated in turn and will be preceded by a brief discussion on the research paradigm being used.

3.1.   Research Paradigm

The research paradigm is the collection of assumptions about what is the nature of knowledge and the interaction between researchers and their study (Crotty 1998). A summary of research paradigms and what is commonly found in the study of ethical leadership and account management is presented in Table 3.1. As indicated in the previous chapter, the majority of studies on ethical leadership are quantitative studies which are based on the positivist/post-positivist paradigm of measuring its effect in a particular circumstance or investigating its antecedent and interacting variables. A small subset of studies used a constructivist paradigm to seek their participants' perceptions of the ethical leadership concept.

Table 3.1.Research paradigm in the study of ethical leadership and account management

Research Paradigm	Key Characteristics	Examples of research papers	
		Authors (Year)	Key questions / problems
Objectivist: - Positivist - Post-positivist	Existence of rules which govern the social interaction (realist), and it is independent of the researcher (objectivist)	Brown, Treviño and Harrison (2005)	How does ethical leadership affect citizenship behaviour in an organisation?
		Mayer et al. (2009)	The trickle-down effect of ethical leadership and its influence on unit level behaviour
		Gounaris and Tzempelikos (2013a)	Elements of key account management orientation and its effect on relationship quality
Constructivist	Rules do exist (realist), and the human perception is part of construction of the meaning of an object	Treviño, Brown and Hartman (2003)	What do CEOs and ethics officers categorise as the main characteristics of ethical leadership?
Post-modernist	It is the human perception that imposed the meaning of an object (subjectivist)	-	-

Researchers need to be transparent about their worldviews or paradigms when using certain methods, and vice versa: selecting particular methods means embracing a set of perspectives and assumptions embedded in the methods (Clough & Nutbrown 2012). In this study, a post-positivist paradigm is used to answer the research questions. A post-positivist view holds the belief that a set of rules govern the natural world and these rules are arguably objective by means independent of human perceptions. In this instance, social interactions which involve humans as part of the natural world also have objective characteristics. This view of the world is classified as objectivist in contrast with the subjectivist nature of the post-modernist who believes that objects have no meaning unless a human imposes some meaning on it (Crotty 1998). However, unlike the traditional positivist view that research can be conducted to discover the exact rules or 'the absolute truth' (p. 29), a post-positivist researcher aims to discover an approximation of them. In this position, the outcome of the research is one out of many possibilities of theory or explanation of the characteristics of social interactions (Crotty 1998).

In this study, the explanation of the effect of ethical leadership in B2B customer building relationship is investigated in the context of the Indonesian ICT industry. The questions of the influence of ethical leadership assume the existence of a set of behaviours which can be classified as an element of a moral person and moral manager in the study context. An attempt to answer this type of question involved a process of model or theory confirmation. A post-positivist approach is best used in confirming a theory (Creswell 2014).

The post-positivist shares common beliefs with the constructivist on the existence of objective rules. However, unlike the constructivist view that human perceptions are part of the construction of the rules, the post-positivist acknowledges the importance of meaning constructed by a human being on the reality, and through this interpretation then the approximate of the objective truth can be discovered (Crotty 1998). Therefore, a post-positivist researcher uses research methods which include quantitative as well as qualitative methods, and facilitate this process of discovery through human understanding and values. Understanding the normative behaviour in the context of the B2B Indonesian ICT industry is important for this study. A post-positivist approach allows the researcher to discover how key stakeholders perceive what constitutes normative behaviour and, therefore, deviance behaviour in the study context. This approach also allows the researcher to perform a confirmation process of the model developed based on a current review of the literature.

In this study, a qualitative approach is also used to understand the experiences of managers, account managers and customers in the B2B Indonesian ICT industry. Interviewing of key parties using

convergent techniques is employed in the data collection stage. A thematic analysis follows to discover the main themes in the process of building and maintaining B2B customer relationships, the practice of COOCB and COD, and the influence of ethical leadership and ethicality. These qualitative methods of data collection and analysis are used to identify objective characteristics of the constructs and to answer the research questions on normative behaviours of account managers. Using these methods is also important to inform the survey instrument used in the subsequent stage. These qualitative type of methods are common in the study of ethical leadership (for example Ferrell & Ferrell 2011; Frisch & Huppenbauer 2014; Marsh 2013; Treviño, Brown & Hartman 2003) and account management (Gremmen, Akkerman & Benschop 2013; Ivens et al. 2009; Pressey, Vanharanta & Gilchrist 2014).

A quantitative approach is used to verify the model that was developed based on current literature on ethical leadership and key account management as proposed in the previous chapter which reviewed the literature and developed the conceptual framework. A cross-sectional survey is used in the data collection stage. The responses then are analysed using structural equation modelling (SEM) analysis. These quantitative methods are suitable and also commonly used in ethical leadership studies (for example Brown & Treviño 2014; Lindblom, Kajalo & Mitronen 2015; Mayer et al. 2009; Schaubroeck et al. 2012) and key account management studies (for example Davies & Ryals 2013; Gounaris & Tzempelikos 2013a). The following discussion will elaborate on the research design used in this study.

3.2.   Research Design

To answer the research questions both a qualitative and a quantitative approach was adopted for the study. The qualitative study explored ethical leadership in the context of key account management and preceded the quantitative study, which confirmed the KAM model. This research design is called a sequential type of mixed methods research (Creswell 2014). Three main concerns in a study that employs a mixed method design are the research questions, the methods, and the inferences (Plano Clark & Ivankova 2016), which are elaborated next.

3.2.1.   The Research Questions

The overarching research question of this study is: how and to what extent a supervisor's ethical leadership affects account managers' ethicality and ethical behaviour on B2B customer relationship building in the Indonesian ICT industry. The question was then expanded and grouped into two

stages of the investigation; first, the initial assessment of the context of the study, and second to confirm the hypothesised model of ethical leadership in the study context.

In the first stage, a research question to assess the proposed construct was posed:

- What is the normative behaviour of account managers expected in the B2B Indonesian ICT industry or to be specific what behaviour is evident of COOCB and COD?

Subsequently, in the second stage, the main research questions posed are:

- How does a supervisor's ethical leadership affect ethicality (a person's ethical standard) at the various stage of the ethical decision-making process in KAM customer relationships?
- How does a supervisor's ethical leadership affect ethical behaviour in KAM customer relationships and how do these behaviours affect customer relationship quality?

3.2.2. The Mix Methods

A qualitative approach was used to answer the questions posed in the initial stage. This type of investigation is useful to explore a new area of knowledge. Limited discussions in the current literature on normative behaviour in the Indonesian marketing profession positioned this study as exploratory. The qualitative approach aimed to identify the important elements of supervisors' ethical leadership and account managers' behaviour in the study context. This approach is to provide the content validity of the model by confirming the evidence of normative behaviour, extra-role behaviour and deviance behaviour. In this stage, data were collected using interviews and then analysed to identify main themes mentioned by a group of supervisors, account managers and customers. The dyadic approach of account manager - customer pair is used to compare similarity and differences in their perspectives.

In the second part of the study, a quantitative approach was used to answer the research questions. The quantitative study aimed to test the model and identify the extent to which ethical leadership affects account manager ethicality, behaviour and customer relationship building. A cross-sectional survey with two waves of data collection was used in this quantitative part of the study. In the first wave, variables related to ethical leadership and ethicality were explored alongside the demographic variables and measures of positive and negative affect used as control variables. In the second wave of data collection, variables related to ethical and unethical conduct alongside the customer relationship quality were assessed.

Apart from closed-ended questions of the main variables, open-ended questions were asked of the participants in the cross-sectional survey in the second wave of the study. Information gathered from this type of question was used to confirmed responses to the related closed-ended questions. The findings were also used to qualitatively illustrate the observations.

3.2.3.　The Inference Process

The inference process involves decisions on using findings from one part of the study on the other part and combining the qualitative and quantitative findings (Creswell 2014). In this study, the findings of the initial qualitative study were used to confirm the model developed based on literature which informed the measures used for the quantitative study. Themes derived from the qualitative study were also used to formulate overall findings of the study. The integration process incorporated the qualitative findings to confirm, contradict and illustrate the quantitative findings of the empirical model.

The following section elaborates the data collection and data analysis of the qualitative study and is subsequently followed by similar discussions on the quantitative part of this research.

3.3.　The Qualitative Study: Data Collection and Data Analysis

3.3.1.　Purpose of the Qualitative Study

The purpose of the qualitative study was to understand ethical leadership, OCB, deviance behaviour, and customers' relationship building situated in the Indonesian ICT cultural and industrial context. This understanding was used to inform the model of the effect of ethical leadership developed based on the systematic literature review reported earlier. As noted, findings informed the subsequent quantitative study, including the design of questions in the survey instrument.

3.3.2.　Participant Selection

Participants in the qualitative study were selected to represent a group of supervisors, account managers and customers who could provide diverse perceptions of the ethical matters under investigation. Therefore, a purposive sampling technique was used (Creswell 2014). The first six participants of this study comprised one account manager, four supervisors and one customer. All supervisors and account managers who participated in this interview work for an ICT company.

Access was negotiated by phone on approval of the senior manager in the company. All interviews took place at the participants' office or in their working space. The rest of the participants were recruited via managers who participated in the first stage. In total 18 participants were interviewed.

3.3.3. Interview Tools

This qualitative study employed interviewing technique in which for the first interview general questions were used and subsequently followed by more specific questions based on the participants' responses (Dick 2012). The following questions were used as the general questions in the interviews:

For Account Managers and Supervisors:
- Describe your activity in customer relationship building.
- What factors do you think positively influence customer relationship quality?
- What factors do you think negatively influence customer relationship quality?

For Customers:
- Describe your role in the company.
- Describe how an account manager deals with you.
- What factors do you think could influence your perception towards account managers?

The distinction between positive and negative influence toward customer relationship quality were identified in the data analysis. Stages of data analysis are explained in the subsequent section.

In interview person of the Qual study, the person interviewed represented a business customers. This person was the main contact of the account managers in the customers' organisation. Such a role could be administrative or technical and were the contact person who frequently interacted with account managers. All interviews were recorded and transcribed in Indonesian. The researcher transcribed the audio recordings into Microsoft Word® documents. The accuracy of the transcription was checked by the researcher's colleagues who are competent in Bahasa Indonesia and had taken coursework on qualitative research at doctoral level. Thematic analysis was used to categorise narratives from the interview transcriptions as elaborated in the subsequent subchapters.

3.3.4. Thematic Data Analysis

Thematic analysis was used to identify main themes of the interviews. Thematic analysis can be viewed as a core process of qualitative analysis embedded in a larger method such as grounded

theory, a tool used in many epistemological approaches in dealing with qualitative data, or a method by itself (Boyatzis 1998; Braun & Clarke 2006). Key characteristics of thematic analysis as a method are: (1) it is a flexible method that can be used either as a realist or constructivist approach; (2) it has six recursive stages: (a) establish familiarity with the data, (b) create initial code, (c) search for themes, (d) review themes, (e) define themes, (f) write-up report; (3) it has a checklist of good practice including that detailed transcriptions have been checked for accuracy, coding has been inclusive and comprehensive, it provides good balance between analytic narrative and illustrative extract, and it is explicit about assumptions being made (Braun & Clarke 2006).

In this study the following items characterise the approaches used for the thematic analysis:

1. What constitutes themes: occurrence of variables in the research questions and other dominant items mentioned by at least two groups of participants
2. More deductive or theory-driven themes, but allows for inductive themes
3. Language conveys meaning and also considers meaning as a social construction
4. More latent approach to themes and attempt of theorising or interpreting were made
5. More detailed explanations of variables and gaining the richness of the data

3.3.5. The Use of NVivo 11 Software Package and Coding Process

NVivo 11 was used to manage interview transcriptions and conduct the thematic analysis. The use of a software package in qualitative data analysis enhances the quality of the process (Richards 2015; Seale 1999). All of the interview transcriptions were exported to NVivo 11 alongside the participants' demographic information. The original transcripts were in Bahasa Indonesia, and the coding was in English. A report was producedat the end of the qualitative analyses that consists of the main themes and related quotes. The report including the NVivo outputs of the node structure was checked and discussed with supervisors.

Three stages of coding were conducted iteratively: descriptive coding, categorisation of coding and themes identification (Bazeley 2013; Richards 2015). Descriptive coding is a process of tagging short keywords for each part of the interview transcription. At least one code was tagged for each participant's response to a question, providing at least ten codes for each interview transcription. The compilation of these initial codes was then further clustered and grouped relating to the main variables investigated in this study. Codes which did not belong to any specific variables were grouped into a single "other" category. The process of descriptive coding and categorisation of coding was conducted mainly in NVivo 11.

Themes were selected based on dominant categories. Themes were then positioned towards the topic investigated. Three possible positions were elaborated: illustration, confirmation, and contradiction (Bazeley 2013; Bazeley & Jackson 2013; Braun & Clarke 2006; Creswell 2014; Plano Clark & Ivankova 2016; Richards 2015). An illustrative theme is providing "the story" of how variables in the model are presented in the Indonesian B2B context. The confirmation theme is providing affirmative evidence of the existence of the variables under study, while the contradiction themes serve as counter-explanations of the phenomena.

3.4.   The Quantitative Study: Data Collection and Data Analysis

The main purpose of this study was to test a model of the effect of supervisor's ethical leadership on customer relationship building in key account management and secondarily to assess the change in the relationship by adding the mediating role of ethical judgment, OCB and workplace deviance. This study used a cross-sectional quantitative approach in testing the relationship between the five variables under study. A quantitative method was an appropriate way of determining the relationship between the variables of study, and examining the effect of one variable on others (Cozby 2009; Vogt, Gardner & Haeffele 2012). A non-experiment approach is suitable if experimental research not feasible (Vogt, Gardner & Haeffele 2012). Doing experimental research in this study context is not practical and reasonable since a supervisor's ethical leadership, the independent variable, cannot easily be manipulated as required in an experiment.

3.4.1.   Purpose of the Quantitative study

The purpose of the quantitative research in this study is to understand the extent to which ethical leadership affects ethicality, OCB, deviance behaviour and customers' relationship building in the Indonesian B2B context. This understanding could potentially be used to develop intervention programs to enhance customer relationship quality and ethicality.

The following hypotheses were to be examined in this quantitative study:

> *H1: A supervisor's ethical leadership is positively related to an account manager's ethical equity judgment*
>
> *H2: A supervisor's ethical leadership is positively related to an account manager's customer-oriented organisational citizenship behaviour*

H3: A supervisor's ethical leadership is negatively related to an account manager's customer-oriented deviance

H4: Ethical equity judgment is positively related to customer-oriented organisational citizenship behaviour

H5: Ethical equity judgment is negatively related to customer-oriented deviance

H6: An account manager's customer-oriented organisational citizenship behaviour is positively related to customer relationship quality

H7: An account manager's customer-oriented deviance behaviour is positively related to customer relationship quality

3.4.2. Participant Selection

Following ethics approval, engagement with organisational stakeholders and tailored communications, an online survey using the Qualtrics platform provided by Victoria University was used to collect data for the study. There are two sets of online questionnaires. The first set includes questions on the main variables of a supervisor's ethical leadership, ethicality (ethical awareness, judgment, and intention), demographic information and the control variables of positive and negative affect. The total number of questions in the questionnaire is 75, and it takes an average 20 minutes to complete. The second set of questions was used to collect self-reported customer oriented OCB, customer oriented deviance (COD), and level of customer relationship quality.

The population of this study is account managers and B2B marketing professionals who work in the ICT industry in Indonesia. Based on information gathered from the website of the Indonesian ICT Society (www.mastel.or.id), the estimated total number of account managers in the industry is 13,000, distributed in ten large companies and more than 80 medium-sized companies. The MASTEL's companies list was used as the sampling frame to select participants.

There were two main ways employed in this study to reach participants. The first was to contact managers in the company and ask them to provide the email address of account managers or forward email from the researcher. The second was to contact participants through their LinkedIn account. Emails and LinkedIn messages were sent to 1112 account managers and B2B marketing professionals. A link to the online survey was provided in the email. Completed responses from 258 participants (23.2% of invitation sent) for the first questionnaire were gathered within three months. Subsequently, all participants who completed the first questionnaire were asked to fill in the second questionnaire, and 73 complete responses (28.3% rate) were collected.

Account managers are a reliable source of rating their supervisor's ethical leadership as their intensity of interaction and proximity enable them to observe how their leaders make everyday decision. Using the perception of ethical leadership as measured by followers is considered a more reliable measure of ethical leadership than a self-rating or leader's rating (Brown & Treviño 2006).

The study focuses on KAM implementation in the Indonesian Information and Communication Technology (ICT) industry. All respondents' first language was Bahasa Indonesia requiring all scale items to be presented in their own language and then back-translated to ensure accuracy (Brislin 1986), and the instruments were tested in a pilot study of 50 participants to confirm the face validity of the survey instrument (Veal 2005). The pilot study also examined the effect of organisational and cultural context by interviewing managers in the studied organisations.

3.4.3. The Use of the LinkedIn Platform to Contact Participants

LinkedIn is a professional networking platform. In this study, it was used to reach participants in the Indonesian ICT industry. Two LinkedIn features utilised in this study were the group message and the personal message. A group message is a broadcast message to specific interest groups related to the Indonesian marketing community. A personal message is an individual message sent to each contact with the relevant job title.

Group messages were sent to create awareness in the community that a study was being conducted. The messages were sent to the following groups:

- Indonesia Marketing Association: 7150 members
- ikaSTT group: 1254 members (an alumni network of a telecom university)
- Indonesian Telecom consulting group: 2916 members, visible
- KAM Club Indonesia: 2324 members, unlisted
- FAST Professional Network: 902 members (an alumni network of a telecom university)
- Salesforce.com Indonesia: 268 members
- Indonesia ICT Professionals: 6266 members
- Indonesian Telecom Executives: 3353 members
- Indonesian Technology Professionals: 7019 members

The individual messages were sent to invite participants with the relevant job title. Before sending the survey invitation message, a connection was established by inviting target participants to

become part of the researcher's LinkedIn networks. An introductory message was sent to every individual who accepted the networking request.

3.4.4. Participant Demographic Profiles

The first part of the online questionnaire was completed by 258 participants. Male participants were 185 (71.7%), diploma and undergraduate degree participants were 183 (70.9%), and 131 (50.8%) were 35 years old or younger. On the participant's experience in the job and industry, 133 (51.6%) had worked in the current position (account management) for at least two years, and 140 (54.3%) were in the current company for at least five years. The majority of participants (52.3%) had worked with their current supervisor for more than one year. Given high turnover rate in this type of job, the experience and tenure of one year arguably represent the population characteristics. Only a very small percentage of participants (6.6%) had a half year of experience in their current job and about half of that number of participants (3.1%) had been in their current company for half a year. The second part of the questionnaire was completed by 73 participants (28.3% of the participants who completed the first questionnaire).

All of these demographic profiles can be considered as following a normal distribution based on their skewness and kurtosis. The absolute value of skewness and kurtosis of less than one is an indication of good normality, while less than 1.5 is still an acceptable value (Gaskin 2016; Hair et al. 2017; Pallant 2011).

3.4.5. Study Variables and Measures

Ethical Leadership was measured using a 10-item Ethical Leadership Scale (ELS) due to the high internal consistency with Cronbach's alpha range from 0.91 to 0.94 reported in prior research (Brown, Treviño & Harrison 2005). Account managers were asked to rate the extent to which they agree with a statement such as "my supervisor sets an example of how to do things the right way in terms of ethics", using a 7-point scale (1=strongly agree, 7=strongly disagree). A similar 7-point scale of the agreement is used in four other variables, but not for the multi-dimensional scale of ethical judgment, ethical intention and customer oriented deviance behaviour. The Cronbach's alpha of this scale was 0.952.

Two scenarios adapted from the literature were used to elicit measurements of **ethicality**. The first scenario involves a bribery situation adopted from Fritzsche and Becker (1984), and the second scenario involves over-promising to or misleading a customer, adopted from Reidenbach, Robin

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and Dawson (1991). The use of ethical scenarios are common in ethics research to elicit measures of ethical reasoning (Valentine & Bateman 2011). Following these scenarios, a series of questions measuring ethical awareness, ethical judgment, and ethical intention, were asked of participants. The items associated with these measures were presented immediately after the following scenarios:

Scenario A: Rollfast Bicycle Company has been barred from entering the market in a large Asian country by collusive efforts of the local bicycle manufacturers. Rollfast could expect to net 5 million dollars per year from sales if it could penetrate the market. Last week a businessman from the country contacted the management of Rollfast and stated that he could smooth the way for the company to sell in his country for a price of $500,000. Rollfast's manager decides to pay the requested price.

Scenario B: The merchandise delivery from a direct sales organisation to its sales representative usually takes three full days (Monday through Friday). If merchandise is shown and ordered by Wednesday, there is only about a 30% chance it will be received by Friday. ACTION: At a Wednesday show, a sales representative promises that she can have the merchandise for a customer by Friday. The customer wants to wear it for a Friday night engagement and would probably not have purchased the item without the salesperson's assurance of a Friday delivery.

Ethical awareness was measured using two questions to indicate respondents' level of agreement with the presence of an ethical issue in the scenario. The first question asks the participants' own position towards the issue and the second one is on their peers' position. Similar items have been successful to measure ethical awareness in previous research (Lu & Lin 2014; Valentine & Bateman 2011). An example question is: "in my opinion, the situation described in the scenario A involves an ethical issue". **Ethical judgment** was measured using two questions to indicate respondents' level of agreement with the ethical judgment used in the scenario. One question is of their judgment and one question is on their peers' judgment. An example question is: " In my opinion, the judgment used in the scenario A by Rollfast manager is valid". The **ethical intention** was measured using two questions to indicate respondents' level of willingness to engage in similar activities to those described in the scenario. The first question asks the participants' own intention and the second one is on their peers' intention. An example question is: "if I were in the same situation as the manager in scenario A, I would actually perform behaviour described in the scenario". Cronbach's alpha for the 6-item ethicality measures was 0.824 for Scenario A and 0.861 for Scenario B.

In addition, measures of ethical judgment adopted from Reidenbach, Robin and Dawson (1991) Multidimensional Ethics Scale, consisting of 9-items with 7-scale adjective pairs, including 'fair-unfair', 'morally right-not morally right' and 'culturally acceptable-culturally unacceptable', were also used. This scale allowed respondents to assess the degree of ethical or unethical substance in the issue presented. In this study, two questions were used to measure the participants' response toward norms: the organisational norms and the social norms. This modification was decided after responses gathered in the pilot study indicated the necessity to differentiate between social norms and organisational norms. An example question is: "in my opinion, the situation describe in the scenario A: fair … unfair". The Cronbach's alpha for this scale was 0.926 for Scenario A and 0.969 for Scenario B.

Customer Oriented Organisational Citizenship Behaviour (COOCB) was measured using a 7-item COOCB scale, developed in a sales setting by Dimitriades (2007), with Cronbach's alpha 0.862. An example question is: "attends functions that are not required, but that help customer service".

Customer Oriented Deviance was measured with the 13-item organisational deviance scale of Cronbach's alpha 0.881 adopted from Leo and Russell-Bennett (2014). An example question is: "provides customers with an honest opinion on the company even when it is negative".

Relationship Quality was measured with the three dimensions of satisfaction, trust, and commitment adapted from Gounaris and Tzempelikos (2014), with a 4-item scale for each dimension except for trust. This dimension includes 5-item measures such as "the account manager is trustworthy". High internal consistency has been reported for this instrument and in this study the Cronbach's alpha was 0.898.

Positive Affect and Negative Affect are the principal control variables used in the study. A positive and negative affect scale was sourced from Watson, D, Clark and Tellegen (1988), with 5-point responses (1 = very slightly to 5 = extremely). The Cronbach's alpha was 0.854 for PA (Positive Affect) and 0.892 for NA (Negative Affect). Questions related to respondents' demographics including age group, gender, job characteristics, job tenure and industry were also included control variables.

3.4.6. Scale Translation and Pilot Study

A pilot study was required to adapt developed in the western cultural context measures; ethical leadership, ethical judgment, OCB, deviance, and relationship quality. There were three stages of the pilot study: a qualitative study identifying the contextual element of the variables; back-translation of the questionnaire; and a pilot survey of the translated questionnaire. The qualitative study examined the constructs in the study context. Interviews and document analysis were used to identify the way in which the concepts of ethical leadership, ethical judgment, OCB, deviance and customer relationship quality were construed in the Indonesian ICT industry. The qualitative procedures were discussed in an earlier subsection of this chapter. Subsequently, the questionnaire with selected measures was back-translated (Brislin 1986) to Bahasa Indonesia. Two professional translators were employed; one person translated the English version of the questions to Bahasa Indonesia, and then the other person did the Bahasa Indonesia to English translation. The latter English version then was compared to the original English version, and no major differences in language or expression were noted. Lastly, 50 participants were recruited to test the final Indonesian version of the questionnaires. The validity and reliability test of the pilot study results showed no significant alteration of the questionnaire was required. Details of the questionnaire items in Bahasa Indonesia and its English translation are available for perusal in Appendix 1.

3.4.7. Questionnaire Development and Managing Data Collection

This study uses a single source of information, which can result in common method bias meaning that a common factor may be responsible for results. To address this potential limitation, a number of remedies suggested by Podsakoff et al. (2003) were employed. These include: providing detailed information to the respondents about the de-identification process to reassure candidness; stating explicitly that there is no right or wrong answer to decrease respondent evaluation apprehension, and managing questions related to dependent and independent variables in the questionnaire separately to avoid individuals responding in an untruthful, unthinking or misleading way. In addition, two versions of the survey with different ordering of questions were used to reduce the priming effect of question order.

The questionnaires were posted online using the Qualtrics platform provided by Victoria University (vuau.qualtrics.com). The link to the online survey was provided to the participants who were invited to complete the survey either via direct email or LinkedIn connections. The participants keyed in their responses directly to the online questionnaire. The demographics information gathered including gender, age, and work related information without the participants' name. A

participants' keyed in code was used to link the two stages of the questionnaires. Qualtrics allows for close monitoring of response characteristics including the duration of the participants in completing the survey and the percentage of the completed questionnaires taken by each participant. The information was used to send follow-up emails as a reminder for non-completion participants. By the end of the data collection period, all of Qualtrics' responses were directly imported to the SPSS file format. Twenty-six partially completed records were omitted from further analysis. These records featured mainly only the introductory part and scenario A.

Management of missing data was conducted in SPSS. For all main variables, the number of missing data is relatively very small (less than 2% or a maximum three missing data out of 258 responses for a particular item in survey stage one). For example, the ethical leadership scale items only contain a missing value on the item numbers three, eight, and ten by three different participants. Therefore, the missing value could arguably be considered as missing at random. The imputation techniques (Allison 2002) was used to handle the missing data. This technique is preferable for a structural equation modelling analysis (Hair et al. 2017).

Data transformation was also conducted in SPSS which consisted of scale inversion for a consistent interpretation and a 7-to-5 Likert scale transformation to attain a more normal data distribution. In transforming the 7-point Likert scale of the items to a 5-point scale, the three mid-points were collapsed into a single point. This action arguably retains the interpretation that mid-points represented the neutral or tendency towards a neutral position.

3.4.8. Normality Assessment

The distribution of the main study variables and controls were assessed for normality (Hair, Black & Babin 2010; Hair et al. 2017). Tests of normality for all constructs were significant, suggesting non-normal data. However, both the Kolmogorov-Smirnov test and the Shapiro-Wilks test will almost always reject the null with very large samples (Pallant 2011). Further visual examinations of the histograms and QQ-plots show minor deviations from normality for some of these scales. As described in detail in the appendices, based on visual examinations and values of skewness and kurtosis, all items can be considered acceptable for SEM analysis. Furthermore, non-normally distributed items could still be accepted for a SEM analysis as they will not severely affect the results (Gaskin 2016). Details of the normality assessment for each scales are presented in Appendix 4.

3.4.9. Relationships among Main Variables

The research models to assess the relationship among ethical leadership, ethicality and ethical decision making were tested using path analysis by structural equation modelling (SEM). The models were specified, identified and estimated using Amos structural equation modeling software (Arbuckle 2013) and the SmartPLS 3 (Ringle, Wende & Becker 2015), which are appropriate methods of analysis to examine multiple relationships among dependent and independent variables (Hair, Black & Babin 2010; Hair et al. 2017) and a commonly used in the area of ethical decision-making (cf Giacalone & Jurkiewicz 2003; Saks 2011; Schwepker Jr & Good 2013; Walker, Smither & DeBode 2011). Details of stages taken are discussed as part of presenting the results in the subsequent chapters.

3.5. Limitations

There are three potential limitations relating to the research design: cross-sectional data, use of self-reported measures and data being derived from one specific industry setting. First, a cross-sectional approach is frequently used in the management field (Cozby 2009; Vogt, Gardner & Haeffele 2012) because of the difficulty in doing an experimental and longitudinal designs as briefly mentioned in the previous section. Data collected using this design may limit the interpretation of the results to a correlational relationship between independent and dependent variables. However, this study employed structural equation modelling that arguably indicates causality as the model was grounded in empirical evidence and theoretical reasoning (Hair, Black & Babin 2010; Hair et al. 2017). The systematic literature review used on modelling the relationship between independent and dependent variables informed the direction of causation among the variable. Furthermore, this study also collected qualitative data from the respondents. These qualitative data complement the quantitative analysis to explain the potential cause-effect relationship between the supervisor's ethical leadership and its outcome variables as measured in this study (Creswell 2014). Second, self-reported measures are vulnerable to common method bias as described by Podsakoff et al. (2003). Remedies for this potential limitation have been discussed in section 3.4.7. Last, the ICT industry was selected for this study. Although there are potential industry-specific characteristics that may limit the applicability of the result to other industries, the characteristics of business customers and nature of complex and integrated services in B2B marketing are arguably similar across industries.

3.6. Methods Summary

The following schematic summarises methods used in this study:

Systematic Literature Review

Procedure:
Select participants
representing account
managers, supervisors,
customers.
Convergent interviewing:
broad questions for the first
series of interviews then
more focused questions for
the later interviews

QUAL Data collection

Output: Transcripts

Procedure:
Tabulate qualitative
research themes
with variables
derived from a
systematic literature
review

Inform the model variables

Output:
Matrix relating
the themes to
systematic
literature
review's output
(proposed
variables of the
model)

Procedure:
Thematic analysis

QUAL Data analysis

Output: Chapter 4
Major themes

Procedure:
Translation, back-
translation of survey
instruments.
Cross-sectional web-
based survey

Pilot Survey

Output:
Survey
results;
Improve
survey items

A

Procedure:
Survey measures: ethical leadership, moral
equity judgment, OCB, and customers'
relationship quality

Main Survey QUAN + Qual Data collection

Output:
Survey Results: numerical items;
Responses of the open-ended questions;
Participants' demographic data.

Procedure:
Data screening;
Descriptive statistics;
Structural equation
modelling (SEM)

QUAN Data analysis

Output:
Reported in Chapter 5 Results:
Missing data, normality;
Means, Standard Deviances;
Correlations;
Fitness of the model;
Significance values.

Procedure:
Thematic analysis

Qual Data analysis

Output:
Reported in Chapter 6
Findings:
Main themes;
Counting and
Categorising Responses.

A

Procedure:
Analyse how the model
reflects theory of
ethical leadership in
Indonesian ICT B2B
context

Interpretation

Output:
Chapter 7 Discussion

Figure 3.1.Summary of the methodology

CHAPTER 4. PHASE-1 FINDINGS: ETHICAL KEY ACCOUNT MANAGEMENT

This chapter presents and discusses the qualitative study in phase 1. This explorative phase sought to answer the question about ethical and unethical practices in the Indonesian information and communication (ICT) industry; specifically business-to-business (B2B) marketing. As described in the previous chapter, in this stage a qualitative approach was used. The thematic analysis (Braun & Clarke 2006) of eighteen interview transcripts was conducted to identify main themes. The commitment-trust theory (Morgan & Hunt 1994) and the key account management orientation (Gounaris & Tzempelikos 2012, 2014) were used as the framework to elaborate findings at this stage. Findings presented in this chapter provide context to the ethical leadership influences model in key account management (KAM). The model was then tested in phase 2, the confirmatory study.

After a brief description on Indonesian ICT B2B marketing, two main findings presented in this chapter are the element of ethical key account management and the mapping of the themes found in this phase against the concepts emerging from the systematic literature review discussed in Chapter 2. The relatively high level of competition in Indonesian ICT B2B services requires account managers to place emphasis on building and maintaining a close relationship with their customers. This priority reflects the elements of ethical key account management including customer relationship quality, customer orientation, and the supervisor's role in managing relationship risks: promoting ethical in-role and extra-role behaviour and avoiding the potential unethical behaviour. Based on findings discussed in this phase, the subsequent confirmatory study focused on the specific behaviour of account managers, which are the customer-oriented behaviours. This includes specific customer-oriented OCB and customer-oriented deviance, rather than general OCB and workplace deviance.

4.1. Indonesian ICT B2B Marketing

The 21st century has been characterised as the information century (Castells 2011). The industrial age in which manufacturing and trading goods were the main the driver of the economy were replaced by the dominance of an information-based economy. Information and communication technology is at the centre of this economy (Haag 2012). At the nation level, many countries including Indonesia put the advancement of ICT as their development strategy and this is also the case for many organisations. ICT is essential in all types of organisations: in the public or private/business sectors, large or small and medium enterprise, national or multinational. In the

public sector, ICT based government services or e-government has become the main program in many regions in Indonesia (KOMINFO 2016). In the business sector, many ICT initiatives allow transformation in how an organisation works. From providing electronic outlets to their customers to the employee recruitment processes, many companies depend on ICT (Haag 2012).

Given the central role of ICT in many organisations, providing ICT services could mean being part of the organisation's core operation. In many cases, ICT services adoption becomes the CEO's initiative, and hence suppliers of this technology are frequently counterparts of the CEO and the board of directors. Situated in these conditions, account managers working for an ICT service provider have to prepare themselves to deal with the top management in their customers' organisation. Both account managers and supervisors who are responsible for preparing the account managers competencies cited this requirement as part of their primary focus and particularly so for newly recruited and junior account managers. The training documents provided by the learning departments also demonstrated a high level of attention to how account managers could acquire skills to deal with various levels of staff and managers in customers' organisations. The following quote illustrates this focus:

> "We did the counselling more on the customer [management] dimension. Type of customer that is being handled, their knowledge about the customer. We then asked at which level of customer contact have they established a communication link. We need to know whether they are still dealing with the technician or already reached the owner. We asked them the level that they reached. … In bootcamp [training program] we taught them how to start a conversation, what to say if they have to enter the director's room. Do not be rude or show lack of respect" (Supervisor Sby1).

ICT services being offered by the providers in Indonesia range from a simple internet connection to the outsourcing of the entire ICT operations in an organisation. In the middle of this range, there are many possible packages of solutions. This may include hardware, software applications, project management, and consultation services. Knowledge about this wide-range of services or ICT solutions needs to be mastered by account managers, especially solutions that are closely related to their customers' industry. Understanding the customer's purchasing context is one key competency required for successful key account management (Millman & Wilson 1996). Although both the account managers and supervisors as part of their concerns emphasised product knowledge, there seems to be more tolerance from the customers if an individual account manager could not master

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all of the possible solutions. The customers are aware of possible sources of information, other than the service providers, including industry benchmarks, professional associations, and their IT manager peer networks.

All customers interviewed in this phase of the study are also very well aware of the availability of many solution providers that could serve their ICT requirements. According to membership of the Indonesian ICT society (mastel.id), there are at least 90 companies providing ICT services in Indonesia. This reflects a high level of competition faced by account managers in Indonesian ICT B2B marketing. Account managers and supervisors frequently mentioned this high level of competition as the reason to advance their relationship with customers. High customer relationship quality, indicated by high customer satisfaction and loyalty, enables a service provider to sustain ICT revenue from a customer. This high customer relationship quality also helps the account managers in their future solutions offerings (Gounaris & Tzempelikos 2012, 2014; Morgan & Hunt 1994). The subsequent sections discuss how customer relationship quality and customer orientation play a central role in ethical key account management.

4.2. Elements of Ethical KAM

4.2.1. Customer Relationship Quality: Building and Maintaining Customer Relationship

The role of relationship quality is essential in B2B marketing in the Indonesian ICT industry. The organisational structure and functions reflect the importance of the relationship (Gounaris & Tzempelikos 2013a). Key account managers are in a central position for managing customer relationship quality. In this context, the relationship is geared towards exchanging information and services between the service provider or the company and their customers. The level of relationship mainly consists of organisational level and individual level (Gounaris & Tzempelikos 2014). At the organisational level, the relationship is usually in the form of a formal agreement including a memorandum of understanding, contract, or affiliation. At this organisational level, the quality of the relationship could be determined by the scope and the duration of the agreement. An agreement that includes wider scope and longer terms is generally perceived as reflecting better organisational level relationship quality. At the individual level, the measure of relationship quality is reflected in satisfaction and loyalty of the key persons in the customers' organisation. This group of persons includes the top management team, IT contacts, other functional contacts related to the services provided and the end user of the services. Successful key account management requires not only organisational level readiness but also individual level competencies (Gounaris & Tzempelikos 2014; Millman & Wilson 1996).

The role of key account managers towards customers is enabling the relationship between the company (supplier-side) and the customer that mutually benefits both parties. A good relationship will serve not only to provide an exchange platform to conduct business but also to facilitate the business growth of parties involved (Morgan & Hunt 1994). In doing so, a key account manager, the main actor in implementing this B2B marketing approach, plays an important cross-role between the company and the customer.

At the very basic level, the account manager is assigned to handle every issue related to the customers by the company (Millman & Wilson 1995). The account manager is introduced to the customers as their primary contact to address anything that customer needs. This process could start as the journey toward more understanding of the nature of the customers' business, which the account manager would aim to master. For the customers, at this level, the account manager will likely be utilised as the main representative and will be tested as to whether the level of support perceived from the account manager is sufficient or better than other intermediaries. This level is characterised in the literature as early key account management (early KAM) (Millman & Wilson 1995).

At the medium level, the relationship will grow to allow more parties to be involved. Across time, the interest in the relationship could increase. As the requirements of the customer become more complex and they start trusting the company to handle these more complex requirements, the number of persons from the company that are involved needs to be larger, performing various functions of the organisation.This is the stage of mid-KAM to partnership KAM (Millman & Wilson 1995). The element of relationship commitment and trust are essential to move from early KAM to partnership KAM (Morgan & Hunt 1994).

The ultimate level of relationship is when the account manager, and the company that she/he represents, becomes the main source of solution for the customer. At this level, engagement of the account manager with the customer is like being attached to the customer's mind. This is one key characteristic of a synergistic KAM (Millman & Wilson 1995). The concept of being attached to the customers' mind, which will be elaborated in the subsequent section, allows account managers to align their behaviour towards customers. In most cases, it is not enough to behave like a sales person, being equipped with product knowledge and information about the customer's requirement from the supplier point of view. These selling attitudes will not make any difference to the customers. In a situation when the customers have to choose their preferential solution provider, this

type of account manager will be just one of many options (Gounaris & Tzempelikos 2013a; Millman & Wilson 1996).

4.2.2. Customer Orientation: Being Attached to the Customers' Mind

From the supplier's perspective, the difference between a transaction and a successful customer relationship is customer orientation (Buttle 1996; Zablah et al. 2012). Customer orientation is also the term frequently quoted by participants in this study in relation to building and maintaining their customer relationship quality. From the perspective of many of the participants, customer orientation is a mindset of always thinking about any ways to fulfil and satisfy customers' requirements and wants. This is in alignment with the importance of customer orientation as described in the marketing and consumer behaviour literature (Anaza & Rutherford 2012; Donavan, Brown & Mowen 2004; Hennig-Thurau 2004). An ideal situation is when the account managers are being attached to the customer's mind. This situation is illustrated in the literature as a high customer orientation when the frontline employee allocates more time and effort to solve problems with a customer (Liaw, Chi & Chuang 2009). High customer orientation also positively relates to employee job engagement (Anaza & Rutherford 2012), and the level of customer orientation determines the economic success of the firm (Hennig-Thurau 2004). The informal relationship seems to be the key element that drives the customer's attachment. This requires not only closeness regarding being friendly, but also flexibility in business activities. If the key account managers are in this zone, then the formality of business may disappear. It is now becoming more and more a synergistic relationship. This situation is characterised in the literature as "goes beyond partnership" (Millman & Wilson 1995, p. 13). While the formal procedures still need to be in place, in some situations that are not uncommon, the informal relationship could be used to expedite the formal process and even more, to realise a more customisable resources allocation. Interestingly, this situation could be very dynamic and lead to the violation of the suppliers' policies (Leo & Russell-Bennett 2012, 2014).

Several conditions could precede this category of being attached to the customers, which include surpassing the hit-and-run level of a B2B relationship or reaching the partnership level where the service provider is allowed to be part of the value-creation process in the customer's core business (Buttle 1996; Millman & Wilson 1995). On the account manager's side, the supplier organisation needs to provide resources required for advancing the relationship level, use a supportive decision-making style that allows more authority for account managers, and offer a reward system that accommodates this status of engagement (Gounaris & Tzempelikos 2013a; Millman & Wilson

1996). This high level of engagement of the account manager is characterised in the organisational behaviour literature as an affective commitment (Allen & Meyer 1990; Rhoades, Eisenberger & Armeli 2001; Vandenberghe, Bentein & Stinglhamber 2004). The emotional bond with customers provides higher influence than economic incentives, to a commitment to loyalty in service relationships (Evanschitzky et al. 2006). The affective commitment also serves as a mechanism to avoid deviance behaviour (Neves & Story 2015). In addition, the competition level is also an important trigger for the advancement of a relationship level (Buttle 1996; Millman & Wilson 1995). This high level of attachment would be perceived as providing a rewarding business return in the intense competition (Gounaris & Tzempelikos 2014).

This condition of being attached to the customer's mind could be the result of the supplier company's intentional design (Gounaris & Tzempelikos 2013a) or explicitly asked for by the customers (Ryals & Holt 2007). However, there needs to be a mutual agreement on the process and resources required to advance the level of relationship (Millman & Wilson 1995). From the supplier side, the following customer-oriented activities were described by the participants:

> "So, in the beginning, I collected information about them, formally I contacted them, and started asking for more detail about their preferences.… Because I am familiar with them, I should make regular contact, even just to say hello. When there are gathering occasions or on their birthday, because I have their contact numbers, I call them. Now when some of them move to other companies, I track them down. I know them, and we are now friends. We are close friends now. So I have no hesitation in asking them to help me, they will be very pleased to give me a favour" (AMJkt1).

> "Okay, building relationship. I usually start with whomever I know. With this customer, I build relationships up to the vice president level. So there are the assistant manager, manager, and then vice president. Up to the vice president, I could contact them personally whenever I need something, using WhatsApp or phone call, … to maintain a relationship, I just answer or provide what they request, subject to our standard operating procedure. Provide immediate response, deliver their right [solutions], on time, according to the contract approved … Once I knew them, then they start introducing me to their peers and their superior. When that company got a new director, I requested to be introduced to him and arrange the director-level meeting, with my company's director. Since then the relationship becomes more informal because the directors were both alumni of the same high school" (AMBd1).

The idea of setting up an account management unit in the first place is to organise resources around customers (Barrett 1986). However, as this unit becomes more complex the focus of providing customisation around customers' requirements could become marginal (Pressey, Gilchrist & Lenney 2014). One of the supervisor's main roles in key account management is to support account managers to serve their customers and achieve the organisational performance objectives (Lindblom, Kajalo & Mitronen 2015).

4.2.3. Supervisor's Role in Managing Relationship Risk

The supervisors are working on a daily basis with account managers to achieve the organisation's objectives, which include financial performance, sales achievement and customer oriented measures (satisfaction and loyalty). Supervisors play an important role in ensuring the organisational structure support and relational skill development of an account manager (Gounaris & Tzempelikos 2014). One way of achieving this objective is to assign an account manager with a proven record of accomplishment to assist her/his peers, as illustrated by a supervisor:

> "Not only formal training, but we also do practical things, twinning, for example, I selected an account manager who is successful in closing sales for a certain type of solution to accompany another who will deal with a similar solution" (SpvBd2).

When managing customer relationship quality, a supervisor is responsible for ensuring the account managers obey the norms of the organisation and this could be realised by ensuring ethical in-role behaviour, encouraging ethical extra-role behaviour, and avoiding potential unethical activities (Dimitriades 2007; Gounaris & Tzempelikos 2013b). The concern of potential unethical activities was illustrated by participants in the following quotes:

> "Every year we need to fill in a questionnaire about business ethics, but honestly it does not have much effect, even without it I believe in my account managers' loyalty and integrity … I assist them in their works … they follow the procedure … not taking advantage of their personal benefit, it is all for the company" (SpvSby3).

> "I have been trained to deal with customers, and I just follow what my supervisor told me … I learnt from my seniors, other account managers who have been in this job for ages … I knew there are many potentials of doing wrong things in this role, but I value my integrity …" (AMSby3).

"We are very close, but it is not collusion … I need to maintain the relationship; we also take advantage of that … I need them to be flexible, and I help them to deal with [the finance department on] the payment issues" (CustBd1).

In some units that handle small to medium enterprise, because their customer list is quite big, the concern is more on the solution side, not the relationship side. The role of the supervisor is also to find support for account managers to be successful in their job of serving their customers. The supervisor sees himself/herself more as enabling customisation of solutions or finding a powerful solution that enables AM to serve customers. The role of supervisors in providing support is emphasised in the key account management literature, including resource allocation strategies (Friend & Johnson 2014), service customisation and inter-functional support from the firm (Gounaris & Tzempelikos 2012).

"In this unit, we have two ways to gain opportunities, one is through account managers, from their closeness with customers, and another one is from the solution itself, a powerful solution package" (SpvBd2).

There was also evidence of caring. In all supervisors' interviews, and confirmed by the related account managers, there was evidence of supervisors' attention to developing the account managers' competencies. The relational skill development is one important element of successful key account management (Gounaris & Tzempelikos 2014). Some supervisors are moving beyond the competency area and getting into the account manager's personal requirements. They show care for the individual account manager, their development at work and their personal requests. This is illustrated in the literature as one of the characteristics of an ethical leader (Brown, Treviño & Harrison 2005; Frisch & Huppenbauer 2014; Treviño, Brown & Hartman 2003). The supervisor creates a collaborative climate between account managers in his unit. He/she encourages sharing of solution expertise, changes the performance measure mechanisms to support collaboration, and creates a climate for more collaborative works. Some supervisors are also keen to find alternative ways of achieving sales, including selling through communities. This was also evidence of building a relationship with customers through their industrial communities, as illustrated in the following quotes:

"… In this region, we also create product packages, like the regional solution for a specific industry, … we provide support for the education industry, a computer-based regional test,

for example, including hardware and software. It is a regional policy to support account managers in this region" (SpvSby1).

4.3. Mapping of Themes to Inform the Conceptual Model

Concept from Literature	Evidence from Indonesian ICT industry
Supervisor's Ethical Leadership has two dimensions: moral person and moral manager. The moral person dimension is demonstrated by making ethical decisions. The moral manager dimension is demonstrated by communicating moral values, showing care for their followers, and setting up reward and punishment systems (Brown, Treviño & Harrison 2005).	Supervisors are actively performing their role in managing the company resources to achieve their target. Activities within this role include setting up the organisational climate of customer-orientation, process-compliance, and achievement-orientation. The element of moral person showed up as following the social and organisational norms. Some supervisors talked about their religious beliefs. For these supervisors doing their job is part of their religious call. One of them even used religious terminology to describe activities of building a customer relationship. This particular supervisor coined the idea that business activities of building and maintaining a relationship with customers are the religious duty of being nice and connected to other human being or in the Islamic term: "silaturahmi". The other supervisor talked about his religious belief of avoiding bribery. Although he admitted his inability to control other parties, including customers, partners and another person in the company, he always rejected bribes for a contract deal or avoided being part of that kind of deal. The element of moral manager showed up mainly as fully supporting account managers to achieve their target within the social and organisational norms. The element of communicating moral values was demonstrated in the format of weekly team briefing, sharing, and individual coaching. A supervisor shows caring for their employee, mainly for jobs related activities. An example provided by all supervisors was assisting the under-achiever account managers by allocating time and other resources, including assigning other account

Concept from Literature	Evidence from Indonesian ICT industry
	managers as a mentor.
Ethicality is awareness of moral values, ability to use moral judgment, and intention to act based on the moral values (Craft 2013; Jones 1991; Rest 1986).	Informants showed their awareness of potential moral issues in key account management activities. These include violating the customers' right when offering the services, bribery and violating the organisational rules in providing the services. This relates to the concept of moral awareness as part of ethicality. An example of this awareness was from an account manager's response about his principle on offering service to customers: "we must not ever force the customer to subscribe to any services that they do not need, and the offer that we made to the customer should always be based on the company's policy" (AMSby3). About this offer, the response from a customer confirms the tension that could emerge from this selling-type activity: "Personally I found it perplexing to respond to this product offering. [We did not need this] but they use a type of marketing language, offering so many features … we already use the similar product" (CustBd1).
OCB (Organ 1988; Organ, Podsakoff & MacKenzie 2006)	Exemplars of OCB could be identified in the supervisors' and account managers' responses related to helping other account managers to do their job in ways that will help the organisation to achieve its performance objectives. These activities include becoming a mentor for low-performance account managers, sharing experiences in handling difficult customers or solving problems, and collaborating with other account managers to create opportunities within the same industry. Using the definition of OCB (Organ 1988; Organ, Podsakoff & MacKenzie 2006), twinning, sharing, and working beyond the normal office hours could be classified as extra-role ethical behaviour.

Concept from Literature	Evidence from Indonesian ICT industry
	However, it seems that the norm in account management is to achieve the performance target; the job description is just broadly described key activities required. Account managers do not see themselves doing above and beyond what is expected when they work outside the normal office hours.
Workplace Deviance (Bennett & Robinson 2000; Leo & Russell-Bennett 2012, 2014)	There were no explicit mentions of account managers deviating from the company policy from both the supervisors and the account managers group. However, evidence from the customer comments shows that there was the possibility of account managers violating their company policies in dealing with pressure from customers. A specific case described by a customer was a request to ignore the formal contract process required to migrate a service from one location to another customer premises. Normally, the customer needs to sign a formal contract as this will be the initial document required by account managers to key the request into their system. However, given the circumstances for the customer, this normal procedure could not be followed. This type of deviance with the intention to fulfil the customer requests could be classified as customer-oriented deviance or COD (Leo & Russell-Bennett 2012)
Customer Relationship Quality (Gounaris & Tzempelikos 2014; Morgan & Hunt 1994)	Customers are aware that account managers are representative of the supplier company. The customers seek help from AM and other contacts in the supplier organisation, including engineer, payment officer, and administrative staff. Customer relationship quality in this B2B marketing is a complex interplay around these many layers of contacts between companies (Gounaris & Tzempelikos 2014; Ryals & Holt 2007). However, as the main relationship manager in most cases, the account manager is the main owner of the relationship quality between their company as a service provider and their customers' organisation (Millman & Wilson 1996).

4.4.   Summary of Phase-1 Findings

Having a good relationship with customers is important in key account management. The level of competition was one of the main reason to utilise customer relationship quality as a way to be the preferred service provider in the customer's mind. Customer orientation is an approach believed by account managers and their supervisors as the way to build and maintain customer relationship quality. Although many activities involved in building customer relationship are ethical, there is evidence of potentially unethical conduct in relation to customer-oriented activities. The following phase-2 study was conducted to investigate the effect of supervisor's ethical leadership in key account management with emphasis on customer-oriented behaviour, not general OCB and workplace deviance.

CHAPTER 5.   STUDY PHASE-2: QUANTITATIVE RESULTS

The exploratory study discussed in the previous chapter preceded the confirmatory part (phase-2) discussed in this and the following chapter. The purpose of phase-2 was to answer two research questions situated in key account management. First, how does a supervisor's ethical leadership affect ethicality (a person's ethical standard) in various stage of the ethical decision-making process? The second question, how does a supervisor's ethical leadership affect ethical and unethical behaviour which in turn influences customer relationship quality? Chapter 3 presented the methods used to seek an answer to these questions, which are the quantitative and qualitative approaches. The quantitative study results, using surveys and structural equation modelling data analysis, is presented in this chapter. A discussion on the qualitative findings derived from the open-ended questions of the survey is presented in Chapter 6.

This chapter describes the results of the quantitative part of this study of ethical leadership within business-to-business practices in the Indonesian ICT industry. It includes the elaboration of the main model of the influence of ethical leadership on ethicality, ethical behaviour, and customer relationship quality. Additional models involving two ethical scenarios are also presented. The results consist of factor analyses, structural equation modelling analysis, and hypothesis testing. The quantitative findings contribute evidence of the role of ethical leadership in key account management.

The hypotheses proposed and tested in this quantitative study were:

> *H1: A supervisor's ethical leadership is positively related to an account manager's ethical equity judgment*
>
> *H2: A supervisor's ethical leadership is positively related to an account manager's customer-oriented organisational citizenship behaviour*
>
> *H3: A supervisor's ethical leadership is negatively related to an account manager's customer-oriented deviance*
>
> *H4: Ethical equity judgment is positively related to customer-oriented organisational citizenship behaviour*
>
> *H5: Ethical equity judgment is negatively related to customer-oriented deviance*
>
> *H6: An account manager's customer-oriented organisational citizenship behaviour is positively related to customer relationship quality*

H7: An account manager's customer-oriented deviance behaviour is positively related to customer relationship quality

5.1. Factor Analyses

Two approaches of factor analyses were used in this study: exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). EFA is an analysis procedure to establish the number of underlying factors among items and was widely used as an initial step in establishing good scales (Pallant 2011). CFA is an analysis procedure to test a pre-defined model of the relationship between constructs and items and establishes the measurement model in SEM analysis (Hair et al. 2017). Various models representing ethicality presented in this section are based on the formulation of ethical decision making process. The three main stages of the ethical decision making process are ethical awareness, ethical judgment, and ethical intention (Craft 2013; Rest 1986).

5.1.1. Exploratory Factor Analysis – Ethical leadership, Ethicality in KAM

Exploratory factor analysis of scales measuring ethical leadership, ethicality in KAM was conducted for all items of the model of the relationship between ethical leadership and ethical decision-making in KAM (258 respondents). All items of main variables in the questionnaires were subjected to maximum-likelihood factor analysis (ML) using SPSS version 22. Prior to performing the maximum-likelihood procedure, the suitability of the data for factor analysis was assessed. In this stage, all items related to the measurement of ethical leadership and ethicality, for both scenarios, were included in the analysis. Inspection of the correlation matrix revealed the presence of coefficients of .3 and above, indicating potential factorability. The Kaiser-Meyer-Olkin value was .887, exceeding the recommended value of .6 (Kaiser, cited in Pallant 2011, p. 199). The Bartlett's Test of Sphericity (Bartlett, cited in Pallant 2011, p. 199) reached statistical significance. Both values supported the factorability of the correlation matrix.

Maximum-likelihood analysis revealed the presence of 10 factors with eigenvalues exceeding 1, explaining 74.71% variance in the data. However, an inspection of the scree plot revealed a flattening trend after the 3rd factor. Using the scree test (Catell, cited in Pallant 2011, p. 199), it was decided to stipulate at least three factors for further investigation. Parallel analysis using the procedure as recommended in Pallant (2011) provided justification to have a maximum of six factors because the eigenvalue of the 7th factor did not exceed the corresponding criterion values for a randomly generated data matrix of the same size (58 items, 258 respondents).

The factor analyses indicated at least two factors related to ethicality and one factor of ethical leadership. In the 3-factor solution which explained a total of 55.53% variance, the ethicality towards bribery scenario differed from ethicality towards over-promising scenario. The 4th factor in the 4-factor solution, which explained 3.86% variance, indicated an association between the contractualism dimension of ethicality with the over-promising scenario. The 5th factor in the 5-factor solution, which had a total explained variance 62.87%, highlighted the relationship between the ethical awareness dimension of ethicality toward the over-promising scenario. The Promax rotation was used to aid the factor interpretation. Pattern matrix and structure matrix with all loadings are presented in Appendix 5. The results support prior research and the literature on the scenario-contingent nature of ethicality, which will be discussed in Chapter 6. However, the multi-dimensionality of ethicality is not fully reflected in the factor analyses results. For this reason, there are multiple possible patterns of the effect of ethical leadership on ethicality which offers different dimensionality as discussed in 5.2.

5.1.2. Exploratory Factor Analysis - Ethical Leadership Effect, Ethical Behaviour, Customer Relationship Quality

All items of main variables in the questionnaires were subjected to maximum-likelihood factor analysis (ML) using SPSS. The maximum-likelihood procedure is selected on the basis of subsequent analysis of confirmatory factor analysis using AMOS (Gaskin 2016; Hair et al. 2017). Prior to performing the maximum-likelihood procedure, the suitability of the data for factor analysis was assessed. In this stage, all items related to the measurement of ethical leadership (EL), moral equity judgment on the bribery scenario (MEJ), customer oriented OCB (COOCB), customer oriented deviance (COD), and customer relationship quality (CRQ) were included in the analyses. The Kaiser-Meyer-Olkin value was .6 and at the margin of recommended value of .6 (Kaiser, cited in Pallant 2011, p. 199). The Bartlett's Test of Sphericity (Bartlett, cited in Pallant 2011, p. 199) reached statistical significance. Both values supported the factorability of the correlation matrix.

Given the relatively small number of the sample (73) that would limit the process of factor extraction, a pre-defined five factors were selected. The five factors related to the model constructs and explained 57.1% variance in the data. The decision to use five factors is also supported by the scree plot and the procedures recommended using Parallel Analysis (Pallant 2011). Although there are twelve factors with eigenvalues exceeding one, an inspection of the scree plot revealed the flattening trend started at the 6th factor. This was further supported by the results of the parallel

analysis, which showed only five factors with eigenvalues exceeding the corresponding criterion values for a randomly generated data matrix of the same number of items. The Promax rotation was performed to aid in the interpretation of these factors. With minor exceptions (item 3 and 8 in COD; and item 4 in CRQ), all factors showed a number of strong loadings and all variables loaded substantially on only one component, indicating a good discriminant validity. A pattern matrix, a structure matrix with all loadings, and other results of this analysis are presented in Appendix 6.

5.1.3. Common Methods Variance and Confirmatory Factor Analysis (CFA) of the model

Preliminary analyses of potential common methods variance (Podsakoff et al. 2003) were conducted and subsequently followed by a series of one-factor congeneric model analyses to validate each construct measurement, including ethical leadership, moral equity judgment, COOCB, COD, and CRQ. A multi-factor CFA was then conducted to inform the validity of the model. These analyses were performed with techniques recommended by Gaskin (2016). IBM® AMOS 23 for Windows was used for all of these analyses.

Analyses of potential common method biases were conducted in two ways: identifying variance of Harman's one-factor test (Podsakoff & Organ 1986) using EFA, and calculating the influence of a common latent factor to the standardised regression weight/factor loading estimates (Podsakoff et al. 2003). Results of Harman's one-factor test indicate less than 21% variance explained by a single factor and hence suggest the minor impact of a common method variance. This observation was supported by the results of the common latent factor test. Of all 51 observed items in the model, only six items, all belonging to the COD construct, were affected by the common latent factor. The results were used to either eliminate items in the subsequent process of construct validity assessment or to correct the regression estimates in the final SEM analysis (Gaskin 2016; Hair et al. 2017).

The output of the one-factor congeneric analyses indicates the good fit of each measure. In most cases, not all items were retained to have the best fit of the measurement model. Three groups of measures were used to indicate the best fit: the fit statistics, residuals, and a comparative fit index. For fit statistics, acceptable levels of the following indicators need to be achieved: the normed chi-square (CMIN/df) values should be greater than 1.0 but smaller than 2.0; the RMSEA should be less than 0.05 and PCLOSE should be greater than 0.05; and the p-value should be greater than 0.05.

The residuals which were indicated by the standardised root-mean-square residual (SRMR) should be less than 0.06, and the comparative fit index (CLI) should be greater than 0.95.

All items retained for each construct were then used in a five factors model of confirmatory factor analysis. The five-factor model fit the data quite well (Chi-square/df = 1.218; p-value 0.721; RMSEA 0.055; PCLOSE 0.349; CFI 0.945; and SRMR 0.0783). Furthermore, the results of this analysis demonstrated all necessary conditions for a good measurement model were satisfied. For all constructs, the composite reliability is greater than .7, the average variance extracted (AVE) is greater than .5, indicating a good convergent validity, and AVE is greater than their related maximum shared variance (MSV), indicating a good discriminant validity of the constructs. Details of the analysis results are presented in Appendix 7. From this point forward, two methods of structural equation modelling analyses were assessed: the covariance-based (CB-SEM) with AMOS and the partial least-squares (PLS-SEM) with SmartPLS 3.0. Given the characteristics of the relatively small sample size for the full model, the decision was made to use PLS-SEM analysis. A review of the use of PLS-SEM has shown more consistent results of this analysis method for small sample size (Hair et al. 2012).

5.2. PLS-SEM Analysis of Ethical Leadership Effect to Ethicality in KAM

This section describes the effect of ethical leadership (EL) on ethicality in key account management (KAM). The PLS-SEM procedures using SmartPLS 3.0 were performed in the analyses.The PLS-SEM algorithm calculates weights or loadings of indicators for each construct and regression among constructs that maximally explained the variance of the constructs.Three main models of the influence of ethical leadership on ethicality are reported in this section: first, a model of ethicality as a single construct with reflective measures; second, a model in which ethicality is represented by three constructs: ethical awareness, ethical judgment, and ethical intention; and third, a model of ethicality as a second-order construct defined by three dimensions: awareness, judgment, and intention. The model schematicis depicted in
Figure 5.1.

The first model was the representation of the 3-factor model discussed in section 5.1.1 factor analysis of ethical leadership effect to ethicality. A single construct of ethicality represented each scenario. All items related to ethical awareness, ethical judgment and ethical intention for each scenario were respectively loaded to the construct. The second model represented the 7-factor

model of the factor analysis result. This model provided granular analyses of ethical leadership influence to each dimension of ethicality: awareness, judgment, and intention. The third model represented the formative measure of ethicality. This last model provided alternative analyses to confirmed results produced in the first model. In addition, the multi-group analysis and PA-NA moderating analysis are reported. Each model is assessed based on significant values of their path estimates, the explanatory power of R-squared and the effect size (f-value).

Model-1: Ethicality per scenario as a single construct	Model-2. Three representation of ethicality: ethical awareness (EA), ethical judgment (EJ), and ethical intention (EI)	Model-3: ethicality as a 2nd order construct
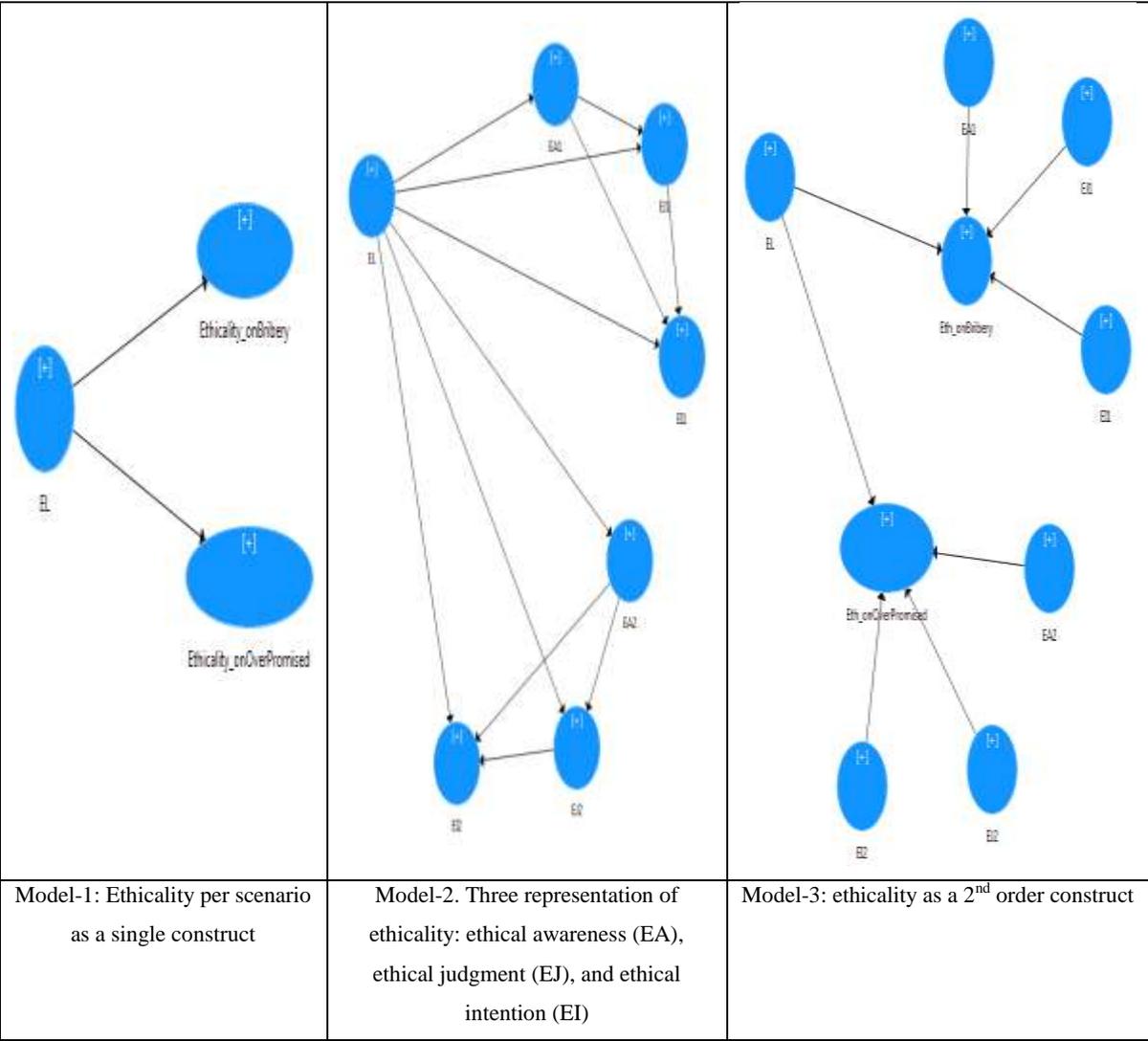
Figure 5.1. Visual representation of the EL to ethicality model

5.2.1. Assessment of the Construct Measurement

Prior to the path modelling, the assessment of construct measurement was conducted using PLS Algorithm in SmartPLS 3.0 (Gaskin 2016; Ringle, Wende & Becker 2015) with maximum iteration of 300, stop criterion of 10exp(-7) and path weighting scheme procedure that would provide the highest R-square value of the endogenous latent variables. Initial stages of trimming measurement model were conducted following the recommendation of (Hair et al. 2017). All items with loadings less than 0.4 were eliminated, and all items with loadings equal or over 0.7 were retained. Items with loading factors in between 0.4 and 0.7 were individually assessed for their impact on the construct's reliability and validity. The final iteration of measurement model is depicted in Figure 5.2.
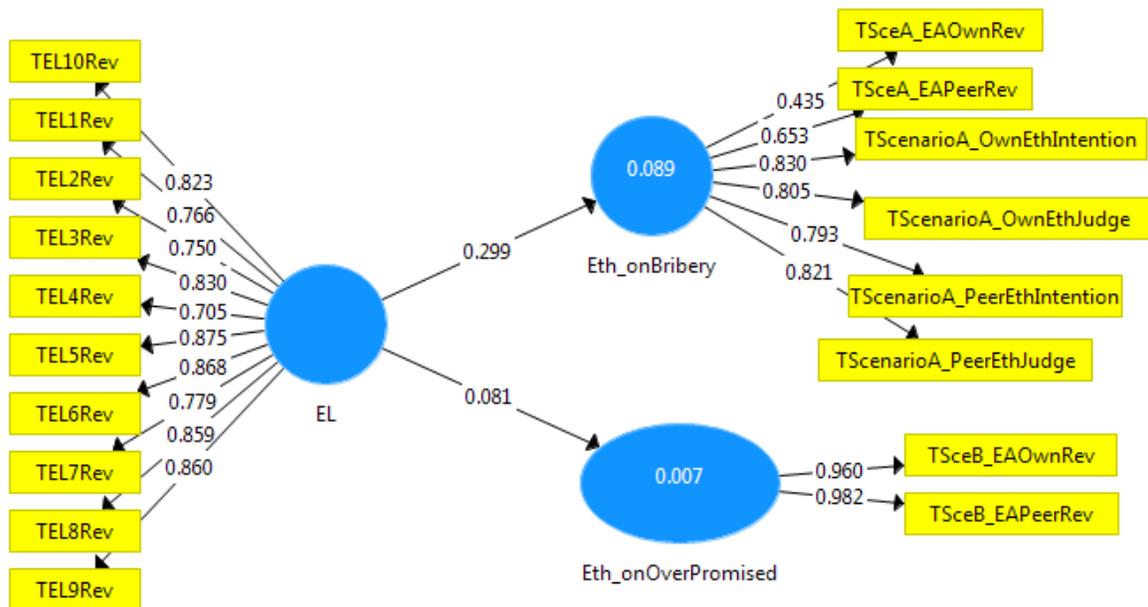
Figure 5.2. Measurement of the EL to ethicality model: all reflective measures

The significant of the item loadings were evaluated using bootstrapping procedures in SmartPLS 3.0 with 5k sub samples. All retained items have t-value > 1.96 which indicates their significance at $p < 0.01$. Moreover, all constructs have Cronbach's alpha > 0.7 which indicates a good reliability and AVE > 0.5 which indicates acceptable convergent validity (Hair et al. 2017). The detail of measurement model parameter is displayed in Table 5.1.

Table 5.1. Measurement part of the EL to Ethicality model: all reflective measures

Construct	Items	Loading	Construct Reliability (Cronbach's Alpha)	AVE (Average Variance Extracted)	t-value
Ethical Leadership (EL)	TEL1Rev	0.766	0.943	0.662	25.976
	TEL2Rev	0.75			22.491
	TEL3Rev	0.83			33.652
	TEL4Rev	0.705			16.391
	TEL5Rev	0.875			48.74
	TEL6Rev	0.868			56.889
	TEL7Rev	0.779			21.143
	TEL8Rev	0.859			44.478
	TEL9Rev	0.86			46.815
	TEL10Rev	0.823			31.211
Ethicality_onBribery	TSceA_EAOwnRev	0.435	0.819	0.542	3.799
	TSceA_EAPeerRev	0.653			9.978
	TScenarioA_OwnEthIntention	0.83			20.295
	TScenarioA_OwnEthJudge	0.805			17.898
	TScenarioA_PeerEthIntention	0.793			17.55
	TScenarioA_PeerEthJudge	0.821			17.966
Ethicality_onOverPromised	TSceB_EAOwnRev	0.96	0.942	0.944	6.463
	TSceB_EAPeerRev	0.982			7.096

The discriminant validity of the constructs was assessed both at the item-based level and the latent variable-based level. At the item level, loading of all items to their respective latent variable and their correlation to any other variables (cross-loadings) were observed. All items have less cross-

loading to another construct than their associated latent variables, and hence support discriminant validity of each construct. Meanwhile, at the latent-variable level, the Fornell-Larcker criterion that compares the square-root of the AVE values with the latent variable correlations was observed. Support for discriminant validity requires a condition in which the square-root of each latent-variable is greater than their highest correlation with other latent variables (Hair et al. 2017). As displayed in Table 5.2., the square root of each construct, the highlighted cells in the matrix diagonal, are all greater than their related cross-loadings. We concluded that the discriminant validity of all constructs is acceptable. Further analysis and other details of the parameters are provided in Appendix 8.

Table 5.2. Analysis of constructs' discriminant validity of the EL to ethicality model: all reflective measures

Fornell-Larcker Criterion	EL	Eth_onBribery	Eth_onOverPromised
EL	0.813		
Eth_onBribery	0.299	0.737	
Eth_onOverPromised	0.081	0.026	0.971

5.2.2. Assessment of the Path Modelling

Assessment of the path estimates was conducted using PLS Algorithm, and Bootstrapping procedures similar to the measurement assessment described in the previous section. The structural model results are displayed in Table 5.3. The path estimate of EL to ethicality on Bribery is significant at p-value < 0.001 or t-statistics > 2.57, while the path estimate of EL to ethicality on overpromised is not significant with p-value 0.283. The confidence intervals further support the significance of the first estimate as it does not cross the value of zero.

Table 5.3. Path estimates of the EL to ethicality model: all reflective measures

Significance Testing Results of the Structural Model Path Coefficients

	Path Coefficients		t statistics	Significance Levels	p Values	95% confidence intervals
	Mean	Std Dev				
EL -> Eth_onBribery	0.299	0.059	5.041	***	<0.001	[0.192 - 0.438]
EL -> Eth_onOverPromised	0.081	0.075	1.076	NS	0.283	[-0.073 - 0.221]

Note: NS = Not Significant, *** p < 0.001

Further analysis of model usefulness based on the coefficient of determination and the predictive relevance of the model was also conducted. As indicated by the R-square value of the latent

variables displayed in Table 5.4, the ethicality on bribery construct is determined by ethical leadership at a medium-low level with the value of 8.9%. This low-medium level indicates many other factors affect ethicality in this sample, discussed later. The literature on ethical decision-making and the open-ended responses of the participants offer illustrative interpretation presented in the discussion chapter.

Table 5.4. The R-squared value of construct in the EL to ethicality model: all reflective measures

	R Square
Eth_onBribery	0.089
Eth_onOverPromised	0.007

Finally, the effect size of the path estimates was also assessed. Based on parameters displayed in Table 5.5, the effect size of EL to ethicality on bribery are at marginal level.

Table 5.5. The effect size (f-square) value of the EL to ethicality model: all reflective measures

	f-square
EL -> Eth_onBribery	0.098
EL -> Eth_onOverPromised	0.007

5.2.3. Alternative Model of Ethical Leadership Effect on Ethicality: Model2 – Three Representations of Ethicality

In this section, an alternative model of ethicality is presented. Three constructs, named ethical awareness, ethical judgment, and ethical intention, were used to indicate ethicality. These three constructs are all modelled with reflective measures. Following similar PLS procedures as presented in the prior section, the measurement model and path estimates were generated, as depicted in Figure 5.3. The R-square value of each construct is represented as a number within the constructed circle. For example, the R-square of the Ethical Awareness of Scenario 1 (Bribery) is 0.058. Furthermore, a summary of the path significant test and their related effect size (f-square value) are displayed in Table 5.6. Details of parameters are displayed in Appendix 12.
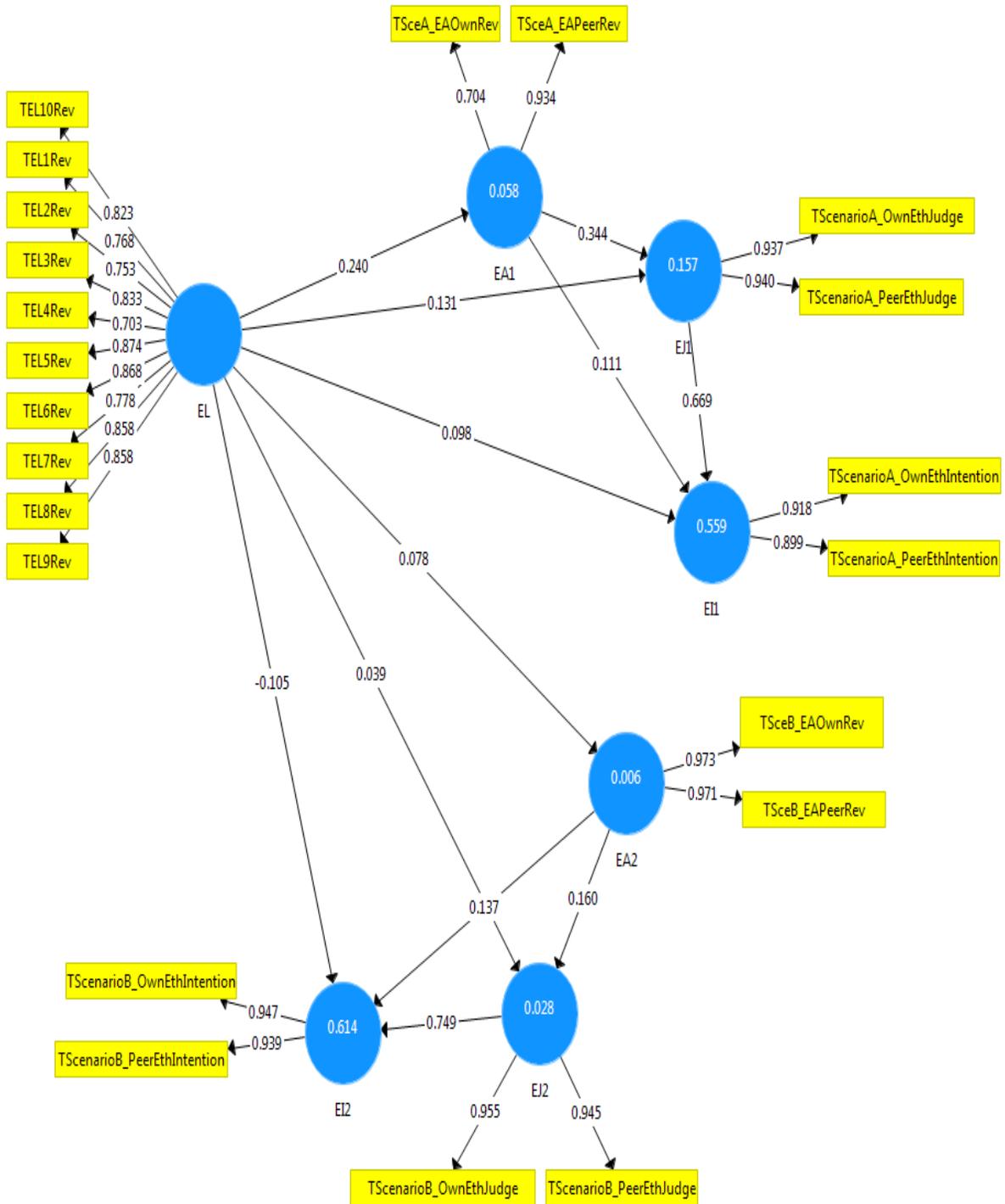
Figure 5.3. The EL to ethicality with three constructs (EA, EI, EJ) model: measurement and path estimates

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As indicated in the model results, ethical leadership significantly affected the following latent variables: EA1 (ethical awareness on bribery), EJ1 (ethical judgment on bribery), EI1 (ethical intention on bribery), and EJ2 (ethical judgment on overpromised). However, no significant relationship was found between ethical leadership with both ethical awareness and ethical intention on the over-promise case.

Table 5.6. Path estimates of the EL to ethicality with three constructs (EA,EI,EJ) model

Significance Testing Results of the Structural Model Path Coefficients

	Path Coefficients		t statistics	Significance Levels	p Values	95% confidence intervals
	Mean	Std Dev				
EL -> EA1	0.24	0.071	3.38	***	0.001	[0.111 - 0.384]
EL -> EJ1	0.131	0.066	1.983	**	0.047	[0.002 - 0.262]
EL -> EI1	0.098	0.05	1.966	**	0.049	[0.003 - 0.2]
EA1 -> EJ1	0.344	0.068	5.028	***	<0.001	[0.211 - 0.478]
EA1 -> EI1	0.111	0.046	2.428	**	0.015	[0.026 - 0.203]
EJ1 -> EI1	0.669	0.042	15.864	***	<0.001	[0.581 - 0.746]
EL -> EA2	0.078	0.071	1.102	NS	0.271	[(-0.055) - 0.214]
EL -> EJ2	0.039	0.075	0.516	NS	0.606	[(-0.113) - 0.182]
EL -> EI2	-0.105	0.043	2.411	**	0.016	[(-0.189) - (-0.019)]
EA2 -> EJ2	0.16	0.083	1.93	*	0.054	[(-0.004) - 0.318]
EA2 -> EI2	0.137	0.054	2.555	**	0.011	[0.037 - 0.244]
EJ2 -> EI2	0.749	0.045	16.482	***	<0.001	[0.658 - 0.835]

Note: NS = Not Significant, * p<0.1, ** p< 0.05, *** p < 0.01

5.2.4. Alternative Model of the Effect of Ethical Leadership on Ethicality: Model-3 – Ethicality as a Second-Order Construct

Another alternative model is presented in this section. In this model, ethicality is composed as a second-order construct consisting of three dimensions: ethical awareness, ethical judgment, and ethical intention. A two-step procedure was conducted in SmartPLS 3.0 following the recommendation of analysis with formative-second order construct (Gaskin 2016; Hair et al. 2017). Prior to analysis of the path estimates, the latent variable values were produced using the model as depicted in Figure 5.1: Model-3. The latent variable value was then used to model the path estimates of the second-order construct. Final path estimates are depicted in Figure 5.4. Results

produced here were similar to the model discussed in 5.2.2. Detailed parameters of the measurement and path estimate assessment are presented in Appendix 13.
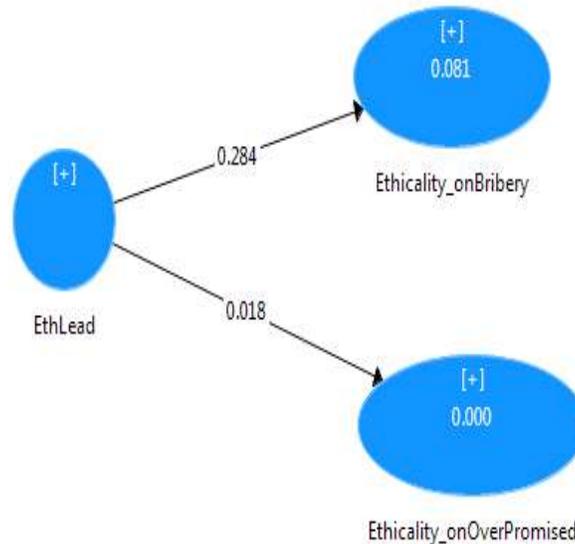
Figure 5.4. Path estimates of EL to ethicality model-3, ethicality as a 2nd order construct

5.2.5. Multi-group Analysis and the Effect of Positive and Negative Affect on the relationship between EL and Ethicality

In addition to the main models of the path between ethical leadership (EL) and ethicality, a series of multi-group analyses were conducted. The multi-group analysis includes evaluation of the effect of control variables: age, gender, level of education, and tenure. Three tenure variables were analysed: number of years with the current supervisor; the number of years in current position; and number of years in the current company. Furthermore, an analysis of the moderating effect of positive affect (PA) and negative affect (NA) was also conducted. The latter analysis was initially planned to observe the effect of mood-dispositional or emotions as the source of biases. However, this measure is also useful to consider the effect of individual factors which will be elaborated in the qualitative analysis of the open-ended survey questions in Chapter 6.

Multi-group analysis procedures in PLS Smart 3.0 were used to evaluate the effect of control variables. The PLS algorithms with similar parameters to the main model, but with pre-defined groups included as a parameter, were used as the first step. A series of path estimates for each group was revealed. Subsequently, the Multi-Group Analysis procedures were used to evaluate difference

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test across groups. Results of these procedures are presented in detail in Appendix 10. A summary of different test results is displayed in Table 5.7.

Table 5.7 Summary of different test results of EL to ethicality model

		EL -> Ethicality_onBribery	EL -> Ethicality_onOverPromised
All		0.316	0.111
Gender	Path Coeff diff	0.045	0.339
	p-value	0.439	0.129
Age	Path Coeff diff <=30yo - >40yo	0.048	0.096
	p-value	0.408	0.64
	Path Coeff diff (31-40yo) - >40yo	0.01	0.407
	p-value	0.459	0.072
	Path Coeff diff <=30yo – (31-40yo)	0.058	0.503
	p-Value	0.407	0.883
Education	Path Coeff diff	0.111	0.068
	p-Value(	0.894	0.642
Tenure1: With Supervisor	Path Coeff diff 1yr - 2yr	0.296	0.476
	p-value	0.993	0.861
	Path Coeff diff 1yr - 2+yr	0.158	0.45
	p-value	0.863	0.882
	Path Coeff diff 2yr - 2+yr	0.138	0.026
	p-value	0.174	0.586
Tenure2: In Position	Path Coeff diff<2yr - 2+yr	0.051	0.351
	p-value	0.709	0.857
Tenure3: In Company	Path Coeff diff <2yr – (2-5yr)	0.262	0.007
	p-value	0.951	0.456
	Path Coeff diff <2yr - (5-10yr)	0.159	0.042
	p-value	0.787	0.388
	Path Coeff diff <2yr - (10+yr)	0.126	0.561
	p-value	0.779	0.152
	Path Coeff diff (2-5yr) - (5-10yr)	0.103	0.05
	p-value	0.171	0.568
	Path Coeff diff (2-5yr) - 10+yr	0.136	0.568
	p-value	0.154	0.106
	Path Coeff diff (5-10yr) - 10+yr	0.033	0.519
	p-value	0.467	0.126

The difference test resulting from each group classification comparison displays no significant differences between groups. However, observation on the confidence interval and significant test of each path estimates for each group indicates dissimilarity of significant-no significant links. For example, the EL → Ethicality_onBribery for male participants are significant with p-value < 0.001, but for the female are non-significant with p-value subsequently: 0.243. The summary of the path estimates significant test for all participants classification is displayed in Table 5.8.

Table 5.8. Summary of path estimates significant test EL to Ethicality model

| Classification | Group | Path Estimates Significantly different from zero? | |
		EL -> Ethicality_onBribery	EL -> Ethicality_onOverPromised
All		***	NS
Age	Young, <=30yo (N=76)	NS	NS
	Mid, 31-40yo (N=95)	***	***
	Old, >40yo (N=87)	***	NS
Gender	Female (N=73)	NS	NS
	Male (N=185)	***	NS
Education	Undergrad+College (N=184)	***	NS
	Master (N=74)	***	NS
Tenure_withSup	Short,1yr (N=123)	NS	NS
	Mid,2yr (N=69)	***	NS
	Long,2+yr (N=66)	***	NS
Tenure_inPosition	Newer,2yr (N=125)	***	NS
	Longer,2+ yr (N=133)	***	NS
Tenure_inCompany	Newer,<2yr (N=76)	NS	NS
	Mid1,2-5yr (N=45)	***	NS
	Mid2,5-10yr (N=57)	***	NS
	Long,10+yr (N=83)	***	NS

Note:

NS: Not Significant

*** : Significant at p<0.01

The study of emotions in ethical decision-making has increasing relevance given the complex interactions among emotions and cognition. This part of the study also addresses the role of affect in account managers' ethicality in customer relationships. Alongside the moral cognition, moral emotion has been identified in prior research as an essential element in decision-making (Greene et

al. 2001). The analysis aimed to examine how the positive and negative affect of account managers interact with cognitive processes of ethical awareness, judgment, and intention. Two vignettes of an ethical dilemma situated in the Indonesian information and communication technology industry were provided to a cross-section of account managers. The first vignette involved scenario of bribery to expand market demand and the second one required over promising or misleading customers to gain a sales contract. The 258 completed responses collected from key account managers were analysed using partial least-squares structural equation modelling (PLS-SEM) analysis. The results found that both positive and negative affect moderated the influence of a supervisor's ethical leadership on account managers' ethicality in customer relationships. However, two distinct influences were noted; positive affect was highly influential in the scenario of bribery, while negative affect moderated the influence of ethical leadership in the over-promise case to secure a deal condition. Detailed parameters of the model and the moderating effect are presented in Appendix 11.

5.3. Model of Ethical Leadership Effect on Moral Equity Judgment, Ethical Behaviour and Customer Relationship Quality

This section reports analyses of the model with PLS-SEM. Several steps were taken to ensure reliability and validity of the multi-item scales used in the model. The first step was reliability analysis by calculating Cronbach's alpha for each scale. As for all of the scales their Cronbach's alpha were exceeding the 0.7 thresholds (Nunnally 1978), all construct measures are considered reliable. The second step was validity analysis by conducting factor analysis: both exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). The final step was measurement analysis with PLS algorithm and bootstrapping procedures in SmartPLS 3.0 (Ringle, Wende & Becker 2015). These analyses showed satisfactory reliability, convergent validity, and discriminant validity among constructs as displayed in Table 5.9 and Table 5.10, and as further explained in the next subsections and subsequently followed by path analysis of the model.

5.3.1. Assessment of the Construct Measurement

Prior to the path modelling, the assessment of construct measurement was conducted using PLS Algorithm in SmartPLS 3.0 (Lowry & Gaskin 2014; Ringle, Wende & Becker 2015) with maximum iteration of 300, stop criterion of 10exp(-7) and path weighting scheme procedure that would provide the highest R-square value of the endogenous latent variables. Initial stages of

trimming measurement model were conducted following the recommendation of Hair et al. (2017). All items with loadings less than 0.4 were eliminated, and all items with loadings equal or over 0.7 were retained. Items with loading factors in between 0.4 and 0.7 were individually assessed for their impact on the construct reliability and validity. The final iteration of measurement estimates is depicted in Figure 5.5.
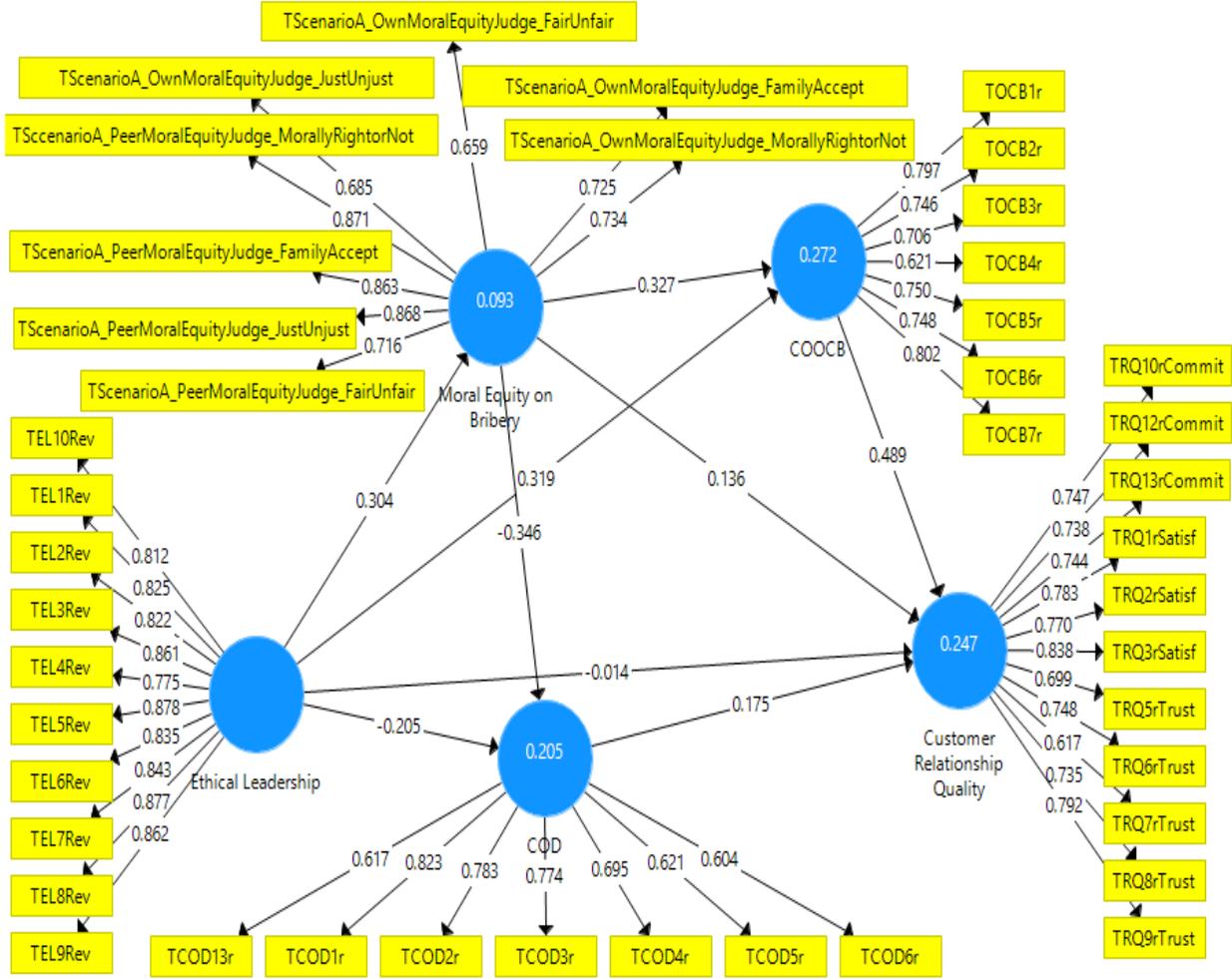
Figure 5.5. Measurement of the EL effect in key account management

The significance of the item loadings was evaluated using bootstrapping procedures in SmartPLS 3.0 with 5k subsamples. All retained items have t-value > 1.96 which indicates their significance at $p < 0.01$. Moreover, all construct have Cronbach's alpha > 0.7 which indicates a good reliability and AVE > 0.5 which indicates acceptable convergent validity (Hair et al. 2017). The detail of measurement model parameter is displayed in Table 5.9.

Table 5.9. Measurement analysis of the ethical leadership effect in KAM

Construct	Items	Loading	Construct Reliability (Cronbach's Alpha)	AVE (Average Variance Extracted)	t-value
Ethical Leadership (EL)	TEL1Rev	0.825	0.954	0.705	15.287
	TEL2Rev	0.822			21.939
	TEL3Rev	0.861			28.697
	TEL4Rev	0.775			13.615
	TEL5Rev	0.878			22.348
	TEL6Rev	0.835			16.937
	TEL7Rev	0.843			18.321
	TEL8Rev	0.877			24.086
	TEL9Rev	0.862			18.317
	TEL10Rev	0.812			14.274
Moral Equity Judgment (MEJ)	TSceA_OwnMEJ_Right	0.734	0.900	0.592	10.268
	TSceA_OwnMEJ_Fair	0.659			6.648
	TSceA_OwnMEJ_Just	0.685			8.011
	TSceA_OwnMEJ_FamilyAccept	0.725			9.354
	TSceA_PeerMEJ_Right	0.871			31.023
	TSceA_PeerMEJ_Fair	0.716			7.55
	TSceA_PeerMEJ_Just	0.868			23.894
	TSceA_PeerMEJ_FamilyAccept	0.863			25.246
Customer Oriented Organisational Citizenship Behaviour (COOCB)	TOCB1r	0.797	0.863	0.549	16.997
	TOCB2r	0.746			11.34
	TOCB3r	0.706			8.841
	TOCB4r	0.621			5.909
	TOCB5r	0.75			10.793
	TOCB6r	0.748			9.11
	TOCB7r	0.802			15.774
Customer Oriented Deviance (COD)	TCOD1r	0.823	0.836	0.501	12.118
	TCOD2r	0.783			11.203
	TCOD3r	0.774			11.415
	TCOD4r	0.695			6.804
	TCOD5r	0.621			4.871
	TCOD6r	0.604			4.649
	TCOD13r	0.617			5.376
Customer Relationship Quality (CRQ)	TRQ1rSatisf	0.783	0.921	0.560	12.606
	TRQ2rSatisf	0.77			13.27
	TRQ3rSatisf	0.838			19.457
	TRQ5rTrust	0.699			8.73
	TRQ6rTrust	0.748			9.658
	TRQ7rTrust	0.617			6.624
	TRQ8rTrust	0.735			13.873
	TRQ9rTrust	0.792			16.779
	TRQ10rCommit	0.747			12.569
	TRQ12rCommit	0.738			10.062
	TRQ13rCommit	0.744			12.894

The discriminant validity of the constructs was assessed both at the item-based level and the latent variable-based level. At the item level, loading of all items to their respective latent variable and their correlation to any other variables (cross-loadings) were observed. All items have less cross-loading to another construct than their associated latent variables and hence confirm the discriminant validity of each construct. Meanwhile, at the latent-variable level, the Fornell-Larcker criterion, which compares the square-root of the AVE values with the latent variable correlations was observed. Support for discriminant validity requires a condition in which the square-root of each latent-variable is greater than their highest correlation with other latent variables (Hair et al. 2017). As displayed in Table 5.10., the square roots of each construct, the highlighted cells in the matrix diagonal, are all greater than their related cross-loadings, the discriminant validity of all constructs is therefore deemed acceptable.

Table 5.10. Analysis of constructs' discriminant validity of the ethical leadership effect model

Fornell-Larcker Criterion	EL	MEJ	COOCB	COD	CRQ
EL	0.840				
MEJ	0.304	0.770			
COOCB	0.418	0.424	0.741		
COD	-0.311	-0.409	-0.425	0.708	
CRQ	0.178	0.268	0.467	-0.085	0.748

5.3.2. Assessment of the Path Modelling

Assessment of the path estimates was conducted using PLS Algorithm and Bootstrapping procedures. The parameters used in the procedures are similar to what has been described in subsection 5.3.1. The structural model results are displayed in Table 5.11. The following path estimates: EL to MEJ, MEJ to COOCB, COOCB to CRQ are significant at p-value < 0.001 or t-statistics > 2.57. This result provides evidence of the effect of ethical leadership on customer relationship quality through moral equity judgment and customer oriented OCB; discussed further with the results of the hypothesis testing. Two other path estimates, EL to COOCB and ME to COD, are also significant at p-value < 0.001 or t-statistics > 2.57. Confidence intervals of those path-estimates further support the significant value as it does not cross zero.

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Table 5.11. Path estimates of the ethical leadership effect model

Significance Testing Results of the Structural Model Path Coefficients

	Path Coefficients		t statistics	Significance Levels	p Values	95% confidence intervals
	Mean	Std Dev				
EL -> MEJ	0.304	0.103	2.96	***	0.003	[0.117 - 0.515]
EL -> COOCB	0.319	0.096	3.322	***	0.001	[0.119 - 0.500]
EL -> COD	-0.205	0.132	1.554	NS	0.12	[-0.479 - 0.044]
MEJ -> COOCB	0.327	0.096	3.395	***	0.001	[0.142 - 0.519]
MEJ -> COD	-0.346	0.109	3.188	***	0.001	[-0.544 - -0.123]
COOCB -> CRQ	0.489	0.142	3.442	***	0.001	[0.188 - 0.749]
COD -> CRQ	0.175	0.147	1.191	NS	0.234	[-0.139 - 0.444]

Note: NS = Not Significant, *** Significant at p < 0.01

Further analysis of model usefulness based on the coefficient of determination and the predictive relevance of the model was also conducted. The R-square value of the latent variables is displayed in Table 5.12. The R-squared value of constructs in the ethical leadership effect model, which shows the ethicality on bribery construct is determined by ethical leadership at a medium-low level with a value of 9%. This low-medium level indicates that other factors likely influence ethicality as discussed further along with qualitative findings in Chapter 8.

Table 5.12. The R-squared value of constructs in the ethical leadership effect model

	R Square
MEJ	0.093
COOCB	0.272
COD	0.205
CRQ	0.247

The direct, indirect, and the total effects of the mediation model were tested using PLS Algorithm in SmartPLS 3.0 (Lowry & Gaskin 2014; Ringle, Wende & Becker 2015). Lastly, the effect size of the path estimates was also assessed. Based on parameters displayed in Table 5.13, the effect size of EL to ethicality on bribery are at marginal level.

Table 5.13. The effect size (f-square) value of the ethical leadership effect model

	f-square
EL -> MEJ	0.102
EL -> COOCB	0.127
EL -> COD	0.048
EL -> CRQ	<0.001
MEJ -> COOCB	0.133
MEJ -> COD	0.137
MEJ -> CRQ	0.018
COOCB -> CRQ	0.217
COD -> CRQ	0.03

5.4. Hypothesis Testing of the Ethical Leadership Effect in KAM

Results of the PLS analyses confirmed the model of the influence of ethical leadership on key account management as described in sub section 5.3 and depicted in Figure 5.6.

Next, is presented the results of the hypothesis testing of the effect of ethical leadership on ethicality, ethical behaviour and customer relationship quality in KAM. Based on the literature review as discussed and summarised in 2.11, the following hypotheses were tested within the ethical leadership model:

H1: A supervisor's ethical leadership is positively related to an account manager's ethical equity judgment

H2:A supervisor's ethical leadership is positively related to an account manager's customer-oriented organisational citizenship behaviour

H3:A supervisor's ethical leadership is negatively related to an account manager's customer-oriented deviance

H4: Ethical equity judgment is positively related to customer-oriented organisational citizenship behaviour

H5: Ethical equity judgment is negatively related to customer-oriented deviance

H6:An account manager's customer-oriented organisational citizenship behaviour is positively related to customer relationship quality

H7: An account manager's customer-oriented deviance behaviour is positively related to customer relationship quality

Note. ** : significant at p < 0.01 ; ns : not significant

Figure 5.6. Model of ethical leadership in KAM.

The statistical analysis revealed a positive relationship between perceived supervisor's ethical leadership and ethical equity judgment (path coefficient: 0.306, significant at p-value<0.01, 95% confidence interval: 0.131-0.509), providing support for Hypothesis 1. Furthermore, although some variance exists among ethical scenarios and stages of ethical decision making (awareness, judgment, and intention), further elaboration as presented in section 5.2 also provides support for the positive relationship between ethical leadership and ethicality. However, it is also important to note the marginal value of the observed effect size of this relationship indicating factors other than ethical leadership could be significantly affecting ethicality. Such influences including individual differences, and organisational factors were explored in the qualitative part of the study; elaborated in section 6.2 of the qualitative analysis and Chapter 8.

Hypothesis 2 proposed a positive relationship between ethical leadership and COOCB and was supported by the findings (path coefficient: 0.318, significant at p-value<0.01, 95% confidence interval: 0.128-0.498). However, Hypothesis 3, which tested the relationship between ethical leadership and COD was not firmly supported. The PLS-SEM indicated a path coefficient of -0.205 (p-value: 0.115), but the 95% confidence interval of this number is crossing the zero: -0.475 to 0.037.

Hypotheses 4 and 5 both estimate the relationship between ethical equity judgment and COOCB (positive) and COD (negative). Both hypotheses are confirmed by the results. Ethical equity judgment is positively related to COOCB (path coefficient: 0.325, significant at p-value < 0.01, 95% confidence interval: 0.138-0.510), and negatively related to COD (path coefficient: -0.345, significant at p-value < 0.01, 95% confidence interval: (-0.542)-(-0.131)). The R-squared value of

COOCB and COD are 27.0% and 20.4% respectively. This result indicates a relatively high percentage of both constructs is explained by ethical leadership and ethical equity judgment.

In terms of the relationship between COOCB and CRQ, the results confirm a significant positive relationship is supporting Hypothesis 6 (path coefficient:0.526, significant at p-value < 0.01, 95% confidence interval: 0.310-0.762). However, for Hypothesis 7, a positive relationship between COD and CRQ, was not confirmed (path coefficient: 0.138, p-value: 0.348, 95% confidence interval: (-0.173)-0.407).

5.5.　Summary of Phase-2 Quantitative Results

This chapter presented analyses of the model of the influence of supervisors' ethical leadership on key account management. The application of PLS-SEM analyses confirmed the significant positive relationship between ethical leadership and ethicality (awareness, judgment, and intention) for the bribery scenario but not the overpromising scenario. Possible explanations of this difference are discussed in Chapter 6 based on the findings of the qualitative study. The qualitative findings indicated that account managers' familiarity with both the bribery and overpromising scenarios, but many of them perceived the latter as an ethically neutral case. The supervisors' role is to ensure the account managers accurately interpret the norms or expectations of the code of conduct and hence behave according to the code of conduct.

The PLS-SEM analyses also confirmed the significant positive relationship between the supervisor's ethical leadership and moral equity judgment, customer-oriented organisational citizenship behaviour, and customer relationship quality, but not customer-oriented deviance. Interpretation of these results situated in the current literature is discussed in Chapter 7. The influence of ethical leadership on the moral intentions, judgments and behavioural intentions in relation to the issue are influenced by the same factors: individual, organisational and issue-specific or the moral intensity factors (Craft 2013; Ford & Richardson 1994; O'Fallon & Butterfield 2005). On the influence of ethical leadership on customer-oriented organisational citizenship behaviour, the flexibility of resource allocation in the business-to-business environment arguably means the account managers are less restrained in performing their extra-role customer-oriented behaviour. This behaviour is then combined with relatively high autonomy in performing their role as the boundary-spanner between the company and the customers. The foregoing combines to result is a high level of discretionary behaviour among account managers. An essential element of ethical leadership is taking genuine care of followers (Brown, Treviño & Harrison 2005; Treviño, Brown &

Hartman 2003) and by demonstrating the values of caring for their followers, in this case account managers, the supervisors role model their values of caring for customers. By helping the customers in satisfying their requirements, needs and wants, account managers help the organisation in fulfilling their obligations (Gounaris & Tzempelikos 2012, 2014) and therefore improve customer relationship quality.

CHAPTER 6.   STUDY PHASE-2: QUALITATIVE FINDINGS

This study aimed to examine the role of ethical leadership in customer relationships in Indonesian ICT business-to-business marketing. The two research questions posed in phase-2 are: how does a supervisor's ethical leadership affect ethicality (a person's ethical standard) at the various stage of the ethical decision-making process; and, how does a supervisor's ethical leadership affect ethical and unethical behaviour which in turn affect customer relationship quality? The previous chapter presented the quantitative results of this study in which the expected relationships between main variables, derived from the literature review, were tested.

The findings presented here derived from the qualitative part of the study. Included is the elaboration of the main factors affecting ethicality and how the supervisor's ethical leadership influences the ethical conduct of key account managers. The written responses to the open-ended questions of the online survey were thematically analysed. Social learning theory (Bandura 1977, 1986) and social exchange theory (Blau 1964) provided the theoretical grounding for the analysis. The qualitative findings contribute added meaning to the results of the quantitative analysis by explaining the possible mechanisms of influence and illustrating cases that elaborate findings.

This chapter describes the results of the qualitative part of this study of ethical leadership in the business-to-business context of Indonesian ICT industry. It includes the elaboration of the differences in responses to the ethical scenarios: bribery case and overpromise or misleading customer case. The results provide the basis for analyses of the influence of ethical leadership for both scenarios. Further, the qualitative findings also contribute to the understanding of factors influencing ethical behaviour in Indonesia B2B marketing context and hence contribute on the discussion of the hypotheses depicted in model in Figure 5.6, as previously discussed in Chapter 5 :

> *H1: A supervisor's ethical leadership is positively related to an account manager's ethical equity judgment*
>
> *H2: A supervisor's ethical leadership is positively related to an account manager's customer-oriented organisational citizenship behaviour*
>
> *H3: A supervisor's ethical leadership is negatively related to an account manager's customer-oriented deviance*
>
> *H4: Ethical equity judgment is positively related to customer-oriented organisational citizenship behaviour*

H5: Ethical equity judgment is negatively related to customer-oriented deviance

H6: An account manager's customer-oriented organisational citizenship behaviour is positively related to customer relationship quality

H7: An account manager's customer-oriented deviance behaviour is positively related to customer relationship quality

6.1.   Ethical Leadership and Ethicality: The Role of an Ethical Supervisor

Account managers' ethicality reflects their understanding of and morality towards ethical issues. In Chapter 2, the literature on descriptive ethics, a branch of ethics study that deals with factors influencing ethical decision-making, and not what one should do normatively was presented and the importance of ethicality in shaping ethical behaviour was established. A person who is aware of a potential ethical issue will more likely access his/her moral judgment before taking actions. In general, the decision to prioritise morality above other dimensions, such as economic or financial benefits, will lead to the intention to behave ethically.

Various factors influence a person's response to an ethical issue. For recognising a moral issue, environmental factors, including socio-cultural, economic and organisational considerations, are essential (Ferrell & Gresham 1985; Hunt & Vitell 1986). Whereas for making an ethical judgment or establishing ethical intention, individual and situational factors are crucial (Treviño 1986). Individual factors affecting ethicality include the level of cognitive moral development (Rest 1986; Treviño 1986) and a person's moral philosophy (Dubinsky & Loken 1989; Hunt & Vitell 1986); and situational factors including organisational culture (Treviño 1986), opportunity and significant others (Ferrell & Gresham 1985). Jones (1991) compiled all prior models of ethical decision-making and then proposed moral intensity, the characteristic of an ethical issue, as a primary differentiating factor. He argues that a person's ethical awareness, judgment, intention, and behaviour are contingent on the characteristics of the ethical issue being faced.

Components of moral intensity that describe characteristics of an ethical issue consist of the following: the magnitude of consequences, social consensus, the probability of effect, temporal immediacy, proximity, and concentration of effect (Jones 1991). This study sought to demonstrate two common ethical issues in Indonesian ICT B2B marketing with different levels of moral intensity. The scenario of bribery arguably features a higher level of moral intensity than the scenario of over promising or misleading customers. First, the explicit and significant amount of money involved in the bribery case could be considered as a high-intensity consequence. Second, the social consensus that bribery is unethical conduct is a shared value compared to the act of over-

promising which, by some participants, is considered ethically neutral. Findings of this study confirm the difference in responses that resulted for each ethical issue and hence support the issue-contingent model of the ethical decision-making process of Jones (1991).

The aim of current study was also to understand the effect of ethical leadership on ethicality. Account managers' ethicality, as measured by awareness, judgment and intention, was found to be positively correlated with perception of their supervisor's ethical leadership. Based on the social learning perspective (Bandura 1977, 1986), these findings demonstrated that account managers learn from their supervisor who is perceived as a moral person and moral manager. For the bribery case, the correlations were stronger than the overpromising/misleading customer's case. The weak correlation on the latter might indicate the ethically neutral nature of overpromising customers in Indonesian's ICT industry B2B marketing. Another possible perspective is the issue-contingent nature of the effect of ethical leadership on ethicality. Drawing on these findings, this study contributes empirical results which confirm the role of ethical leadership on ethicality and account managers' ethical decision-making processes.

To enrich interpretation of the quantitative findings, the qualitative analysis of both scenarios are explained next.

6.1.1. Bribery Case

More than two-thirds of the participants showed familiarity with the situation illustrated in the bribery scenario. All of them indicated that similar situations happen in their organisations or industry. According to these participants, two groups of categories in which similar conditions could happen are in the procurement process and any process involving government or public service officers. The former category includes the tender process with any type of customers, while the latter category involves sales to government agencies or state-owned enterprises. However, a minority of participants stated that either they have not experienced similar situations yet or have managed to avoid such circumstances by adhering strictly to the company rules and regulations.

Three key themes were captured from participants' responses on the familiarity with the bribery case. First, such behaviour is considered normal in the industry. Second, account managers tend to embrace any possible opportunities in the market, which justifies any actions taken to secure a deal. Third, the drivers of this behaviour in KAM were partly the opportunistic attitude of customers' or partners' key contacts. Together, these themes indicate the domination of economic judgment in the

account managers' decision-making process. In this instance, for account managers, any possible actions that could lead to profitability for the company and fulfil their customers' requirements are appropriate. Such an approach within the philosophical perspective of ethics,where the greater good consequence is preferable, is termed the utilitarian approach (Ciulla 2014).

Given the size of the customers' organisation and their project's economic value, the decisions to choose suppliers frequently encompass a quite complex decision-making process. Parties in the customers' organisation involved in this process might include end-users of the product, a technical department – for an ICT service mainly the IT department – and a procurement team. In many organisations, the supplier selection process requires either a formal tender process, in which all potential suppliers could apply to the procurement team based on a published Request for Quotation (RfQ) document or a selection process of pre-listed vendors. Account managers use many strategies to win the selection process, which sometimes involves requests for favourable treatment from persons in the customers' organisation. Occasionally, persons involved in this process use their position to take personal advantage from the potential suppliers. More than 40 participants explicitly used monetary terms such as *cash-back*, fees (*commission fees, success fees*), facilitating payment (in Indonesian term: "uang pelicin"), and *under the table money*, while others used more general terms including benefit, entertainment facilities and incentives. Some of the informants stated that persons in the customer's organisation initiated the request.

> "If the product that we offer has competitors, occasionally there are triggers to do that [giving money] from our client" (P63: Partner Business Manager).

> "[We need to] give incentive to the colleague [in the customers' organisation] to smooth out the project" (P27: Supervisor SME).

> "Once we win the order, we need to pay a particular amount of money to the person in charge in the customer's organisation who helped us in gaining the order" (P82: Senior Account Manager).

However, despite familiarity with such behaviour and widespread belief among the participants that the behaviour is normal in the industry, the majority of them still consider bribery activities to be unethical, as indicated in the cross sectional quantitative results of the ethical awareness towards the bribery scenario. One possible explanation for this phenomenon is that the decision to take action to give money to the customers is not solely based on the account managers' ethicality. This action is mainly driven by economic motives including the need to meet the sales target and achieve

performance recognition. In this situation, the role of the supervisor's ethical leadership is required to dispel any doubts about what actions are required in every case.

6.1.2. Overpromise or Misleading Customers Case

More than half of the participants (136) illustrated similar situations described in the overpromising or misleading customers case. Mainly, they suggested that the deadline for activation lines or service delivery aspects of the ICT services could lead to overpromising in the customers' situation. However, the majority of the responses did not indicate that such pressure would lead to unethical behaviour. Instead, many of the participants considered such a transaction as ethically neutral or even as an opportunity to provide more benefit to the customer. The key observation made here relates to the ethical ambiguity of this case for account managers. Moreover, based on the quantitative analysis, results point to the influence of ethical leadership on ethicality, which deters account managers from overpromising or misleading customers.

Two groups of themes captured from the participants' qualitative responses are that the tendency to overpromise could be (1) supplier-driven, or (2) customer-driven. The acts of misleading customers mainly happened if they were originally supplier-driven, such as selling services while the resources to provide them are not quite ready yet, or an over-enthusiastic salesperson who acts selfishly to secure the sales deal. Notably the customer-driven situation could lead to more business with the customer. The former indicates opportunistic behaviour by account managers, while the latter displays risk-taking activities involved in this B2B marketing context.

Among the main reasons account managers overpromise product delivery to the customers are to secure the deal to achieve their target and to seize substantial opportunities with those valuable customers. The importance of securing their sales target is a crucial value adding factor brought by the account management function to the company (Barrett 1986; Millman & Wilson 1995). On many occasions, optimistic and opportunistic approaches were taken by account managers to make favourable impressions on key persons in the customers' organisation. The decision to stretch their capabilities is arguably reasonable given the flexible nature of resource allocations for B2B customers in many supplier companies (Gounaris & Tzempelikos 2014; Ryals & Holt 2007). Some participants mentioned that extra resources could be requested and made available from their companies if necessary to fulfil large contracts which reflected customers' requirements. Other

account managers relied on their link to support systems to prioritise such requirements. However, some concerns were raised that the behaviour could potentially lead to customer distrust.

> "This situation is common in sales delivery practices in general. Based on project management [delivery] calculations, procurement [decision] and supply [quantities] were in compliance with [what is being] promised to the customer, but [many other] risk factors were not taken into account, so [making the promises in] sales is just like gambling [and no certainty with our promises] in dealing with customers" (P87: Account Manager).

The decision to fulfil whatever is requested by customers, including expediting deliveries, appears commonplace in the industry. As expressed by many account managers, accepting the customers' terms and conditions is important and could serve as an entry point for capturing more business opportunities. The objectives of key account management is to achieve both financial and non-financial outcomes which are essential for promoting KAM in the company (Gounaris & Tzempelikos 2014; Ryals & Holt 2007). Gaining economic benefit is the defining motivator in this situation.

> "Frequently happens in business, an opportunity comes, but its delivery terms are impossible [to fulfil], the solution is to look at the potential scale of revenue that could be gained, if it is huge, then the organisation will provide full support to comply with the deadline requested" (P80: Corporate Account Manager)

As described in the quantitative findings, almost a third of the participants do not consider that the scenario involved any ethical concerns. Additional information gained from the qualitative analysis of open-ended responses on the survey, as elaborated above, indicates the potential for high risk-taking attitudes among account managers in the ICT industry. With this attitude, account managers could be the instigators of unwanted consequences such as triggering customer distrust and violating written contracts. The supervisor's unambiguous ethical leadership is important to guard the company's policy in managing such situations.

Emerging from the foregoing observation is the crucial role of supervisors in providing clear understanding through discussion of the differentiating factors in such cases to inform account managers' ethical decision-making process. The role of a supervisor is to identify and prepare through perhaps scenario planning, a guide or set of principles and conditions for each potential situationso that decisions are made expeditiously though thoughtfully. In this way, the influence of ethical leadership is assured for a spectrum of issues faced by the account managers.

6.2.   Factors Affecting Ethical Behaviour in KAM

Themes in this section were elaborated based on the responses to the two open-ended questions about the supervisor's influences to ethicality and other factors affecting the ethicality of account managers. Both questions are part of the survey stage 1, and 258 responses informed the findings. As also mentioned in the previous sub section, although the majority of the responses comprised short sentence format or phrases, others provided elaborated paragraph-like responses. As the factors mentioned by the respondents are what is salient to them, the absence of other factors is also discussed. Comprehensive reviews of two decades of research on the topics (Craft 2013; O'Fallon & Butterfield 2005) are used as the discussion framework.

The majority of participants who responded to the open-ended questions (87.2%) confirmed the influence of the supervisor on the ethical behaviour in the organisation, either positive (91%) or negative (9%). Participants who expressed the positive influence of a supervisor used terms including role model, standard, and guide, and provided an example of appropriate conduct in describing the role of their supervisor in the organisation. One of the respondents described how the supervisor is important in a critical decision such as offering product proposals to customers:

> "As an account manager, supervisor involvement is very influential in our decisions in offering products to customers, including within it maintaining a relationship and handling unexpected critical situations. Supervisor involvement in providing guidance, instruction, and representing management decisions is very influential to account managers" (P57: Corporate Account Manager).

On the other hand, participants who expressed the negative influence of their supervisor used terms including result orientation, inconsistency, unbalanced and concern with non-essential matters to describe how their supervisor behaved toward them, as demonstrated in the following quote:

> "… obedience was translated as obeying the supervisor and not comprehensively balancing [the requirements of] stakeholders …" (P98: Corporate Account Manager).

Scholars have proposed many different models of ethical decision making (Craft 2013; O'Fallon & Butterfield 2005). The discussion started decades ago was mainly triggered by major unethical cases reported in the public domain, and remain of interest today (cf Bagdasarov et al. 2016; Musbah, Cowton & Tyfa 2016; Schwartz 2016). As the potential for unethical conduct is current,

identifying issues and providing clear societal standards for business behaviour is crucial to limit future transgressions.

In addition to the issue-contingent factor which was discussed in section 6.1, four groups of factors affecting ethical decision-making are described here based on qualitative analysis of the open-ended responses in this study. Table 6.1 is supported with details described in Appendix 17. The first two, to which the majority of the responses belong, is the role of organisational influences. About 39% of the responses mentioned the perceived in-roles and acceptable norms in the organisation as the defining factors of ethicality. Second, the presence of ethical enforcement mechanisms in the organisation was highlighted. The third group aggregates the other person's influence, both from within the organisation (peers) and outside (family and religious model). The last group is the individual factor, which encompasses personal values and individual characteristics. Each group is discussed in turn below.

Table 6.1. Classification of factors affecting ethicality

Classifications	Responses (%)
1: Perceived acceptable norms and in-role values	39
2: Ethical enforcement mechanisms	23
3: Significant others	20
4: Individual factors	18

6.2.1. Perceived Acceptable Norms and In-role Values

Code of conduct and company policies were mentioned by the respondents as one of the main considerations in making decisions. The presence of an explicit code of conduct is the initial attempt at encouraging ethical behaviour in an organisation. However, the written code and policies alone are not sufficient to drive ethical conduct in an organisation (O'Leary & Stewart 2007; Rottig, Koufteros & Umphress 2011). These written documents are relatively static (not frequently updated to accommodate contemporary issues) and generic (lack of issue-specific guidance or only describe a high-level approach with relatively less detailed explanation), which could potentially fail its main purpose of discouraging unethical behaviour (McKinney, Emerson & Neubert 2010). Some research on the influence of codes of conduct found a combination of the written policy, communication processes and ethical enforcement mechanisms are required to ensure ethical

considerations become part of decision-making (Deshpande 2009; Rottig, Koufteros & Umphress 2011). The ethical enforcement mechanism will be further discussed in section 6.2.2.

Perceived acceptable norms in Indonesian ICT B2B marketing were expressed by the respondents mainly in two forms: virtue ethics and utilitarian ethics. Using the virtue ethics approach, a person establishes the belief that ethical behaviours are part of practising good habits reflecting good individual/company character (Murphy, Laczniak & Wood 2007). The emphasis, in this approach, is placed on the values of the action itself. Serving business customers to fulfil their requirements to run and grow their business is a good act. Doing all necessary actions to comply with this goal is the main role of an account manager who becomes the primary contact for a supplier organisation. In contrast, the utilitarian approach of ethics puts emphasis on the mutual benefits for each party involved in the activities as the main consideration of actions (Nantel & Weeks 1996). This is a consequence-based approach to ethics. The main function of an account manager is to provide benefit for the business customers from the products and services that they consume and at the same time provide profit and continuity of the profit for the supplier (Gounaris & Tzempelikos 2014; Millman & Wilson 1995).

Three main virtues exposed in this study as the norms in key account management are integrity, respectfulness and responsibility. Integrity is part of the character required in gaining trust, while trust is an important element of building and maintaining a relationship with customers (Morgan & Hunt 1994). In the context of providing services to business customers, integrity is related to the consistency of what is being promised and what will be delivered, and it is part of building commitment and trust in the relationship (Millman & Wilson 1996). In addition to integrity, the character of respectfulness is also seen as an important element of an account manager in the Indonesian B2B marketing context. "Other than the influence of a leader as our role mode, [obeying ethics] requires integrity and personal respect" (P25: Regional Account Manager). The aim of establishing and maintaining a long-term relationship with key customers' contact persons requires this good character (Millman & Wilson 1996; Morgan & Hunt 1994). Responsibility, in this context, is more about making the necessary moves to fulfil the expectations of the job, including growing the support network within the supplier company and the business network in the customers' industry (Gounaris & Tzempelikos 2014; Millman & Wilson 1996). From the customers' point of view, an account manager is a key contact to the supplier organisation (Millman, T. & Wilson 1999). Hence, the account manager should act as the main organiser of support provided to the customers. In fulfilling this expectation, it is important for an account

manager to maintain a sufficient network of support within his/her company (Millman & Wilson 1995; Ryals & Holt 2007).

Other key acceptable norms, also revealed in the qualitative analysis, are fairness and transparency. This norm is illustrated in the following participant's comment about factors influencing ethics in an organisation: "… all people in the organisation [need to obey], so no imbalance … all superiors and sub-ordinates, all have an obligation to obey the rule" (P48: Account Manager). The idea of fairness, in the account management context, also relates to the utilitarian approach of mutual benefit (Millman & Wilson 1995; Ryals & Holt 2007). As the interfacing person who works in the boundary of two organisations, the supplier side and the customer side, it is important for an account manager to be seen as fair to both parties (Blau 1964; Morgan & Hunt 1994). As the relational norms could potentially strengthen or weaken a contractual document (Möhring & Finch 2015), the role of the account manager is essential. In relation to transparency, account managers who understand their customers' standpoint can communicate customers' needs and wants to their organisation and gain necessary supports (Millman & Wilson 1996; Morgan & Hunt 1994). Reciprocally, the account managers also need to deliver their company's aspirations to the customers as illustrated in the literature as relational competencies (Gounaris & Tzempelikos 2014; Millman & Wilson 1996). It is important in this context to ensure goal congruence between both sides. The similarity and congruence of both parties' goals is a condition for mutually benefitting from a relationship (McQuiston 2001).

Furthermore, as expected, a quite strong message of an orientation towards making a profit from the business relationship (business orientation) is salient. The role of an account manager is important to maintain and enhance the competitiveness of the supplier company (Guenzi, Paolo & Storbacka 2015; Guesalaga & Johnston 2010). As part of the sales and marketing process in an organisation, account managers could be seen as the frontline employee who is responsible for taking any opportunities in the market or the customers (Guenzi, P., Pardo & Georges 2007). The numbers, sales volumes and revenue or profit figures that they bring to the company are their main measures of success. However, in this B2B environment, the norm of customising treatment for each business customer is also essential (Gounaris & Tzempelikos 2012). Each business organisation has a unique engagement process that influences business requirements (Millman & Wilson 1995). Hence each customer is treated differently and could produce different figures for an account manager. Customising the sales target for each account manager is important to avoid the pressure to achieve unrealistic goals. The tension of achieving sales targets could lead to unethical behaviour as their

economic judgment might always overshadow the moral judgment of some account managers (McClaren 2000). This tension is illustrated in the following participants' responses:

> "Company where I worked, seven years now, is an aggressive firm and highly appreciate the sales in term of achievement. We, the sales, are very focused and care about the number of achievements. Of course, this influences my supervisor, just like us, the sales, because our intention is similar. NUMBER" (P1: Senior Account Manager).

> "[my supervisor does] not really care about ethics because the emphasis now is on maximising the output. How an account manager is able to sell the products. The supervisor tends to push account managers to sell as many as they can" (P40: Account Manager).

> " … [what influence ethics are] peers, work environment, achievable target, because unrealistic target which was too high to be realised, will condition people to do anything, even violating ethics" (P83: Account Management).

All of these factors are open to being potentially shaped by the supervisor. Communication to shape perceptions of what is acceptable according to the code of conduct is the responsibility of the supervisor. Communication is one key element of ethical leadership (Brown, Treviño & Harrison 2005; Treviño, Hartman & Brown 2000).

6.2.2. Ethical Enforcement Mechanisms

There have been some mechanisms for ensuring the promotion of ethical conduct in the organisation discovered in this study, including communication processes, monitoring processes, performance review, and reward systems. Communication processes enforce the awareness of codes of conduct, and any company policies regulate appropriate conducts toward customers (Rottig, Koufteros & Umphress 2011). The monitoring process enforcing a continuous review of that awareness and performance review could be used to make necessary corrections of potential violations to the conduct (Brown, Treviño & Harrison 2005). The reward system, which includes the consequences or punishment of violating the code of conduct, enforces the ethical behaviour (Hayibor & Wasieleski 2009). The presence of these mechanisms also discourages the potential for making unethical decisions by account managers.

Communication processes encompass the systematic process of telling account managers about appropriate behaviour and role modelling the behaviour because what is more important than

having the written code of conduct is the communication of the codes (Rottig, Koufteros & Umphress 2011). Judging from the acceptable norms discovered in this study, as described in section 6.2.1 and the previous chapter of quantitative results (see section 5.2), there are potential problems with the clarity of appropriate conduct in relation to overpromising or misleading customers. Only these two scenarios were used in the study, clearly other ethical transgressions are possible.

Apart from telling account managers of the acceptable conduct, the process of monitoring the implementation of the code of conduct is also mentioned as an important element of ethical enforcement mechanisms. Monitoring processes could perform at least three functions: as part of communicating codes of conduct (Brown, Treviño & Harrison 2005); as part of evaluating code of conduct integration into decision-making (Hayibor & Wasieleski 2009); and as feedback mechanisms of the conduct applicability (O'Fallon & Butterfield 2005). Findings of this study emphasise the importance of consistent monitoring of ethical conduct in organisations. Extrapolating from the findings of Rottig, Koufteros and Umphress (2011) on the collective effect of code of conduct communications and rewarding systems, the following discussion elaborates on these three functions.

As a tool for communicating the code of conduct, the monitoring process ensures the spread of the right message is conveyed throughout the key account management unit (Brown, Treviño & Harrison 2005). An example brought forward by some of the participants relates to handling customers who request cash to support their activities, including sponsorship of family gathering activities in the customers' organisation. If the supervisor set up a new policy about appropriate ways of handling the request, the first stage is to tell account managers about this and organise briefing sessions to discuss the policy. The next stage could be identifying the potential of such cases in every customer handled by the account managers. This follow-up stage is the monitoring process as part of communicating the new policy. By doing this, the supervisor is monitoring whether the account managers have a sufficient level of understanding as required by the new policy.

As part of evaluating code of conduct implementation, the monitoring process could periodically sense the level of awareness and the integration of the code in account management judgment (Hayibor & Wasieleski 2009; O'Fallon & Butterfield 2005). A periodic evaluation of code of conduct implementation is necessary to ensure ethical judgment is always part of the account managers' decision-making. A monitoring process could be delivered by the supervisor as part of

the regular briefing. This appraisal could be conducted in a dynamic conversation in which the account managers provide a thorough assessment of the potential deviance to the policy on each customer that they handle. By doing this activity, the supervisor becomes aware of any need to re-orient account managers on any specific issues. Lastly, the monitoring process could also serve as a feedback mechanism for the code's applicability (O'Fallon & Butterfield 2005). During the dynamic conversation, account managers could also provide feedback on the applicability of the code of conduct in their specific cases or customer profiles.

Reward systems are essential to encourage ethical behaviour while providing consequences for deviation from the code of conduct to discourage unethical behaviour. The threat of formal sanctions could increase attention to the consequences of unethical conduct and hence influence ethical decision-making (Hayibor & Wasieleski 2009; Premeaux 2009; Smith, Simpson & Chun-Yao 2007). Sensitivity to sanctions has been found to be influenced by cognitive moral development/CMD (Jeffrey, Dilla & Weatherholt 2004) and personal values (Watson, GW, Berkley & Papamarcos 2009). A person with low CMD is more likely to be influenced by the threat of formal sanctions and a person with high stimulation or "high desire for excitement, novelty, and challenge" considers both the punishment and rewards (Jeffrey, Dilla & Weatherholt 2004, p. 470). While, a person high in conformity and traditionalism attributes focuses on punishment (Watson, GW & Berkley 2009). However, in a circumstance where an action is perceived as an order by the authority, and hence means no consequences of sanction (Smith, Simpson & Chun-Yao 2007), people will be likely to comply with forces that they know are wrong (Asch 1956 'conformity study', cited in Watson, GW & Berkley 2009, p. 475). People with high conformity are less likely to comply with an unethical decision (Watson, GW, Berkley & Papamarcos 2009).

6.2.3. Influence of Significant Others

The third group of factors exposed as influencing ethical decisions in this study are the significant others, including peers, family, and religious role models. The presence of other people in an organisation who believe an act is morally acceptable is positively related to a person's belief that it is morally acceptable (Hayibor & Wasieleski 2009). However, this should be treated with caution as this may not reflect causality. An alternative explanation is that the higher order factor, including the ethical climate, may influence all parties in the organisation. On peer influence, it is important to note the potential for false consensus bias (Flynn & Wiltermuth 2010), in which people believe that their peers are more like them than not. This provides a trap in making ethical decisions if the account managers relate to their perceived peers' position. Furthermore, the power of the

supervisors, mostly regarding their ability to control valued resources and administer rewards and punishments, enables them to influence account managers' ethical judgment (Wiltermuth & Flynn 2013). Also, leadership plays a significant role as an antecedent of ethical climate, and another climate, including the service climate, aims to improve customer relationship quality (Schneider et al. 2017).

On the influence of religious figures and other role models, social learning theory supports the importance of ethical role models, in which a person emulates ethical attributes of other people (Bandura 1991). The modelling process involves the acquisition of moral reasoning and standards, and a role model was found to be one of the influential figures for an ethical leader (Brown & Treviño 2014). Parents as the ethical model for children in the family are a credible source of information to learn normatively appropriate behaviour, such as honesty and caring. Furthermore, parents who emphasise reasoning and the voluntary internalisation of standards can promote healthy moral development in children (Hoffman 1980). Meanwhile, the influence of a religious figure could be part of the role modelling process. The role modelling process as part of social learning does not require close contact (Bandura 1963). What is important in this process is the attractiveness of the model, including the capacity of nurturing, the power to reward particular behaviours, competence, and status (Brown & Treviño 2014).

6.2.4. Personal Values and Individual Characteristics

The role of personal values in making ethical decisions has been established through scholarly exploration of this topic (Craft 2013; Ford & Richardson 1994; Loe, Ferrell & Mansfield 2000; O'Fallon & Butterfield 2005). This individual difference factor influences the awareness of account managers of the ethical issues and of prioritising moral judgment above other factors. Personal values encompass philosophical positions and values orientation. In this study, two personal values raised by respondents were religiosity and self-awareness. Religiosity could be expressed by a person as an external orientation but could also be used for more internalised functions. An extrinsic orientation prioritises expression of religious practices. People with this orientation are usually motivated by extrinsic needs such as social approval (Vitell, Keith & Mathur 2011). An intrinsic orientation is characterised by a belief in the central role of religion in life. People with intrinsic religious orientation will attempt to live out the religious principles in all areas of life including in the workplace. This tendency makes individuals more sensitive to ethical issues and more likely to make ethical judgments and have ethical intentions (Singhapakdi, Anusorn et al. 2012). The next personal characteristics that influences ethical decision making is the level of conscientiousness and

self-awareness. A person with these characteristics is more likely to have more concern for moral duties and responsibilities (Ko et al. 2018).

Other personality factors identified in the literature and related to the participants' responses are idealism, mindfulness, and locus of control. Idealism is a personal belief that morally appropriate actions will result in favourable outcomes. A person with a higher degree of idealism is more likely to choose a more ethical option (Callanan et al. 2010). Mindfulness relates to self-awareness. A highly mindful person will uphold a higher moral standard (Ruedy & Schweitzer 2010). Locus of control reflects a belief in the person's influence on the outcomes of his or her behaviour. Persons who perceive that consequences are the direct results of their own efforts, namely internal locus of control, are more likely to avoid unethical actions (Street & Street 2006). Therefore, an account manager who holds such values tends to behave ethically. The supervisor's influence in relation to this type of person is to encourage them to exhibit their personal values in the workplace.

Lastly, education was named by participants in this study as a factor in making an ethical decision. In general, a high level of education along with employment experience is positively related to ethical decision-making (O'Fallon & Butterfield 2005). However, this relationship is not always significant (cf Forte 2004; Marques & Azevedo-Pereira 2009). Furthermore, the result of the quantitative study, as presented in section 5.2.5, shows that education does not significantly affect ethicality for both scenarios of bribery and overpromising customers.

6.3.   Summary of Phase-2 Qualitative Findings

This chapter presented additional explanations of the supervisors' ethical leadership influence on ethicality based on the account managers' qualitative responses. Despite the account managers' familiarity with both the bribery and overpromising scenarios, many of them perceive the latter as an ethically neutral case. In this situation, the supervisors' role is to ensure the account managers accurately interpret the norms or expectations of the code of conduct. Account managers' perceptions of acceptable norms and their in-role values influence their ethical decision-making process. Other factors that also influence the account managers' ethical decision-making are the presence of an ethical enforcement mechanism, in which the supervisors also take an important role, and normative behaviour modelling.

CHAPTER 7.　　DISCUSSION

The aim of this study was to investigate the effect of a supervisor's ethical leadership in customer relationships in Indonesian ICT business-to-business marketing. The two research questions posed were: first, how does a supervisor's ethical leadership affect ethicality (a person's ethical standard) at the various stage of the ethical decision-making process; and second, how does a supervisor's ethical leadership affect ethical and unethical behaviour which in turn affects customer relationship quality? A mixed-method study combining the quantitative and qualitative approaches was used to seek an answer to the questions. Previous chapters have presented the quantitative results and the qualitative findings. Interpretations and implications of the findings are now discussed.

This study proposed a model where ethical leadership influences the behaviours of key account managers. In support of expectations, ethical leadership showed a positive and significant relationship with moral equity judgment (Hypothesis 1) and customer oriented organisational citizenship behaviour (COOCB) (Hypothesis 2). Further, the predicted positive significant relationship between moral equity judgment and COOCB (Hypothesis 3) and negative relationship with customer-oriented deviance (COD) (Hypothesis 5) are also confirmed by the analyses. These hypotheses confirmation and findings are supported by social learning theory (Bandura 1986) and social exchange theory (Blau 1964). The effects of ethical leadership in diverse organisational contexts are thought to be the result of social learning processes involving role-modelling and reward systems (Brown, Treviño & Harrison 2005). In such social exchanges, followers reciprocate the morality shown by their leader in response to being treated ethically and respectfully (Kalshoven, Den Hartog & De Hoogh 2011b; Mayer et al. 2009). Account managers who prioritise morality above other factors in appraising a judgment or making a decision guided by their moral equity judgment are more likely to engage in ethical behaviour, but not in unethical behaviour (Ajzen 1991; Rest 1986). The mechanisms of the effects of ethical leadership in this business-to-business context are now discussed in turn.

7.1.　　Supervisors' Ethical Leadership Influences on Ethicality

As elaborated in Chapter 6: Qualitative Findings, aggregation and interaction among several factors influences account managers' ethicality, including individual, organisational, and issue-specific or the moral intensity factors. The individual factors salient in this study are personal values, while the organisational factors relate to the perception of account managers about their in-role values. The

findings confirm factors affecting ethicality as discussed in decade of literature in the area of ethical decision-making (Craft 2013; Ford & Richardson 1994; O'Fallon & Butterfield 2005). An account manager, primarily, is expected to produce sales for the company (Millman & Wilson 1995), and hence economic judgment is one of the norms. The issue-specific or moral intensity of the ethical dilemma is an essential element in influencing the ethicality (Jones 1991). The perception of whether an issue contains a moral dilemma is influenced by all those three factors. Subsequently, the judgments and intentions in relation to the issue are all influenced by the same factors: individual, organisational and issue-specific or the moral intensity factors.

The mechanisms of influence discussed in the ethical decision-making literature are mainly explained by the social cognitive perspective and moral identity approach (Craft 2013). Using social cognitive theory (Bandura 1999), the vicarious learning capability of an account manager defines to what extent he/she could emulate the ideal behaviour demonstrated in the workplace. Using moral identity theory (Aquino & Reed II 2002; Ashforth & Mael 1989; Mayer et al. 2012), the personal association with a particular moral position highly influences the demonstrated behaviour. In this study, the significant positive relationship between perception of the supervisor's ethical leadership with all three measures of ethicality: awareness, judgment, and intention, emphasises the importance of leader morality. The mechanism of a supervisor's ethical leadership that influences the account managers' ethicality is depicted in Figure 7.1.
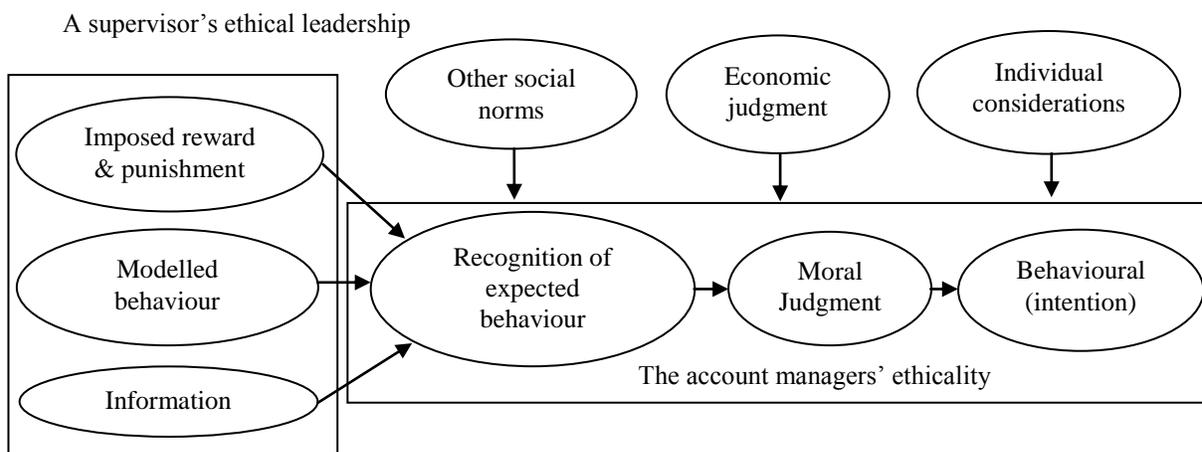

Figure 7.1. Mechanisms of a supervisor's ethical leadership influences on account managers' ethicality

Three main roles of a supervisor's ethical leadership in influencing the account managers' ethicality are: providing information on the expected behaviour; modelling the behaviour; and imposing rewards and consequences (Brown, Treviño & Harrison 2005; Treviño, Brown & Hartman 2003).

In this context, information provided by the supervisors could be part of the organisation's ethical code or policies related to marketing and sales. At least two forms of information need to be provided for each potential ethical dilemma: proactive narration and reflective evaluation (Resick et al. 2013). A proactive narration is detailed information about the potential ethical cases. As elaborated in section 6.1 of Chapter 6: Qualitative Findings, the absence of an elaborative exemplary in a particular case, the misleading customers scenario, would allow the account managers to deviate from what was expected by their supervisor. This narration needs to be frequently addressed by the supervisor to account managers. Both the precision (detail) and the frequency serve as reminders for account managers about the importance of the messages. Subsequently, reflective evaluation on real practices also needs to be conducted by the supervisors. One of the organisational factors found in section 6.2 as an essential element of the ethical enforcement mechanism is the monitoring process in which the supervisor provides reflections on what has been practised by the account managers (Brown, Treviño & Harrison 2005; Craft 2013; Treviño, Brown & Hartman 2003).

Specific to the context of business-to-business marketing in this study, three cases that need clear guidance are: 1) differentiating gift giving from bribery; 2) dealing with service customisation; and 3) negotiating resources allocation. Based on findings on the bribery scenario, as elaborated in section 6.1.1, the widespread practice of gift giving could be the precedent for normalising bribery activities. A supervisor in B2B marketing needs to rule out any doubt associated with the gift-giving practices and refer to the related company policies or industry regulations (Craft 2013). In dealing with service customisation and subsequent resource allocation in the company, clear guidance helps in minimising the gap between the company policies and the account managers' practices (Gounaris & Tzempelikos 2012; Millman & Wilson 1996).

Modelling the expected ethical behaviour is a prime element of a supervisor's ethical leadership (Brown, Treviño & Harrison 2005; Treviño, Brown & Hartman 2003). As suggested by the participants of this study, a supervisor usually takes part in representing the company in major decisions about customers. By demonstrating the ethical judgment used in the decisions, the supervisor exposes how account managers could make a similar type of decision in the future. However, conflicting judgment, as presented in section 6.1.2 on overpromising or misleading customer cases, could be problematic. Therefore, in addition to the clear guidance provided in this scenario, the supervisors also need to constantly remind the account managers of the consequences of deviating from the ethical standard. Providing rewards and consequences is important in attracting the account managers' attention to the information and modelled behaviour (Ogunfowora

2014), and for ensuring the ethical practices become salient in the account managers' activities. As the nature of the sales and marketing function in an organisation is to prioritise economic judgment above others (Millman, T. & Wilson 1999; Ryals & Holt 2007; Schwepker Jr & Good 2013), it is essential to maintain high alert in potentially unethical cases by imposing rewards and punishments on the related activities (Hayibor & Wasieleski 2009; Premeaux 2009; Smith, Simpson & Chun-Yao 2007).

7.2. Supervisors' Ethical Leadership Influences on COOCB

As presented in the literature review, leadership behaviour is a salient factor that precedes the employee's organisational citizenship behaviour. One of the behaviours that highly influences the follower's OCB is supportive behaviour. It is likely that when leaders show this behaviour, including coaching and attending to the employee's individual requirements, the employees will respond with their own OCB (Podsakoff et al. 2000). This supportive behaviour reflects the ethical leadership values of caring and concern for others. Employees who are being treated respectfully, with full care and support from their leader, will likely reciprocate this by showing their respect, caring and support to their peers and toward their organisation (Kalshoven, Den Hartog & De Hoogh 2011b; Mayer et al. 2009). In this study, the quantitative results have shown a significant positive correlation between account managers' perception of a supervisor's ethical leadership and their self-rating of customer-oriented OCB. Importantly, this result demonstrated the extension of OCB beyond an organisational boundary.

Moral equity judgment is used in this study as the mechanism that relates the supervisor's ethical leadership to the account managers' customer-oriented organisational citizenship behaviour. Moral equity judgment is a form of evaluation that is concerned with the morality of particular actions. A significant positive relationship between account managers' perception of their supervisor's ethical leadership and moral equity judgment could arguably be explained by the sensemaking process (Resick et al. 2013). The sensemaking process is gaining an understanding of the meaning of an event and having insight about what to do (Weick 1995) which, in this context, is facilitated by the supervisor's demonstration of appropriate behaviour. Account managers who witness the way in which their supervisor takes care of their needs will be likely to think that supportive behaviour is one of the socially approved norms in their organisation. This perception then could drive the account managers' treatment of their customers.

In demonstrating the COOCB, account managers are arguably modelling their supervisor's ethical leadership values of caring for others. Using the social learning approach (Bandura 1977, 1986), the moral equity judgment used in this study could be classified as part of the cognitive retention and reproduction element of how a supervisor's ethical leadership is being emulated by the account managers. The retention and production processes mainly deal with the cognitive activity of the followers, both in acquiring elements of the modelled behaviour and showing it (Bandura 1977; Ogunfowora 2014). In addition to that, the success of the emulation process is also supported by the general self-efficacy of the account managers toward the COOCB (Tu & Lu 2016) and their job autonomy (Kalshoven, Den Hartog & De Hoogh 2013b). General self-efficacy is the belief in a person's own ability to produce expected outcomes (Bandura 2012). In this study, the flexibility of resource allocation in the business-to-business environment arguably makes the account managers less restrained in performing their extra-role customer-oriented behaviour. This behaviour is then combined with a relatively high autonomy in performing their role as the boundary-spanner between the company and the customers. The result is a high level of discretionary behaviour.

Beyond the retention and reproduction process of the modelled behaviour, there are two other groups of processes, namely attentional and motivational, that could enhance the potential of a modelled behaviour being actually recognised and practised. The attentional processes are concerned with how the supervisors modelling becomes salient to their followers and overshadows other possible source of behavioural influencer. For the attentional process, there are three elements identified in the literature that moderate the influence of a supervisor's ethical leadership on an employees' OCB: the role-modelling strength (Ogunfowora 2014), the cognitive and affective trust (Newman et al. 2014), and the organisational politics (Kacmar, Carlson & Harris 2013). Although not explicitly measured in this study, the role-modelling strength reflects the extension to which account managers prioritise their supervisor's guidance over other influential factors. The element of trusts was measured as part of the ethical leadership scale used in this study, while organisational politics was indicated by some participants' qualitative comments about how a supervisor could negatively influence followers' behaviour.

Lastly, the motivational processes in this relationship between ethical leadership and COOCB could also involve organisational concern and organisational justice (Mo & Shi 2017b); work engagement (Den Hartog & Belschak 2012); and duty orientation (Hannah et al. 2014). In this study, the concern of account managers toward ethical enforcement mechanisms as discussed in 6.2.2 of Chapter 6 arguably indicates the influence of organisational justice. Using the perspective of social exchange, the account managers who believe that their supervisor always follows fair procedures

are likely to judge the managerial processes as morally fair and that they will be treated fairly, which in turn leads to practising extra-role activities (Mo & Shi 2017b).

7.3. Supervisors' Ethical Leadership Influences on COD

Given the discretionary nature of workplace deviance, the negative influence of ethical leadership on general workplace deviance arguably follows similar mechanisms to OCB, but in the opposite direction. Using a similar approach to how ethical leadership influences OCB through moral equity judgment, the influence of ethical leadership on workplace deviance could also be explained through this path. Supervisors who provide clear information and guidance on deviance behaviour to be avoided by the account managers, demonstrate morality in their decision-making, and impose consequences for unethical behaviour, are establishing expectations of normative behaviour. Through the process of sensemaking (Resick et al. 2013; Weick 1995), this expectation is likely to form the account managers' judgment about deviance behaviour. The negative judgment about workplace deviance then leads to the intention to avoid acting defiantly. In this study, even though the hypothesis on the direct negative influence of ethical leadership on customer-oriented deviance is not significant, the path indicates a negative relationship as expected. Moreover, through moral equity judgment, ethical leadership negatively influences the customer-oriented deviance (COD).

In addition to the influence of ethical leadership to COD through moral equity judgment, which could be classified as the main cognitive retention and reproduction process, other intentional and motivational factors could also be present. These include, for example, trust in the leader as an intentional factor that influences the level of leader attractiveness as a role model to his/her followers. This level of attractiveness could then distinguish how account managers' modelled behaviour (Mo & Shi 2017a) are believed by followers. Other factors that could be classified as motivational, in terms of defining to what extent the intention will be reflected in the actions, are: perception of interactional justice (Zoghbi-Manrique-de-Lara & Suárez-Acosta 2014), affective organisational commitment (Neves & Story 2015), work engagement (Den Hartog & Belschak 2012), and duty orientation (Hannah et al. 2014). Such concepts are ripe for further study in the ethical leadership area.

7.4. Supervisors' Ethical Leadership Influences on Customer Relationship Quality

This part of the discussion connects the findings and theory of ethical leadership, organisational citizenship behaviour (OCB), and workplace deviance with the findings and theory of key account

management. Specifically, results of this study relate OCB and workplace deviance in a sales context – namely, customer oriented OCB (COOCB) and customer oriented deviance (COD) – with measures of successful key account management, namely customer relationship quality (CRQ). Although the direct influence of ethical leadership to customer relationship quality was not hypothesised, the indirect influence of ethical leadership to CRQ was found to be significant, mainly through the customer-oriented OCB. This finding extends the literature on the ethical leadership outcomes in an organisation (Brown & Treviño 2006; Brown, Treviño & Harrison 2005). This is also a confirmation of the ethical leadership influences toward an organisation's stakeholders (Frisch & Huppenbauer 2014).

Ethical leadership is characterised by demonstration of moral behaviour and the promotion of such behaviour to followers (Treviño, Brown & Hartman 2003; Treviño, Hartman & Brown 2000). The first element reflects the leader's moral personality (the moral person), both in the leader's actions and interpersonal relationships, and the second element emphasises the leader's actions in influencing the followers (the moral manager) through communications, reinforcement, and decision-making (Brown, Treviño & Harrison 2005). Being a moral person alone is not sufficient. In this business-to-business context and a business environment in general, an economic judgment is the mainstream way of thinking (Millman, T. & Wilson 1999; Ryals & Holt 2007; Schwepker Jr & Good 2013). Hence, a moral person could be perceived as an ethical-neutral person, who is not using moral values in making decisions and other business activities, without visible demonstration and active promotion of his/her moral behaviour (Treviño, Brown & Hartman 2003).

According to the social learning perspective, the visibility of the leader's action helps followers to acquire the modelled behaviour (Bandura 1986). This visibility is enforced with the application of elements of ethical leadership by the moral manager (Treviño, Brown & Hartman 2003). In this study, the ethical enforcement mechanisms ensure account managers' awareness, judgment and intention align with the organisational ethical standards. As presented in section 6.2.2 of Chapter 6, these mechanisms include communications, monitoring processes, performance review, and reward systems. Communication processes involve two-way interactions between a supervisor and the account managers to form and shape the perception of acceptable behaviour in the organisation, both for the account manager's role as a member of the organisation and as boundary-spanner to the customers (Brown, Treviño & Harrison 2005). An example of communication activity in sales is the sales briefing event. In a regular sales briefing, messages from the organisation are conveyed by the supervisor. This includes aspirations from the organisation about the acceptable norms. In the same event, the account managers could also put forward their concerns to the organisation through the

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supervisor. Responding to each of the account manager's cases provides an opportunity for the supervisor to emphasise the related code of conduct and related organisational norms. In addition to regular two-way communication, the presence of a reward and punishment system is essential to enforce ethical behaviour (Hayibor & Wasieleski 2009; Premeaux 2009; Smith, Simpson & Chun-Yao 2007). This element of the moral manager is crucial to motivate account managers to always adjust their decision-making in alignment with the acceptable conduct required by their organisation (Brown, Treviño & Harrison 2005). This approach also discourages the potential for unethical conduct by account managers.

Integration of the moral person and moral manager elements of the supervisor's ethical leadership also ensures the followers' perceptions are positive about the importance of morality in their workplace (Brown, Treviño & Harrison 2005). As presented in section 6.2 of Chapter 6, one determinant of the account managers' ethicality is their perceived acceptable norms and in-role values. Apart from the individual differences and their personal values, it is important for them to understand the in-role values of an account management job (Millman & Wilson 1996). The supervisor who emphasises morality in the workplace drives the in-role values of account managers toward a more ethical position (Treviño, Brown & Hartman 2003). This is important to refute the driving force of economic judgment that could potentially lead to unethical conduct (Craft 2013). With morality as a salient element in their workplace, the account managers are likely to perceive their role values are in alignment with morality.

Being moral or ethical means valuing fairness and being empathetic (Gibbs 2014). A moral person is likely to treat others with fairness. Many studies relating perceived justice in the organisation (procedural, interactional, informational) to ethical leadership demonstrate the relationship between fairness and morality (for example Mayer et al. 2012; Xu, Loi & Ngo 2014; Zoghbi-Manrique-de-Lara & Suárez-Acosta 2014). Another dimension of morality is empathy. A moral person cares about others. Gibbs (2014) argues that fairness and empathy are both keyed into the morality and are a precedent to the moral values in an organisation. The results of this study confirm that the perception of fairness for account managers with high moral values applies not only in their organisation but also for their customers. Alternatively, being empathetic to the customers is an attribute that explains why account managers with high moral values are likely to treat their customers respectfully.

In general, employees with moral values are likely to conduct OCB and avoid deviance (Craft 2013). Valuing fairness for a moral person could mean being engaged with the work and perceiving

the work as a duty that must be fulfilled (Hannah et al. 2014). If they were treated fairly by their organisation, then they are likely to reciprocate with fair treatment towards others (Blau 1964). One form of this giving back is by conducting extra role behaviour that could help the organisation (Neubert, Wu & Roberts 2013; Resick et al. 2013; Tu & Lu 2016). Using the same line of argument, a moral person, who is treated fairly and respectfully by their organisation, is likely to avoid the deviant behaviour that could cost the organisation (Brown, Treviño & Harrison 2005; Treviño, Brown & Hartman 2003).

Supervisors' ethical leadership influences the practice of extra-role behaviour, OCB (Neubert, Wu & Roberts 2013; Resick et al. 2013; Tu & Lu 2016), and hence customer-oriented OCB (COOCB). One essential element of ethical leadership is taking genuine care of followers (Brown, Treviño & Harrison 2005; Treviño, Brown & Hartman 2003). By demonstrating the values of caring for their followers or account managers, the supervisors show account managers the values of caring for customers. By helping the customers in satisfying their requirements, needs and wants, the account managers help the organisation in fulfiling their obligations (Gounaris & Tzempelikos 2012, 2014). Alternatively, being empathetic to the customers benefits the company's long-term position in the customers' experience (Ryals & Holt 2007). Customer-oriented organisational citizenship behaviour can allow the account managers to use their resources to help customers. Arguably, in a loose job description as in an account manager's role which is significant discretionary elements, every activity that could contribute to strengthening the relationship between customers and the company is part of the account manager's job.

A supervisor's ethical leadership negatively influences workplace deviance behaviour, and hence customer-oriented deviance (Mo & Shi 2017a; Neves & Story 2015; Resick et al. 2013; Zoghbi-Manrique-de-Lara & Suárez-Acosta 2014). Workplace deviance behaviour could consist of any activities that cost the organisation (Bennett & Robinson 2000). The act of wasting the organisation's resources is part of this workplace deviance behaviour. Unique to account management, the potential of wasting the organisation's resources is primarily related to the customers' issue (Millman & Wilson 1995; Ryals & Holt 2007). An example of this is using the company resources to solve the customers' problems that are not directly related to the written contract between the company and the customers. The group of activities that waste the company's resources or violate the company's rules, but could potentially serve as part of customer relationship building and maintenance, are classified as customer-oriented deviance or COD (Leo & Russell-Bennett 2012, 2014). The tension between obeying the organisational norms and the account managers' customer orientation nature in serving customers is something that needs to be

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resolvedin this situation (Craft 2013). The role of supervisor as the representative of the organisation could help account managers in deciding on this type of dilemma.

As this thesis argues, toward customers, moral values are as important if not more important than economic judgment. A short-term orientation toward economic judgment would allow unethical behaviour to occur in the name of making a profit (O'Fallon & Butterfield 2005). A more ethical approach to economic interest would still enable profit-making but in respect of fairness and empathetic actions toward customers (Gounaris & Tzempelikos 2014; McDonald, Millman & Rogers 1997; Ryals & Holt 2007). Taking care of customers improves customer relationship quality (Morgan & Hunt 1994). The precedent for a good relationship between account managers and their customers is trust and competency. This relationship needs to be maintained by account managers. Account managers who provide extra services are likely to be perceived by customers as competent persons (Millman & Wilson 1995, 1996).

Account managers who prioritise their care for customers could practice COOCB and COD. In relating to helping their customers, the extra role activities carried out by account managers could safely be classified as customer oriented organisational citizenship behaviour. However, a potential of crossing over the organisational rules could also present, and hence the activities could be classified as customer oriented deviance. Both the COOCB and COD could positively influence customer relationship quality (Ryals & Holt 2007). The extra effort made by account managers in serving their customers helps in building and maintaining relationships with customers (Gounaris & Tzempelikos 2013b). The difference between the COOCB and COD is in the organisational norms (Leo & Russell-Bennett 2012, 2014). This likely depends on the perception of the organisation toward using resources to help customers. In this study, for most of the account managers and the KAM organisation, helping customers is not part of activities that could be classified as wasting the company's resources.

In B2B, the norm is the flexibility of resource allocations toward customer requirements (Gounaris & Tzempelikos 2012). Therefore, the issue is more on how account managers present their argument to the organisation on spending resources for the sake of customers' requirements while still making a profit for the company. COD arguably does not exist in B2B marketing as the account managers could utilise the flexibility provided by their company to serve their customers (Millman & Wilson 1995, 1996; Ryals & Holt 2007). As long as they are spending allocated or pre-approved resources, the account managers could run their activities toward their customers. The effect of ethical leadership on customer relationship quality is more likely stronger through COOCB than

COD. As shown by this study, the observed effect size of the path relating ethical leadership to customer relationship quality through customer-oriented organisational citizenship behaviour is higher than the path through customer-oriented deviance.

In summary, the effect of supervisor's ethical leadership on customer relationship quality is evident. A supervisor practising ethical leadership is likely to encourage account managers to perform their in-role and extra-role activities in helping customers. This behaviour is motivated by morality enabled situations which flourish with the demonstration of the supervisor's morality and the active promotion of such values in the organisation (Brown, Treviño & Harrison 2005). Morality in this context consists of both the fairness perspective to the customer's relationship and being empathetic to them. Account managers displaying the ethical behaviour reciprocate the ethical behaviour of their supervisors. This may also the case of them paying it forward referring to the trickle-down effect of ethical leadership (cf Lu & Lin 2014; Mayer et al. 2012; Mayer et al. 2009; Piccolo et al. 2010; Resick et al. 2013; Walumbwa et al. 2011). The flexible nature of resource allocation in a key account management (KAM) organisation allows the account managers' extra role activities to be classified as part of the organisational norms and hence is defined broadly as COOCB rather than COD.

CHAPTER 8.   CONCLUSIONS AND RECOMMENDATIONS

This last chapter presents the conclusion and theoretical contributions of this study. In particular the implication for ethical leadership in Indonesian ICT B2B marketing are considered. The previous chapter discussed how the quantitative results and qualitative findings from this study were situated within the current literature of ethical leadership, ethical decision making, and key account management. A mixed-method design utilising both quantitative and qualitative approaches was conducted to answer the research questions related to the influence of supervisors' ethical leadership on key account management. The results of both studies support the research model where supervisors' ethical leadership influences ethicality, ethical conduct, and customer relationship quality. Taking into account the limitations of a single study with cross-sectional research design, these findings provide substantial evidence and contribute new understanding to academic knowledge and practice. The latter are discussed following the conclusion of this study.

This study concludes that the proposed model of supervisors' ethical leadership influence in key account management (KAM) is confirmed and it suggests:

- Account managers' perception of their supervisor's ethical leadership has a significant correlation with the account managers' ethicality as measured by awareness, judgment and intention in the bribery case. However, the findings do not provide sufficient evidence of ethical leadership effect on ethicality on the overpromise or misleading customers case. The findings confirm the importance of moral intensity as a differentiating factor in ethical decision-making (Rest 1986). Additional multi-group analyses suggest other factors affecting the influence of a supervisor's ethical leadership relate to ethicality, including age, gender, and tenure.

- Furthermore, the moral equity judgment on bribery was elaborated on a full model involving customer-oriented organisational citizenship behaviour (COOCB) and customer oriented deviance (COD). The model suggests confirmation of the hypotheses on the effect of ethical leadership on moral equity judgment, COOCB, and customer relationship quality. However, the model does not provide support for the ethical leadership effect on COD and its subsequent effect on CRQ. The respondent characteristics, including sample size, and COD measurement constructs limited the ability for further analysis of COD in this study.

- The significant path relating ethical leadership, moral equity, COOCB and CRQ, which provides evidence of the effect of ethical leadership on ethicality, ethical behaviour and relationship quality in key account management. Of note, the model was only able to explain

less than 10% variance of moral equity judgment, suggesting other factors involved in making an ethical judgment were not included in the model. Nonetheless, the full model explains 27.0 % of the variance in COOCB and 23.4% of the variance in CRQ.

- The effect size of COOCB to CRQ is 29.6% and is considered relatively high in the marketing and customer satisfaction research area (Hair et al. 2017). Therefore, the findings provide a useful perspective for enhancing customer relationship quality in key account management. Improving perceptions of a supervisor's ethical leadership by communicating potential ethical cases, providing rewards and consequences of unethical conduct, and demonstrating ethical decision-making, are deemed as essential in KAM.

8.1.   Academic Contributions

This research makes several significant academic contributions. First, a model that integrates ethical leadership theory with customer relationship management theory of B2B marketing has been built and tested. As ethical leadership is gaining prominence in ensuring ethical conduct in workplaces, this study provides important empirical evidence concerning how ethical leadership can influence account managers' behaviour toward customers. The findings here support the salient effect of leadership on good customer-oriented behaviour in a B2B marketing context.

Second, the current research provides evidence of ethical leadership influence beyond one organisational boundary. This is a response to the request in the research by Frisch and Huppenbauer (2014) for studying this ethical leadership theory in relation to key stakeholders of an organisation, in this case, the customers. Although this thesis does not hypothesise a direct influence of a supervisor's ethical leadership on customer relationship quality, it demonstrates that mainly through account managers' customer-oriented OCB, the total effect is evident.

Third, the mediation role of individual ethicality, as represented by a moral equity judgment, on the relationship between ethical leadership and COOCB, as one form of OCB, extends knowledge of the process through which ethical leadership affects individual behaviour. Although marginal effect sizes were evident due to small sample size, this study indicates how moral equity judgment can mediate this process. This finding is confirms those of the similar mediating process between ethical leadership and OCB presented in Resick et al. (2013).

Fourth, the construct of customer-oriented deviance (Leo & Russell-Bennett 2012, 2014) typically has no normative ground in B2B marketing. Instead, the flexibility given to account managers

allows for the variance in providing services to their customers. Further research on the validity and nuanced effects of COD in relation to the job definition is needed to examine this argument.

Furthermore, the information gathered by this study from the Indonesian ICT industry is a confirmation of the influence of ethical leadership in this unique cluster context. Indonesia is one of the South East Asian countries which is classified by the GLOBE study as a member of the South Asian cultural cluster (Resick et al. 2006), where a study of this kind is relatively rare compared to similar studies in the Confucian Asian cluster. The findings, which apply equally to the South Asian cluster, accumulate knowledge of this ethical leadership construct, which was originally developed in an Anglo cultural context, being translated to the other cultural clusters.

8.2. Practical Contributions

The findings of this study have several implications for practitioners. First, the findings suggest that organisations need to pay more significant attention to ethical leadership's crucial influences on account managers' OCB toward customers. Focusing on this type of behaviour could lead to a greater effect on the customer relationship quality and accrue business benefits.

Second, findings on the influence of the over-promising tendency in a large group of account managers to ethicality could be used as a scenario to be trained in KAM. In this study, there are large groups of account managers who perceived the act of overpromising or misleading customers as ethically neutral. In an organisation that values the long-term relationship benefit of KAM and works toward maintaining it, the tendency of misleading customers for a short-term gain is likely to violate the organisation norms. Opportunity seeking behaviour could normalise the ethical judgment, and hence, ethical leadership is required to impose such norms.

8.3. Recommendations for Further Studies

Although this study provided evidence of ethical leadership influence in Indonesian B2B marketing, no real causality effect could be claimed because of the cross-sectional nature of the data collected in the quantitative part of this study. Therefore a follow-up study by advancing the research design is recommended to provide evidence of the real cause-effect influence of supervisors' ethical leadership to ethicality, ethical conduct, and customer relationship quality. This includes an experimental design in a laboratory-type setting with online simulation.

The role of emotions has emerged as a new theme in ethical decision making literature. Empirical research using fMRI indicate the simultaneous activities in the emotion part and the cognition part of the brain when a person faces an ethical dilemma (Greene et al. 2001). Using both the dispositional positive affect and negative affect this study provided evidence on the moderating role of emotions on the ethical leadership influences to ethicality. Further research into discrete emotions may advance our understanding of which particular emotions provide greater influence on the ethical decision-making process.

Further implications for the literature on ethical leadership and customer oriented OCB or customer oriented deviance could be advanced from this study. For example, the importance of distinguishing OCB/COOCB and deviance/COD for difference type of industries. Moreover, from the interview studies, much more detailed suggestions for extensions or boundaries to the current ethical leadership literature could be derived. However, these discussions are beyond the scope of the current study. Furthermore, alternative perspectives including moral maturation / conation approach, moral identity, and consequential ethics could be used in further research.

8.4.   Recommendations for Managers

Given the importance of an ethical leader in the KAM unit, managers who want to have ethical influence need to utilise their role in the organisation. There are at least three dimensions of the supervisors' role addressed in this study: the role model, the interpreter of the norms, and the enforcement power of the normative behaviours. As a role model, a supervisor needs to demonstrate normative behaviour to the employees and customers. These role modelling activities must be highlighted on a regular basis. A regular sales briefing is an example of an event that could be used to display the appropriate ethical behaviour, including caring for the employees and customers, and listening to what they have to say. As the interpreter of the norms, a manager needs to emphasise what is expected for each salient ethical case. Using the same sales briefing event, the supervisor needs to discuss business ethics or values (moral norms, organisational norms) with employees. As the enforcement power of the normative behaviours, a consistent demonstration of reward and punishment is important. The supervisor must emphasise the definition of success not just by results but also by the way they are obtained.

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APPENDICES

Questionnaire

English version of the questions	Indonesian version of the questions
DEMOGRAPHIC INFORMATION	INFORMASI DEMOGRAFIS
1. My position (job) title:	1. Nama posisi (job title) saya:
2. I have been in this current position for (please write down asa number of years) :	2. Saya telah bekerja di posisi saat ini selama (tuliskan dalam bentuk angka dengan satuan tahun) :
3. I have work experiences at least one year in the following field: (check all that apply) Sales; Marketing; Competency Development in Sales & Marketing; No experience of at least one year in any of those mentioned field	3. Saya berpengalaman bekerja minimal satu tahun dalam bidang berikut: (pilih semua yang sesuai) Sales / Penjualan; Marketing / Pemasaran; Pengembangan kompetensi sales dan marketing; Tidak ada pengalaman kerja minimal satu tahun di bidang-bidang diatas
4. Company / organization in which I currently work is in the industry: (check all that apply) Information services; Telecommunication services; Others (please specify):	4. Perusahaan / organisasi tempat saya bekerja saat ini termasuk industry: (pilih semua yang sesuai) Jasa Informasi; Jasa Telekomunikasi; Lainnya (tolong sebutkan):
5. I have work in the Company for (please write down asa number of years) :	5. Saya telah bekerja di perusahaan ini selama (tuliskan dalam bentuk angka dengan satuan tahun):
6. My gender/sex Male Female	6. Jenis kelamin saya Pria Wanita
7. My highest degree of education (have passed or currently studying at this level): Secondary school; College; Undergraduate; Master; Doctor; Others (please specify):	7. Jenjang pendidikan tertinggi saya (sudah lulus atau sedang dijalani): SMA atau sederajat; Diploma atau sederajat; S1; S2; S3; Lainnya (harap cantumkan):
8. My age (please write down asa number of years) :	8. Usia saya (tuliskan dalam bentuk angka dengan satuan tahun):
SUPERVISOR'S INFORMATION	INFORMASI TENTANG SUPERVISOR
1. We would like to ask you on certain characteristics of your supervisor (a manager / senior manager or the person in charge in your organization who you directly report to). If you have more than one superior, as your reference here please choose the one who has more influence toward working behaviour in your organization. For the items below please indicate the extent to which you agree with the statement. 1: strongly agree, 2: agree, 3: somewhat agree; 4: neutral, 5: somewhat disagree6: disagree, 7: strongly disagree, 8: not applicable in my case a. My supervisor conducts personal life in an ethical manner (moral norms, organisational norms, and business ethics) b. My supervisor defines success not just by results but also the way they are obtained c. My supervisor listens to what employees have to say d. My supervisor disciplines employees who violate ethical standards (moral norms, organisational	1. Kami ingin menanyakan karakteristik tertentu dari atasan Anda (seorang manager / senior manager atau orang yang bertanggung jawab memimpin unit organisasi dimana Anda bekerja yang Anda melapor langsung kepadanya). Bila Anda memiliki lebih dari satu atasan, sebagai rujukan disini pilih atasan langsung yang paling besar pengaruhnya bagi perilaku bekerja di bagian atau unit organisasi Anda.Untuk item dibawah ini pilihlah sejauh mana Anda setuju dengan pernyataan tersebut 1: sangat setuju; 2: setuju; 3: agak setuju; 4: netral; 5: agak tidak setuju; 6: tidak setuju; 7: sangat tidak setuju; 8: tidak dapat diterapkan untuk saya a. Atasan saya menjalani kehidupan pribadinya dengan cara yang sesuai etika (norma moral, norma organisasi/perusahaan, dan etika bisnis) b. Atasan saya mendefinisikan kesuksesan tidak hanya dengan hasil tetapi juga cara memperolehnya c. Atasan saya memperhatikan apa yang disampaikan karyawan d. Atasan saya menegakkan disiplin terhadap karyawan

English version of the questions	Indonesian version of the questions
norms, and business ethics)	yang melanggar standar etika (norma moral, norma organisasi, dan etika bisnis)
e. My supervisor makes fair and balanced decisions	e. Atasan saya membuat keputusan yang adil dan seimbang
f. My supervisor can be trusted	f. Atasan saya dapat dipercaya
g. My supervisor discusses business ethics or values (moral norms, organisational norms) with employees	g. Atasan saya membahas etika bisnis atau nilai-nilai (norma moral, norma organisasi) dengan karyawan
h. My supervisor sets an example of how to do things the right way in terms of ethics (moral norms, organisational norms, and business ethics)	h. Atasan saya memperlihatkan contoh bagaimana melakukan sesuatu dengan cara yang benar sesuai etika (norma moral, norma organisasi, dan etika bisnis)
i. My supervisor has the best interests of employees in mind	i. Atasan saya memikirkan hal terbaik bagi kepentingan karyawan
j. My supervisor when making decisions asks "what is the right thing to do?"	j. Atasan saya ketika membuat keputusan, bertanya "apa hal yang benar untuk dilakukan?"
2. I have worked with the supervisor for (please write down as number of years)	2. Saya telah bekerja dengan atasan ini selama (tuliskan dalam bentuk angka dengan satuan tahun)
3. In general how your supervisor influence the work behaviour in organization in relation to ethical compliance	3. Secara umum bagaimana pengaruh atasan Anda terhadap kesesuaian perilaku kerja di organisasi terhadap etika
4. In your opinion, what other factors are more influential than your direct supervisor in relation to ethical compliance in organisation	4. Menurut Anda hal apa saja yang lebih besar pengaruhnya daripada pengaruh atasan langsung untuk kepatuhan terhadap etika di organisasi
OPINION ON CASES / SCENARIOS We would like to have your opinion on the following cases. SCENARIO A Rollfast Bicycle Company has been barred from entering the market in a large Asian country by collusive efforts of the local bicycle manufacturers. Rollfast could expect to net 5 million dollars per year from sales if it could penetrate the market. Last week a businessman from the country contacted the management of Rollfast and stated that he could smooth the way for the company to sell in his country for a price of $500,000. Rollfast's manager decides to pay the requested price.	PENDAPAT TERHADAP KASUS / SKENARIO Kami meminta pendapat Anda terhadap cerita berikut. SKENARIO A Perusahaan sepeda Rollfast dilarang memasuki pasar di suatu negara besar Asia diakibatkan adanya kolusi dari produsen sepeda lokal. Rollfast memperkirakan penghasilan bersih 5 juta dollar Amerika (setara 65 milyar rupiah) per tahun dari penjualan jika bisa menembus pasar tersebut.Minggu lalu seorang pengusaha dari negara itu menghubungi manajemen Rollfast dan menyatakan bahwa ia bisa memuluskan jalan bagi perusahaan untuk menjual di negaranya dengan membayar $500.000 (setara 6,5 milyar rupiah). Manajer Rollfast memutuskan untuk memberi sejumlah uang yang diminta.
1. For the following statements, please indicate the extent to which you agree with the statement. 1: strongly agree, 2: agree, 3: somewhat agree; 4: neutral, 5: somewhat disagree6: disagree, 7: strongly disagree, 8: not applicable in my case a. In my opinion, the situation described in the scenario A involves an ethical issue b. In general, my peers think the situation described in the scenario A involves an ethical issue c. In my opinion, the judgment used in the scenario A by Rollfast manager is valid d. In general, my peers think the judgment used in the scenario A by Rollfast manager is valid	1. Untuk pernyataan dibawah ini pilihlah sejauh mana Anda atau rekan Anda setuju dengan hal tersebut: 1: sangat setuju; 2: setuju; 3: agak setuju; 4: netral; 5: agak tidak setuju; 6: tidak setuju; 7: sangat tidak setuju; 8: tidak dapat diterapkan untuk saya a. Menurut saya, situasi yang dijelaskan dalam Skenario A melibatkan masalah etika b. Secara umum rekan kerja saya akan menilai bahwa situasi yang dijelaskan dalam Skenario A melibatkan masalah etika c. Menurut saya, pertimbangan yang digunakan dalam Skenario A oleh manajer Rollfast sudah tepat d. Secara umum rekan kerja saya akan menilai bahwa pertimbangan yang digunakan dalam Skenario A oleh manajer Rollfast sudah tepat
2. For the following statements, the option on the far-left indicates conditions which are closest to the word on the left, the option on the far-right indicates conditions which is closest to the word on the right, and the middle option indicates neutral or exactly in-between the right and left words.	2. Untuk pernyataan berikut, pilihan paling kiri menunjukkan kondisi yang paling dekat dengan kata sebelah kiri, pilihan paling kanan menunjukkan kondisi yang paling dekat dengan kata sebelah kanan, dan pilihan paling tengah menunjukkan kondisi netral atau

English version of the questions	Indonesian version of the questions
In my opinion, the situation describe in the scenario A …	tepat ditengah-tengah kata sebelah kiri dan kanan. Menurut saya, situasi yang digambarkan dalam skenario A ...
1: fair … 2 … 3 … 4 … 5 … 6 … 7: unfair	1: wajar … 2 … 3 … 4 … 5 … 6 … 7: tidak wajar
1: morally right … 2 … 3 … 4 … 5 … 6 … 7: not morally right	1: benar secara moral … 2 … 3 … 4 … 5 … 6 … 7: tidak benar secara moral
1: culturally acceptable … 2 … 3 … 4 … 5 … 6 … 7: culturally unacceptable	1: sesuai budaya atau norma social … 2 … 3 … 4 … 5 … 6 … 7: tidak sesuai budaya atau norma sosial
1: acceptable to company / organisational culture … 2 … 3 … 4 … 5 … 6 … 7: unacceptable to company / organisational culture	1: sesuai budaya perusahaan / organisasi … 2 … 3 … 4 … 5 … 6 … 7: tidak sesuai budaya perusahaan / organisasi
1: just … 2 … 3 … 4 … 5 … 6 … 7: unjust	1: adil … 2 … 3 … 4 … 5 … 6 … 7: :tidak adil
1: violates an unwritten contract … 2 … 3 … 4 … 5 … 6 … 7: does not violate an unwritten contract	1: melanggar aturan tak tertulis … 2 … 3 … 4 … 5 … 6 … 7: tidak melanggar aturan tak tertulis
1: traditionally acceptable … 2 … 3 … 4 … 5 … 6 … 7: traditionally unacceptable	1: dapat diterima secara tradisi … 2 … 3 … 4 … 5 … 6 … 7: tidak dapat diterima secara tradisi
1: violates an unspoken promise … 2 … 3 … 4 … 5 … 6 … 7: does not violate an unspoken promise	1: melanggar janji tak terucapkan … 2 … 3 … 4 … 5 … 6 … 7: tidak melanggar janji tak terucapkan
1: acceptable to my family … 2 … 3 … 4 … 5 … 6 … 7: unacceptable to my family	1: dapat diterima di keluarga saya … 2 … 3 … 4 … 5 … 6 … 7: tidak dapat diterima di keluarga saya
3. In general my peers think the situation describe in the scenario A …	3. Secara umum rekan kerja saya akan menilai bahwa situasi yang digambarkan dalam skenario A ...
1: fair … 2 … 3 … 4 … 5 … 6 … 7: unfair	1: wajar … 2 … 3 … 4 … 5 … 6 … 7: tidak wajar
1: morally right … 2 … 3 … 4 … 5 … 6 … 7: not morally right	1: benar secara moral … 2 … 3 … 4 … 5 … 6 … 7: tidak benar secara moral
1: culturally acceptable … 2 … 3 … 4 … 5 … 6 … 7: culturally unacceptable	1: sesuai budaya atau norma social … 2 … 3 … 4 … 5 … 6 … 7: tidak sesuai budaya atau norma sosial
1: acceptable to company / organisational culture … 2 … 3 … 4 … 5 … 6 … 7: unacceptable to company / organisational culture	1: sesuai budaya perusahaan / organisasi … 2 … 3 … 4 … 5 … 6 … 7: tidak sesuai budaya perusahaan / organisasi
1: just … 2 … 3 … 4 … 5 … 6 … 7: unjust	1: adil … 2 … 3 … 4 … 5 … 6 … 7: :tidak adil
1: violates an unwritten contract … 2 … 3 … 4 … 5 … 6 … 7: does not violate an unwritten contract	1: melanggar aturan tak tertulis … 2 … 3 … 4 … 5 … 6 … 7: tidak melanggar aturan tak tertulis
1: traditionally acceptable … 2 … 3 … 4 … 5 … 6 … 7: traditionally unacceptable	1: dapat diterima secara tradisi … 2 … 3 … 4 … 5 … 6 … 7: tidak dapat diterima secara tradisi
1: violates an unspoken promise … 2 … 3 … 4 … 5 … 6 … 7: does not violate an unspoken promise	1: melanggar janji tak terucapkan … 2 … 3 … 4 … 5 … 6 … 7: tidak melanggar janji tak terucapkan
1: acceptable to my family … 2 … 3 … 4 … 5 … 6 … 7: unacceptable to my family	1: dapat diterima di keluarga saya … 2 … 3 … 4 … 5 … 6 … 7: tidak dapat diterima di keluarga saya
4. For the following statements, please indicate the extent to which youor your peers would actually perform the action 1: highly likely, 2: likely, 3: somewhat likely; 4: neutral, 5: somewhat unlikely; 6: unlikely; 7: highly unlikely; 8: not applicable in my case	4. Untuk pernyataan dibawah ini pilihlah sejauh mana Anda atau rekan Anda mungkin melakukan hal tersebut 1: sangat mungkin; 2: mungkin; 3: agak mungkin; 4: netral; 5: agak tidak mungkin; 6: tidak mungkin; 7: sangat tidak mungkin; 8: tidak dapat diterapkan untuk saya
a. If I were in the same situation as the manager in scenario A, I would actually perform behaviour described in the scenario b. In general, if my peers were in the same situation as the manager in scenario A, my peers would actually perform behaviour described in the scenario	a. Jika saya berada di situasi yang sama seperti manajer dalam skenario A, saya benar-benar akan melakukan perilaku yang dijelaskan dalam scenario b. Secara umum, jika rekan kerja saya berada di situasi yang sama seperti manajer dalam skenario A, rekan kerja saya benar-benar akan melakukan perilaku yang dijelaskan dalam skenario
5. What situation or events in the industry in which your company/organization operate that similar with what	5. Situasi atau kejadian seperti apa di industri atau perusahaan/organisasi Anda yang mendekati situasi

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English version of the questions	Indonesian version of the questions
describe in the Scenario A	seperti yang digambarkan di Skenario A

We would like to have your opinion on the following cases.
Scenario B
The merchandise delivery from a direct sales organization to its sales representative usually takes three full days (Monday through Friday). If merchandise is shown and ordered by Wednesday, there is only about a 30% chance it will be received by Friday.
ACTION: At a Wednesday show, a sales representative promises that she can have the merchandise for a customer by Friday. The customer wants to wear it for a Friday night engagement and would probably not have purchased the item without the salesperson's assurance of a Friday delivery.
 	
1. For the following statements, please indicate the extent to which you agree with the statement.
 	
1: strongly agree, 2: agree, 3: somewhat agree; 4: neutral, 5: somewhat disagree6: disagree, 7: strongly disagree, 8: not applicable in my case
   a. In my opinion, the situation described in the scenario B involves an ethical issue
   b. In general, my peers think the situation described in the scenario B involves an ethical issue
   c. In my opinion, the judgment used in the scenario B by Rollfast manager is valid
   d. In general, my peers think the judgment used in the scenario B by Rollfast manager is valid
 	
2. For the following statements, the option on the far-left indicates conditions which are closest to the word on the left, the option on the far-right indicates conditions which is closest to the word on the right, and the middle option indicates neutral or exactly in-between the right and left words.
   In my opinion, the situation describe in the scenario B …
 	
1: fair … 2 … 3 … 4 … 5 … 6 … 7: unfair
1: morally right … 2 … 3 … 4 … 5 … 6 … 7: not morally right
1: culturally acceptable … 2 … 3 … 4 … 5 … 6 … 7: culturally unacceptable
1: acceptable to company / organisational culture … 2 … 3 … 4 … 5 … 6 … 7: unacceptable to company / organisational culture
1: just … 2 … 3 … 4 … 5 … 6 … 7: unjust
1: violates an unwritten contract … 2 … 3 … 4 … 5 … 6 … 7: does not violate an unwritten contract
1: traditionally acceptable … 2 … 3 … 4 … 5 … 6 … 7: traditionally unacceptable
1: violates an unspoken promise … 2 … 3 … 4 … 5 … 6 … 7: does not violate an unspoken promise
1: acceptable to my family … 2 … 3 … 4 … 5 … 6 … 7: unacceptable to my family
	Kami meminta pendapat Anda terhadap cerita berikut.
	Skenario B
	Pengiriman barang dari sebuah organisasi penjualan langsung kepada kantor perwakilan penjualannya biasanya memakan waktu tiga hari penuh (hari kerja Senin sampai Jum'at). Jika barang ditampilkan dan dipesan pada hari Rabu, hanya sekitar 30% kemungkinan akan diterima pada hari Jum'at.TINDAKAN: Pada pameran hari Rabu, seorang Sales Representative menjanjikan bahwa pembeli akan memperoleh barang yang dipesan pada hari itu di hari Jum'at. Pelanggan ingin memakainya untuk acara pertunangan di hari Jum'at malam dan mungkin tidak akan membeli tanpa jaminan sang penjual bahwa pengiriman akan dilakukan di hari Jum'at.
	1. Untuk pernyataan dibawah ini pilihlah sejauh mana Anda atau rekan Anda setuju dengan hal tersebut:
	1: sangat setuju; 2: setuju; 3: agak setuju; 4: netral; 5: agak tidak setuju; 6: tidak setuju; 7: sangat tidak setuju; 8: tidak dapat diterapkan untuk saya
	
	   a. Menurut saya, situasi yang dijelaskan dalam Skenario B melibatkan masalah etika
	   b. Secara umum rekan kerja saya akan menilai bahwa situasi yang dijelaskan dalam Skenario B melibatkan masalah etika
	   c. Menurut saya, pertimbangan yang digunakan dalam Skenario B oleh manajer Rollfast sudah tepat
	   d. Secara umum rekan kerja saya akan menilai bahwa pertimbangan yang digunakan dalam Skenario B oleh manajer Rollfast sudah tepat
	2. Untuk pernyataan berikut, pilihan paling kiri menunjukkan kondisi yang paling dekat dengan kata sebelah kiri, pilihan paling kanan menunjukkan kondisi yang paling dekat dengan kata sebelah kanan, dan pilihan paling tengah menunjukkan kondisi netral atau tepat ditengah-tengah kata sebelah kiri dan kanan.
	   Menurut saya, situasi yang digambarkan dalam skenario B …
	
	1: wajar … 2 … 3 … 4 … 5 … 6 … 7: tidak wajar
	1: benar secara moral … 2 … 3 … 4 … 5 … 6 … 7: tidak benar secara moral
	1: sesuai budaya atau norma social … 2 … 3 … 4 … 5 … 6 … 7: tidak sesuai budaya atau norma sosial
	1: sesuai budaya perusahaan / organisasi … 2 … 3 … 4 … 5 … 6 … 7: tidak sesuai budaya perusahaan / organisasi
	1: adil … 2 … 3 … 4 … 5 … 6 … 7: :tidak adil
	1: melanggar aturan tak tertulis … 2 … 3 … 4 … 5 … 6 … 7: tidak melanggar aturan tak tertulis
	1: dapat diterima secara tradisi … 2 … 3 … 4 … 5 … 6 … 7: tidak dapat diterima secara tradisi
	1: melanggar janji tak terucapkan … 2 … 3 … 4 … 5 … 6 … 7: tidak melanggar janji tak terucapkan
	1: dapat diterima di keluarga saya … 2 … 3 … 4 … 5 … 6 … 7: tidak dapat diterima di keluarga saya
	3. Secara umum rekan kerja saya akan menilai bahwa

English version of the questions	Indonesian version of the questions
3. In general my peers think the situation describe in the scenario B … 1: fair … 2 … 3 … 4 … 5 … 6 … 7: unfair 1: morally right … 2 … 3 … 4 … 5 … 6 … 7: not morally right 1: culturally acceptable … 2 … 3 … 4 … 5 … 6 … 7: culturally unacceptable 1: acceptable to company / organisational culture … 2 … 3 … 4 … 5 … 6 … 7: unacceptable to company / organisational culture 1: just … 2 … 3 … 4 … 5 … 6 … 7: unjust 1: violates an unwritten contract … 2 … 3 … 4 … 5 … 6 … 7: does not violate an unwritten contract 1: traditionally acceptable … 2 … 3 … 4 … 5 … 6 … 7: traditionally unacceptable 1: violates an unspoken promise … 2 … 3 … 4 … 5 … 6 … 7: does not violate an unspoken promise 1: acceptable to my family … 2 … 3 … 4 … 5 … 6 … 7: unacceptable to my family 4. For the following statements, please indicate the extent to which you or your peers would actually perform the action 1: highly likely, 2: likely, 3: somewhat likely; 4: neutral, 5: somewhat unlikely; 6: unlikely; 7: highly unlikely; 8: not applicable in my case a. If I were in the same situation as the manager in scenario B, I would actually perform behaviour described in the scenario b. In general, if my peers were in the same situation as the manager in scenario B, my peers would actually perform behaviour described in the scenario 5. What situation or events in the industry in which your company/organization operate that similar with what describe in the Scenario B	situasi yang digambarkan dalam skenario B … 1: wajar … 2 … 3 … 4 … 5 … 6 … 7: tidak wajar 1: benar secara moral … 2 … 3 … 4 … 5 … 6 … 7: tidak benar secara moral 1: sesuai budaya atau norma social … 2 … 3 … 4 … 5 … 6 … 7: tidak sesuai budaya atau norma sosial 1: sesuai budaya perusahaan / organisasi … 2 … 3 … 4 … 5 … 6 … 7: tidak sesuai budaya perusahaan / organisasi 1: adil … 2 … 3 … 4 … 5 … 6 … 7: :tidak adil 1: melanggar aturan tak tertulis … 2 … 3 … 4 … 5 … 6 … 7: tidak melanggar aturan tak tertulis 1: dapat diterima secara tradisi … 2 … 3 … 4 … 5 … 6 … 7: tidak dapat diterima secara tradisi 1: melanggar janji tak terucapkan … 2 … 3 … 4 … 5 … 6 … 7: tidak melanggar janji tak terucapkan 1: dapat diterima di keluarga saya … 2 … 3 … 4 … 5 … 6 … 7: tidak dapat diterima di keluarga saya 4. Untuk pernyataan dibawah ini pilihlah sejauh mana Anda atau rekan Anda mungkin melakukan hal tersebut 1: sangat mungkin; 2: mungkin; 3: agak mungkin; 4: netral; 5: agak tidak mungkin; 6: tidak mungkin; 7: sangat tidak mungkin; 8: tidak dapat diterapkan untuk saya a. Jika saya berada di situasi yang sama seperti manajer dalam skenario B, saya benar-benar akan melakukan perilaku yang dijelaskan dalam scenario b. Secara umum, jika rekan kerja saya berada di situasi yang sama seperti manajer dalam skenario B, rekan kerja saya benar-benar akan melakukan perilaku yang dijelaskan dalam skenario 5. Situasi atau kejadian seperti apa di industri atau perusahaan/organisasi Anda yang mendekati situasi seperti yang digambarkan di Skenario B
POSITIVE AND NEGATIVE AFFECT This scale consists of a number of words that describe different feelings and emotions. Read each item and then mark the appropriate answer in the space next to that word. Indicate to what extent you generally feel this way. Use the following scale to record your answer: 1: very slightly or not at all; 2: a little; 3: moderately; 4: quite a bit; 5: extremely Interested Distressed Excited Upset Strong Guilty Scared Hostile Enthusiastic Proud Irritable	PERASAAN POSITIF DAN NEGATIF Ukuran berikut ini terdiri atas sejumlah kata yang menggambarkan berbagai perasaan dan emosi.Bacalah setiap kata dan indikasikan sejauh mana secara umum Anda merasa seperti yang digambarkan kata tersebut 1: sangat sedikit atau tidak sama sekali; 2: sedikit; 3: sedang; 4: agak banyak; 5: sangat Tertarik Tertekan Gembira Kecewa Kuat Berdosa / Bersalah Takut Bermusuhan Antusias Bangga Marah

English version of the questions	Indonesian version of the questions
Alert Ashamed Inspired Nervous Determined Attentive Jittery Active Afraid	Waspada Malu Bersemangat Gugup Tekun Penuh perhatian Gelisah Aktif Ciut hati
I am responsible for managing and serving one or more key account (business customer or enterprise or corporate customer or institutional customer/agency) [ ] Yes [ ] No Display This Question: If (I am responsible on managing and serving one or more key account (business customer …) Yes Is Selected) The customers that you managed could be classified into industries (select all that applies): [ ] Bank [ ] Financial Services [ ] Government [ ] Manufacture [ ] Mining [ ] Construction Serices [ ] Trading [ ] Not for profit organisation [ ] Others (please specify): _____ I am actively building and maintaining relationships with key contact in customer's organisation [ ] Yes [ ] No Activities and medium that I use to build and maintain relationship with customer during the last month period (select all that applies) [ ] Customer Visit [ ] Telephone [ ] Email [ ] Messaging Services (Whatsapp, LINE, Telegram, etc) [ ] Others (please specify): _____ The following indicators are part of my performance measures (select all that applies): [ ] Sales [ ] Customer Satisfaction [ ] Revenue [ ] Customer Loyalty [ ] Other measures related to customers (please specify): _____ [ ] Other performance measures (please specify): _____	Saya bertanggung jawab mengelola dan melayani satu atau lebih key account (pelanggan bisnis atau enterprise atau corporate customer atau pelanggan institusi / instansi) [ ] Ya [ ] Tidak Display This Question: If (Saya bertanggung jawab mengelola dan melayani satu atau lebih key account (pelanggan bisnis atau...) Ya Is Selected) Tergolong kedalam tipe industri apa saja pelanggan yang Anda kelola (pilih semua yang sesuai): [ ] Bank [ ] Jasa Keuangan (Financial Services) [ ] Pemerintahan [ ] Manufaktur [ ] Pertambangan (Mining) [ ] Jasa Konstruksi [ ] Perdagangan (Trading) [ ] Organisasi Nirlaba [ ] Lainnya (sebutkan): _____ Saya secara aktif membangun dan memelihara hubungan dengan key person di pelanggan [ ] Ya [ ] Tidak Kegiatan dan media yang saya gunakan dalam membangun dan memelihara hubungan dengan pelanggan dalam satu bulan terakhir (pilih semua yang sesuai) [ ] Kunjungan Pelanggan (Customer Visit) [ ] Telephone [ ] Email [ ] Messaging Services (Whatsapp, LINE, Telegram, dll) [ ] Others (please specify): _____ Indikator berikut ini termasuk dalam kinerja saya (pilih semua yang sesuai): [ ] Penjualan / Sales [ ] Kepuasan Pelanggan (Customer Satisfaction) [ ] Pendapatan / Revenue [ ] Loyalitas Pelanggan (Customer Loyalty) [ ] Ukuran lainnya yang terkait pelanggan (sebutkan): _____ [ ] Ukuran performansi lainnya (sebutkan): _____

English version of the questions	Indonesian version of the questions
We will continue this research on the characteristics and behaviour of customer services. To participate, please create a code to link your response in this survey with your response in the next survey. This code should contain a minimum of 5 characters and could be a combination of your name and your location or other characters that you could easily remember. For example, your name Muhammad Imran and your location is Tangerang, code: MITAN Code: … Please provide your email address so we can send the link to the next survey Email address: …	Kami akan melaksanakan penelitian lanjutan terkait karakteristik dan perilaku pelayanan pelanggan. Untuk berpartisipasi, mohon membuat satu kode sehingga respon di survey ini dapat kami kaitkan dengan respon di survey berikutnya. Kode ini minimal 5 huruf dan dapat berupa kombinasi huruf dari nama Anda dan nama kota lokasi kerja atau karakter yang mudah diingat. Misalnya: Muhammad Imran lokasi kerja Tangerang, kode: MITAN Kode: … Mohon menginformasikan alamat email untuk kami kirimkan link ke survey lanjutan tersebut Email address: …

Questionnaire Part 2, measuring COOCB, COD, and CRQ

English version of the questions	Indonesian version of the questions
This questionnaire is the second part of the research on account management and marketing in Indonesia Please write in the code from aprior survey or your name. This will be used to organise your responses. This survey will not be used to measure performance, unit or individual evaluation. The name will be removed in the analysis stage and in the final report. Name or Code: …	Kuesioner ini adalah bagian kedua dari penelitian tentang account management dan marketing di Indonesia. Mohon tuliskan kode nama sesuai yang digunakan di survey sebelumnya atau nama Anda. Informasi ini akan digunakan dalam menghubungkan respon sebelumnya. Survey ini bukan untuk penilaian kinerja, evaluasi unit ataupun individu. Tidak ada informasi berupa nama perorangan atau perusahaan yang akan muncul dalam laporan penelitian Nama atau Kode: …
RELATIONSHIP QUALITY This survey is not intended to measure your performance. Information gathered will be treated as confidential and can only be accessed by the researchers.For each of the following statements, select to what extent it reflects, for the average of your customers, their views of your company as their service provider. Select one of the following alternatives: 1: strongly agree, 2: agree, 3: somewhat agree; 4: neutral, 5: somewhat disagree6: disagree, 7: strongly disagree, 8: not applicable in my case Our key accounts are very satisfied with us They are very pleased with what we do for them If they had to do it all over again, they would still choose us as supplier They have regretted their decision to cooperate with us They are convinced that we keep our promises to them They believe that we are genuinely concerned about their business success They believe the information that we give them They believe that we keep the best interest in mind	RELATIONSHIP QUALITY Survey ini bukan penilaian kinerja. Informasi yang diberikan akan diperlakukan sebagai informasi rahasia yang hanya diakses oleh peneliti.Untuk setiap pernyataan berikut, pilihlah sejauh mana pernyataan tersebut menggambarkan, untuk rata-rata pelanggan Anda, pandangan mereka terhadap perusahaan Anda sebagai penyedia layanan. Pilihlah satu dari alternatif berikut ini:1: sangat setuju; 2: setuju; 3: agak setuju; 4: netral; 5: agak tidak setuju; 6: tidak setuju; 7: sangat tidak setuju; 8: tidak dapat diterapkan untuk saya Pelanggan sangat puas atas relationship mereka dengan kami sebagai penyedia layanan Secara umum, pelanggan senang dengan apa yang telah kami lakukan untuk mereka Seandainya pelanggan melakukan proses pemilihan ulang atas penyedia layanannya mereka masih akan memilih kami Pelanggan menyesali keputusannya untuk menggunakan layanan dari kami Pelanggan yakin bahwa kami akan selalu memenuhi janji dalam penyediaan layanan Pelanggan percaya bahwa kami secara tulus peduli akan keberhasilan usaha mereka Pelanggan percaya terhadap informasi yang kami berikan

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	Pelanggan percaya bahwa kami memperhatikan apa yang terbaik untuk mereka
They consider us trustworthy	Pelanggan menganggap kami bisa dipercaya
Our relationship with key accounts is something that they are very committed to	Pelanggan sangat menjaga komitmen untuk mempertahankan relationship antara mereka dengan kami sebagai penyedia layanan
Our relationship with key accounts is very important to them	Pelanggan menganggap relationship mereka dengan kami sebagai penyedia layanan adalah sesuatu yang penting
Our relationship with key accounts, they consider it that it deserves their maximum effort to maintain	Pelanggan menganggap relationship mereka dengan kami sebagai penyedia layanan layak mendapatkan usaha maksimal untuk dipertahankan
Our relationship with key accounts is something that they intend to maintain indefinitely	Pelanggan menganggap relationship mereka dengan kami sebagai penyedia layanan adalah sesuatu yang mereka kehendaki untuk selamanya dipertahankan

CUSTOMER ORIENTED OCB	CUSTOMER ORIENTED OCB
We would like to ask about your work characteristics or behaviour as an account manager or business customer manager.This survey is not a performance assessment. The information provided will be treated as confidential information accessed only by the researcher.	Kami ingin menanyakan karakteristik atau perilaku kerja Anda sebagai account manager atau pengelola pelanggan bisnis. Survey ini bukan penilaian kinerja. Informasi yang diberikan akan diperlakukan sebagai informasi rahasia yang hanya diakses oleh peneliti.
For the items below please indicate the extent to which the statement could describe the real situation of your work characteristics or your work behaviour.	Untuk setiap pernyataan berikut, pilihlah sejauh mana pernyataan tersebut menggambarkan keadaan nyata dari karakteristik atau perilaku kerja Anda.
Select one of the following alternatives: 1: strongly agree, 2: agree, 3: somewhat agree; 4: neutral, 5: somewhat disagree6: disagree, 7: strongly disagree, 8: not applicable in my case	Pilihlah satu dari alternatif berikut ini: 1: sangat setuju; 2: setuju; 3: agak setuju; 4: netral; 5: agak tidak setuju; 6: tidak setuju; 7: sangat tidak setuju; 8: tidak dapat diterapkan untuk saya
I am assisting co-workers to deliver high-qualitycustomer-oriented services	Saya membantu rekan kerja untuk memberikan layanan berkualitas tinggi yang berorientasi kepada pelanggan
To serve my customers, I volunteer for things that are not required	Untuk melayani pelanggan, saya secara sukarela melakukan pekerjaan walaupun tidak termasuk kewajiban saya
I make innovative suggestions to improve customer services	Saya memberi usulan inovatif untuk meningkatkan layanan pelanggan
I expend considerable energy to come up with creative ways to assist customers facing problems	Saya menghabiskan energi yang cukup banyak untuk menghasiIkan cara-cara kreatif untuk membantu pelanggan yang bermasalah
I attend functions that are not required, but that help customer service	Saya menghadiri kegiatan yang sebenarnya tidak diwajibkan, tapi dapat mendukung pelayanan pelanggan
I exchange ideas with colleagues on how to improve customer service	Saya bertukar ide dengan rekan kerja tentang bagaimana meningkatkan pelayanan pelanggan
I deal restlessly with customer problems until they are resolved	Saya menangani tanpa merasa lelah apapun permasalahan pelanggan sampai masalah itu selesai
Any activity that even though it is not mandatory, but you still do to improve relationships with customers	Kegiatan apa saja yang walaupun sebenarnya tidak wajib, namun tetap Anda lakukan untuk meningkatkan hubungan dengan pelanggan
How do you think the influence of your supervisor on your activities in building and maintaining customer relationships	Menurut Anda, bagaimana pengaruh atasan langsung dalam kegiatan Anda membangun dan memelihara hubungan dengan pelanggan

CUSTOMER ORIENTED DEVIANCE	CUSTOMER ORIENTED DEVIANCE
For the items below, please indicate the extent to which	Untuk setiap pernyataan berikut, pilihlah sejauh mana

you agree with the statement	Anda setuju dengan pernyataan tersebut
I make unofficial changes to the deal we offer to customers	Saya membuat perubahan tidak resmi terhadap penawaran kepada pelanggan
I alter what we offer in our products by bending the rules	Saya mengubah komponen layanan yang kami tawarkan dengan mengabaikan aturan yang ada
I depart from company guidelines to change our product offerings	Saya tidak menggunakan panduan dari perusahaan dalam mengubah penawaran produk
I am open about my company's bad practices when I think it is necessary	Saya terbuka terhadap pelanggan akan keburukan perusahaan, bila itu diperlukan
I provide customers with an honest opinion on my company even when it is negative	Saya memberikan kepada pelanggan pendapat yang jujur tentang perusahaan meskipun hal tersebut negatif
I hint to the customers on the way my company works even if my company may prefer me not to	Saya memberi informasi kepada pelanggan tentang cara kerja perusahaan sekalipun perusahaan mungkin tidak setuju dengan hal ini
I tell the truth about our products even if it turns the customer away	Saya memberi tahu secara jujur terkait produk sekalipun itu akan membuat pelanggan pergi
I am upfront with customers on their product choice(s) even if it is negative	Saya berterus terang diawal kepada pelanggan terkait pilihan produk sekalipun hal tersebut negatif
Regardless of what my company thinks, I give customers the best advice on product(s) even if it means losing their business	Tanpa memperhatikan apa yang difikirkan perusahaan, saya memberi pelanggan saran terbaik terkait produk sekalipun hal itu berarti kehilangan bisnis dengan mereka
I use extra time to assist customers even if it is something I should not be doing	Saya menggunakan waktu tambahan untuk membantu pelanggan, sekalipun itu hal yang seharusnya tidak perlu saya lakukan
I spend extra time on customer matters that my company may consider irrelevant	Saya menghabiskan waktu lebih dalam penyelesaian masalah pelanggan sekalipun perusahaan menganggap masalah tersebut tidak relevan
I use my firm's resources to help customers even if my company may see this as a waste	Saya menggunakan sumber daya perusahaan untuk membantu pelanggan sekalipun perusahaan mungkin menganggapnya pemborosan
I utilise my firm's supplies to solve customer problems that my company may consider irrelevant	Saya menggunakan persediaan (supply) dari perusahaan untuk menyelesaikan masalah pelanggan, walaupun mungkin masalah itu tidak relevan dari sisi perusahaan
Any activity that may be perceived by the company as unnecessary, but still you do to improve relationships with customers	Kegiatan apa saja yang mungkin menurut perusahaan tidak diperlukan, namun tetap Anda lakukan untuk meningkatkan hubungan dengan pelanggan
Additional information or comments regarding account manager activities to improve customer relationships	Informasi atau komentar tambahan terkait kegiatan account manager untuk meningkatkan hubungan dengan pelanggan

2.   *Ethics Approval*

Quest Ethics Notification - Application Process Finalised - Application Approved

Tue 1/12/2015, 3:17 PM

Dear PROF ELISABETH WILSON-EVERED,

Your ethics application has been formally reviewed and finalised.

» Application ID: HRE15-227
» Chief Investigator: PROF ELISABETH WILSON-EVERED
» Other Investigators: DR KEITH THOMAS, MR Subhan Iswahyudi
» Application Title: The effect of supervisor's ethical leadership to account managers' ethicality and ethical conduct in relationship building
» Form Version: 13-07

The application has been accepted and deemed to meet the requirements of the National Health and Medical Research Council (NHMRC) 'National Statement on Ethical Conduct in Human Research (2007)' by the Victoria University Human Research Ethics Committee. Approval has been granted for two (2) years from the approval date; 01/12/2015.

Continued approval of this research project by the Victoria University Human Research Ethics Committee (VUHREC) is conditional upon the provision of a report within 12 months of the above approval date or upon the completion of the project (if earlier). A report proforma may be downloaded from the Office for Research website at: http://research.vu.edu.au/hrec.php.

Please note that the Human Research Ethics Committee must be informed of the following: any changes to the approved research protocol, project timelines, any serious events or adverse and/or unforeseen events that may affect continued ethical acceptability of the project. In these unlikely events, researchers must immediately cease all data collection until the Committee has approved the changes. Researchers are also reminded of the need to notify the approving HREC of changes to personnel in research projects via a request for a minor amendment. It should also be noted that it is the Chief Investigators' responsibility to ensure the research project is conducted in line with the recommendations outlined in the National Health and Medical Research Council (NHMRC) 'National Statement on Ethical Conduct in Human Research (2007).'

On behalf of the Committee, I wish you all the best for the conduct of the project.

Secretary, Human Research Ethics Committee
Phone: 9919 4781 or 9919 4461
Email: researchethics@vu.edu.au

3.   *Descriptive Statistics of the Participants' Demographic Profiles*

Table A 3.1. Participants' Demographic Profiles

Item	Percentage
Gender	
Female	35.6
Male	64.4
Age (Years)	
Less than 25	13.7
25 – 30	28.8
31 – 35	15.1
36 – 40	11.0
41 – 45	12.3
46 – 50	4.1
51 or more	15.1
Education	
Diploma	5.5
Undergraduate	69.9
Master	24.7
Working with the supervisor (Years)	
Less than 0.5	9.6
0.5 – 1	39.7
1 – 2	27.4
3 – 5	20.5
More than 5	2.7
In the current position (Years)	
Less than 0.5	12.3
0.5 – 1	20.5
1 – 2	21.9
3 – 5	23.3
More than 5	21.9
In the company experiences (Years)	
Less than 0.5	5.5
0.5 – 1	13.7
1 – 2	16.4
3 – 5	20.5
6 – 10	17.8
More than 10	26.0

4.   *Descriptive Statistics of the Main Variable Items*

This appendix provides detail information on the descriptive statistics of the main variable items. For variables used in both the ethical leadership to ethicality model and the ethical leadership to CRQ model, the analysis for both the 258 respondents and the 73 respondents were provided.

4.a.   *Ethical Leadership Scale (ELS) Items*

The following table provides information about the mean, skeweness, and kurtosis of the 10 items of the ethical leadership scale. The items were on the reversed scale of the original scale to provide an easier interpretation of the direction. The items also were transformed from the original 7-scale to 5-scale.

Table A 4.1. Descriptive Statistics of the ELS items for the 258 respondents

Items	Mean		Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error	Statistic	Std. Error
TEL1Rev	4.004	0.047	-0.728	0.152	1.347	0.302
TEL2Rev	3.915	0.052	-0.881	0.152	1.515	0.302
TEL3Rev	3.826	0.053	-0.520	0.152	0.397	0.302
TEL4Rev	3.818	0.050	-0.625	0.152	1.134	0.302
TEL5Rev	3.612	0.055	-0.523	0.152	0.680	0.302
TEL6Rev	3.826	0.055	-0.738	0.152	1.002	0.302
TEL7Rev	3.771	0.055	-0.584	0.152	0.421	0.302
TEL8Rev	3.752	0.054	-0.483	0.152	0.310	0.302
TEL9Rev	3.717	0.056	-0.360	0.152	0.026	0.302
TEL10Rev	3.632	0.059	-0.411	0.152	0.196	0.302

The following figures subsequently display the histogram of each ELS item with a normality curve and the Q-Q plot to provide visual information about their normality.
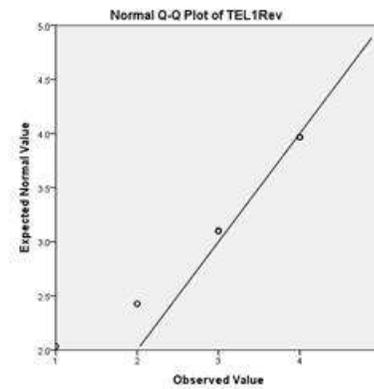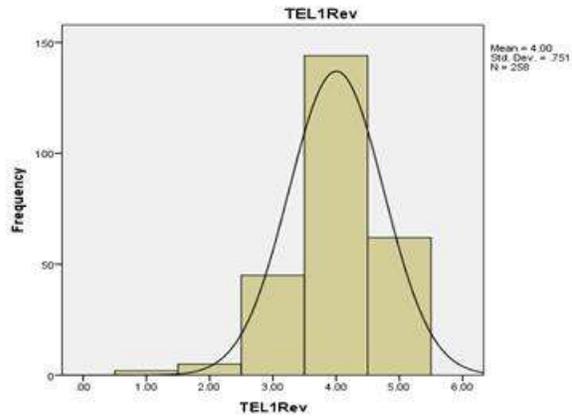
Figure A 4.1. Histogram with normality curve and Q-Q plot of TEL1Rev
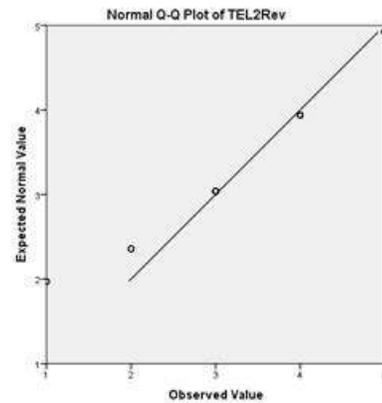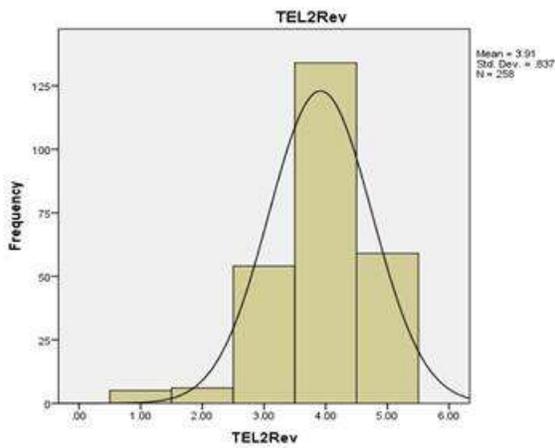
Figure A 4.2. Histogram with normality curve and Q-Q plot of TEL2Rev
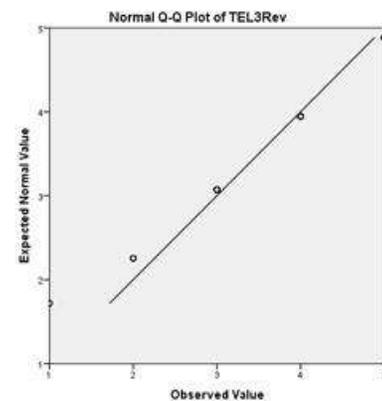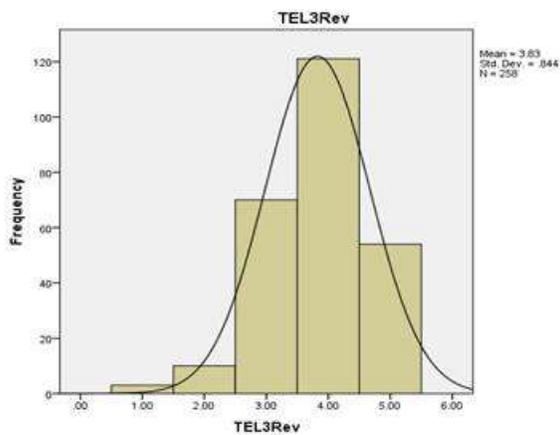

Figure A 4.3. Histogram with normality curve and Q-Q plot of TEL3Rev

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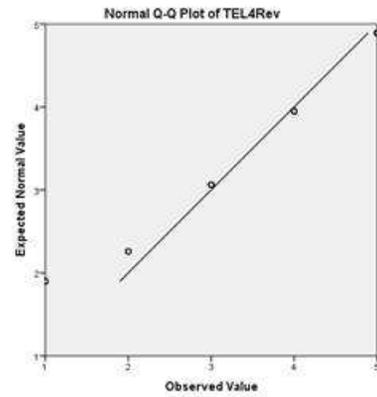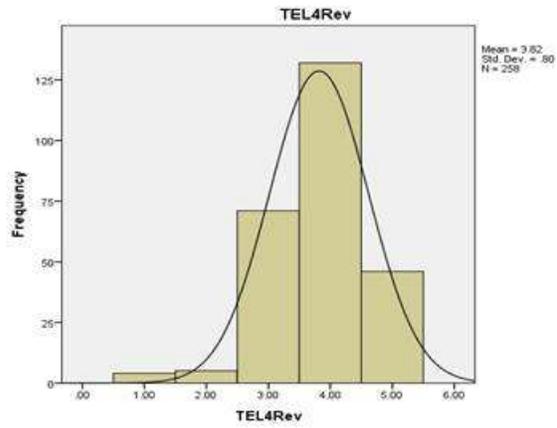
Figure A 4.4. Histogram with normality curve and Q-Q plot of TEL4Rev
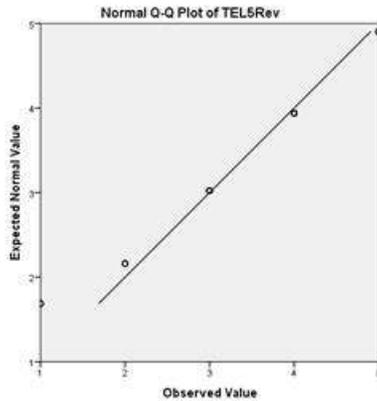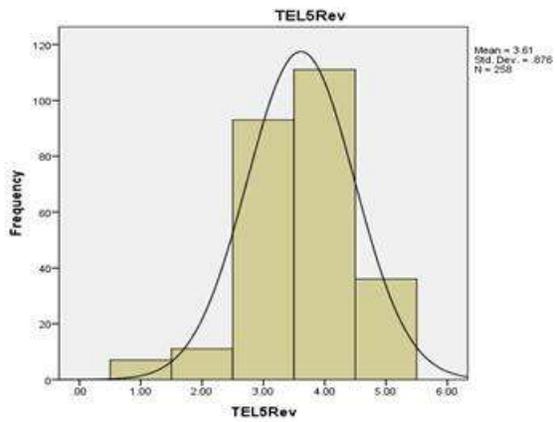
Figure A 4.5. Histogram with normality curve and Q-Q plot of TEL5Rev
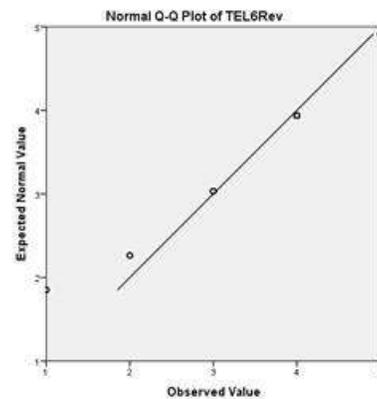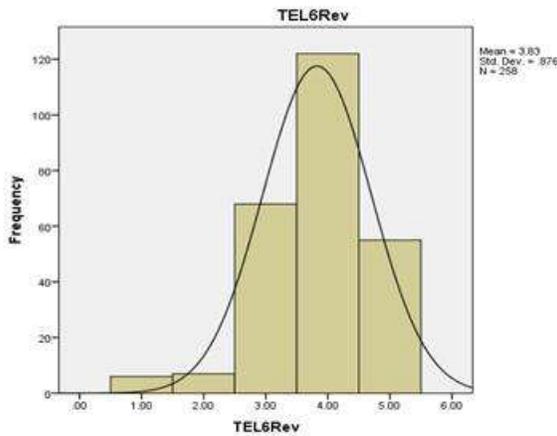
Figure A 4.6. Histogram with normality curve and Q-Q plot of TEL6Rev
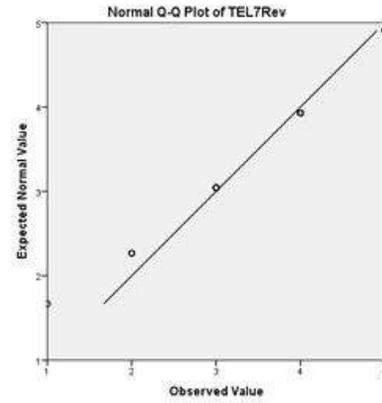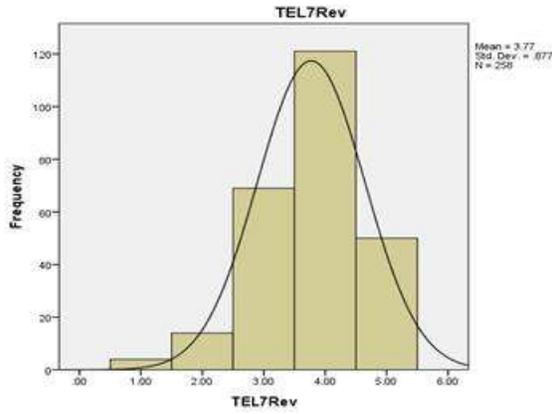
Figure A 4.7. Histogram with normality curve and Q-Q plot of TEL7Rev
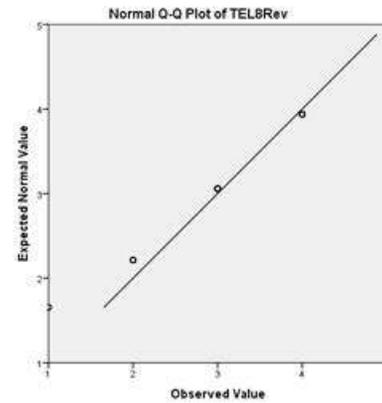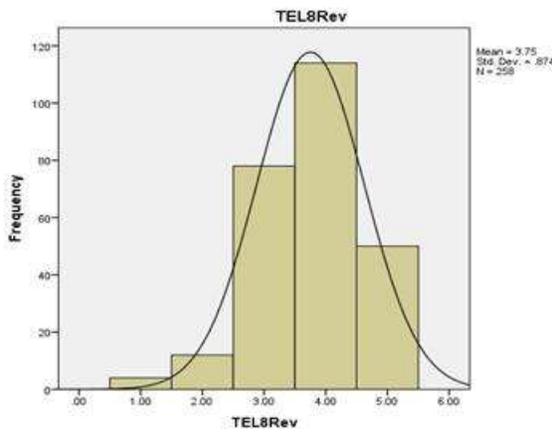
Figure A 4.8. Histogram with normality curve and Q-Q plot of TEL8Rev
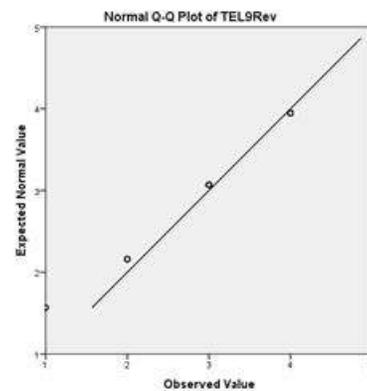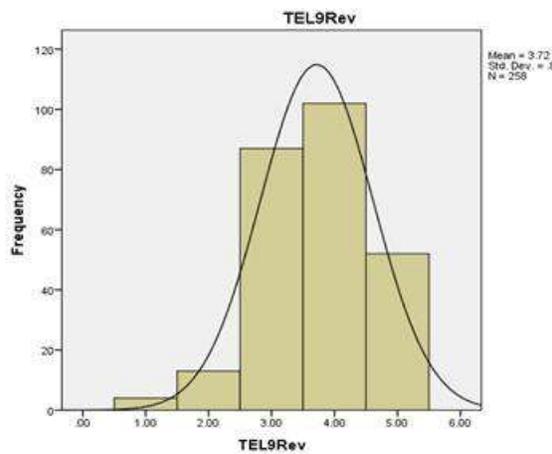

Figure A 4.9. Histogram with normality curve and Q-Q plot of TEL9Rev
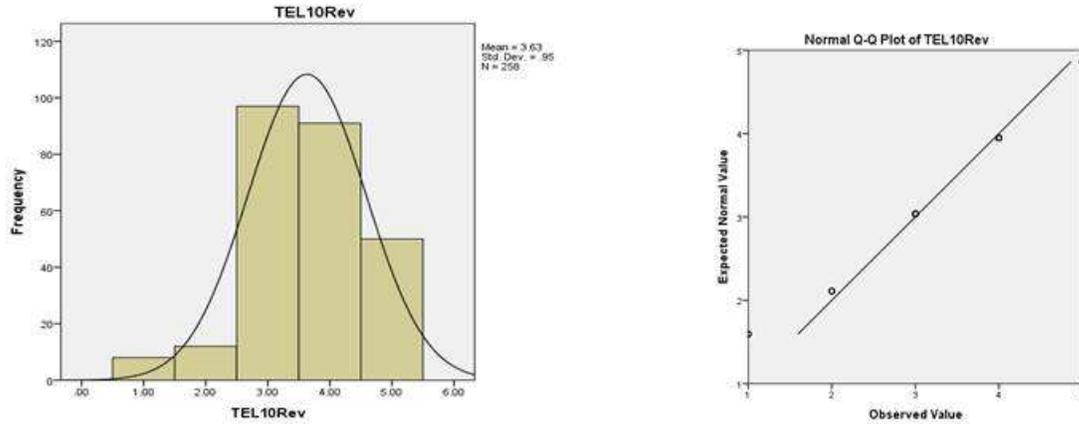
Figure A 4.10. Histogram with normality curve and Q-Q plot of TEL10Rev

The following table provides information about the mean, skeweness, and kurtosis of the 10 items of the ethical leadership scale for the 73 respondents used in the ethical leadership to CRQ model.

Table A 4.2. Descriptive Statistics of the ELS items for the 73 respondents

Items	Mean		Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error	Statistic	Std. Error
TEL1Rev	3.986	0.082	-0.234	0.281	-0.146	0.555
TEL2Rev	3.904	0.096	-0.754	0.281	1.266	0.555
TEL3Rev	3.712	0.104	-0.367	0.281	0.088	0.555
TEL4Rev	3.877	0.089	-0.173	0.281	-0.430	0.555
TEL5Rev	3.644	0.100	-0.190	0.281	0.157	0.555
TEL6Rev	3.890	0.099	-0.647	0.281	0.836	0.555
TEL7Rev	3.808	0.101	-0.556	0.281	0.535	0.555
TEL8Rev	3.781	0.107	-0.435	0.281	-0.010	0.555
TEL9Rev	3.699	0.112	-0.543	0.281	0.316	0.555
TEL10Rev	3.630	0.124	-0.567	0.281	0.174	0.555

The following figures subsequently display the histogram of each ELS item with a normality curve, to provide visual information about their normality, for the 73 respondents.

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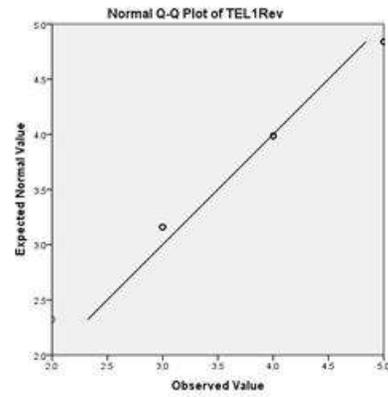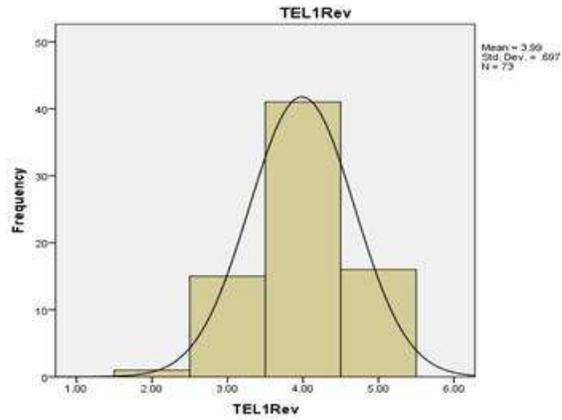
Figure A 4.11. Histogram with normality curve and Q-Q plot of TEL1Rev for the 73 respondents
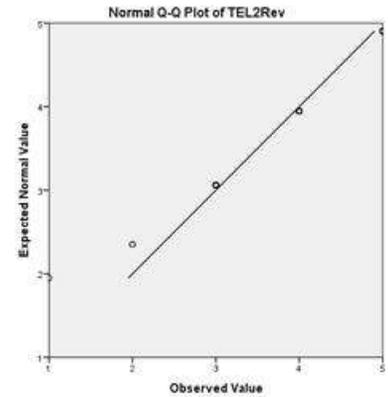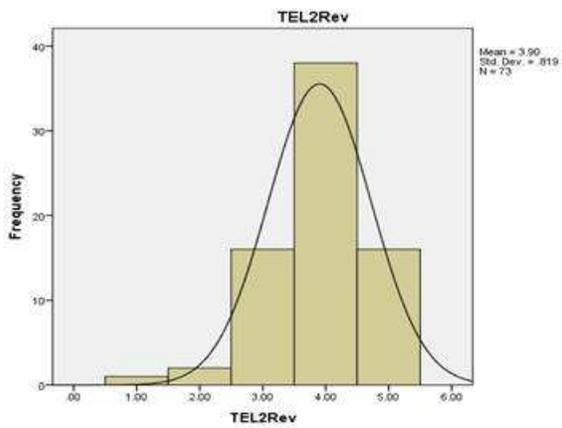
Figure A 4.12. Histogram with normality curve and Q-Q plot of TEL2Rev for the 73 respondents
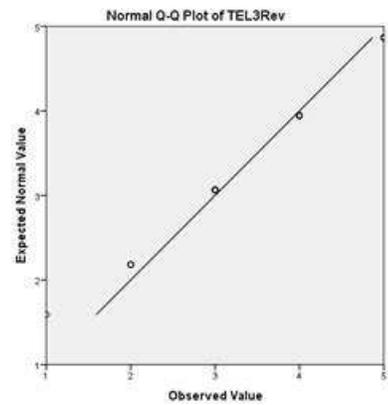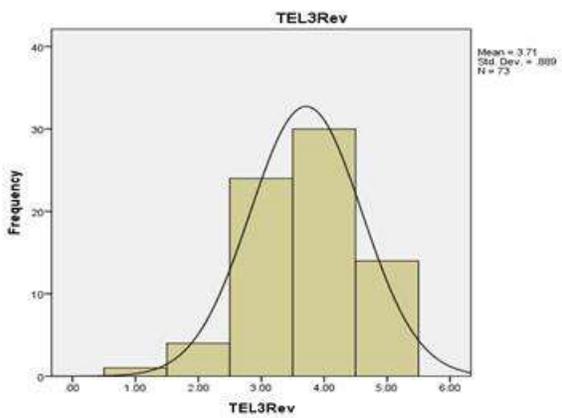
Figure A 4.13. Histogram with normality curve and Q-Q plot of TEL3Rev for the 73 respondents
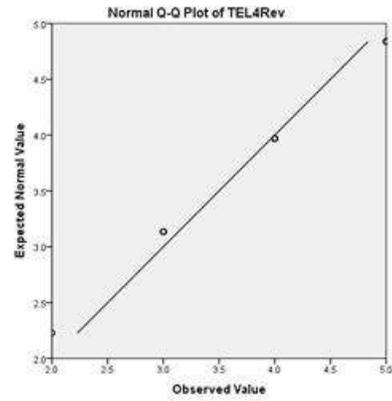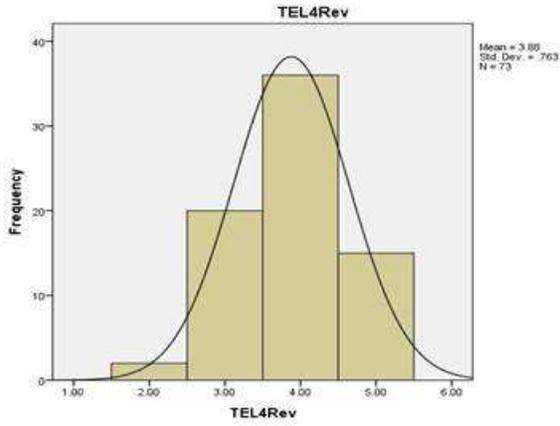
Figure A 4.14. Histogram with normality curve and Q-Q plot of TEL4Rev for the 73 respondents
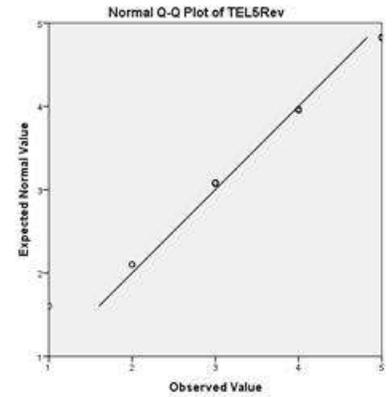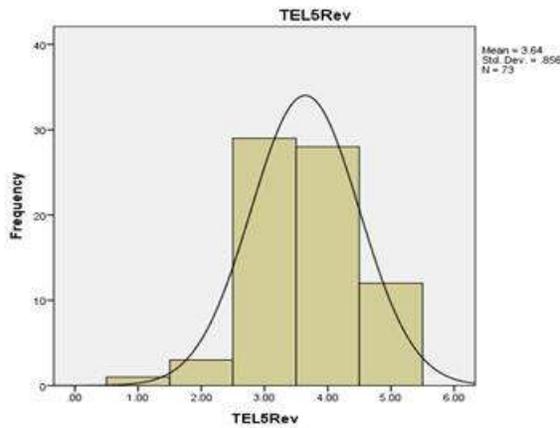

Figure A 4.15. Histogram with normality curve and Q-Q plot of TEL5Rev for the 73 respondents
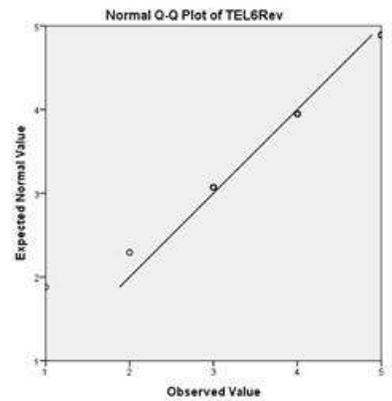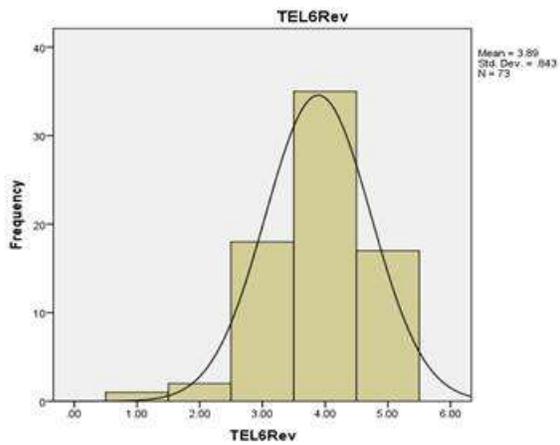
Figure A 4.16. Histogram with normality curve and Q-Q plot of TEL6Rev for the 73 respondents
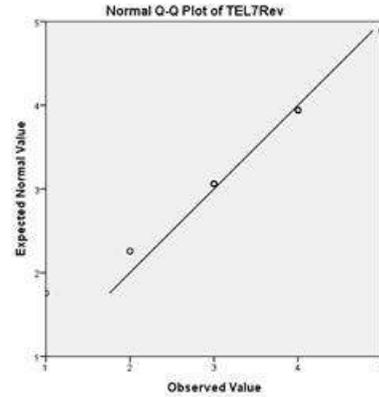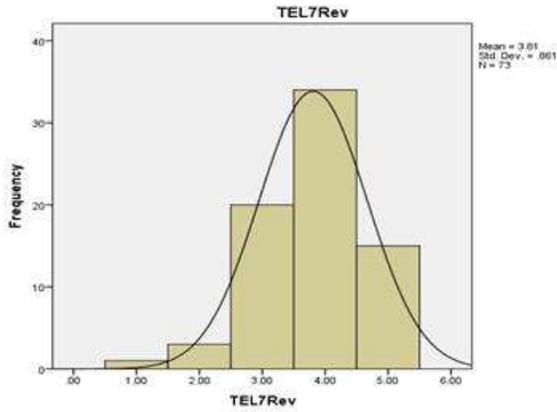
Figure A 4.17. Histogram with normality curve and Q-Q plot of TEL7Rev for the 73 respondents
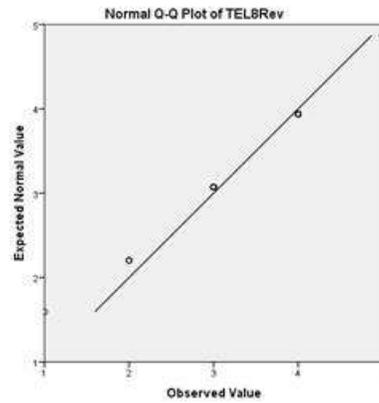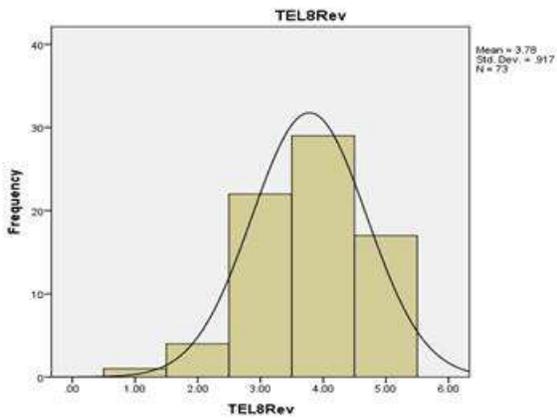
Figure A 4.18. Histogram with normality curve and Q-Q plot of TEL8Rev for the 73 respondents
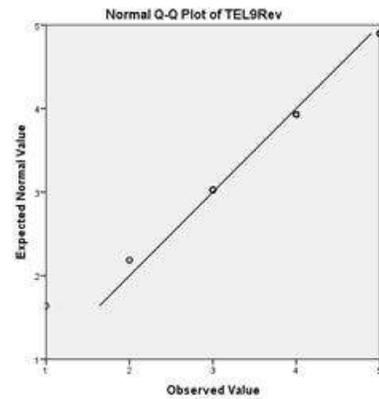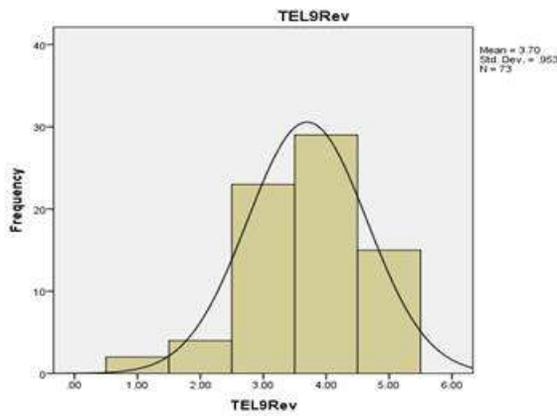
Figure A 4.19. Histogram with normality curve and Q-Q plot of TEL9Rev for the 73 respondents
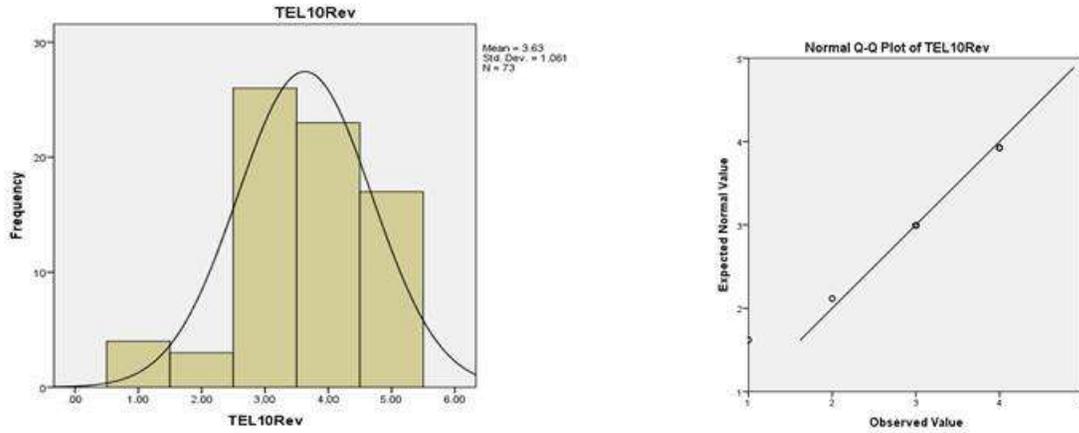
Figure A 4.20. Histogram with normality curve and Q-Q plot of TEL10Rev for the 73 respondents

4.b. *Ethicality Items*

The following table provides information about the mean, skeweness, and kurtosis of the ethicality items. For each scenario, the two items of ethical awareness (own and peers) and four items of contractualism ethical judgment (own contractualism judgment based on unwritten contract and unspoken promise; and peer contractualism judgment based on unwritten contract and unspoken promise) were on the reversed scale to provide consistency on the interpretation of the direction. All of the items were also transformed from the original 7-scale to 5-scale.

Table A 4.3. Descriptive Statistics of the Ethicality items on Bribery Case (Scenario A)

	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
TSceA_EAOwnRev	3.93	.071	1.136	-1.137	.152	.653	.302
TSceA_EAPeerRev	3.92	.054	.872	-.658	.152	.586	.302
TScenarioA_OwnEthJudge	3.43	.067	1.079	-.259	.152	-.569	.302
TScenarioA_PeerEthJudge	3.19	.062	.994	-.125	.152	-.274	.302
TScenarioA_OwnMoralEquityJudge_FairUnfair	3.10	.076	1.219	.032	.152	-.712	.302
TScenarioA_OwnMoralEquityJudge_MorallyRightorNot	4.03	.062	1.003	-.653	.152	-.281	.302
TScenarioA_OwnRelativismJudge_SocialNorm	3.87	.064	1.032	-.483	.152	-.426	.302
TScenarioA_OwnRelativismJudge_OrgNorm	3.91	.064	1.034	-.564	.152	-.436	.302
TScenarioA_OwnMoralEquityJudge_JustUnjust	3.82	.062	.990	-.266	.152	-.659	.302
TReverseSceA_OwnContract_Unwritten	3.58	.073	1.165	-.360	.152	-.608	.302
TScenarioA_OwnRelativismJudge_Tradition	3.42	.066	1.053	-.207	.152	-.114	.302
TReverseSceA_OwnContract_Unspoken	3.38	.070	1.131	-.154	.152	-.450	.302
TScenarioA_OwnMoralEquityJudge_FamilyAccept	3.97	.064	1.032	-.708	.152	-.059	.302
TScenarioA_PeerMoralEquityJudge_FairUnfair	3.09	.074	1.185	.010	.152	-.620	.302
TSccenarioA_PeerMoralEquityJudge_MorallyRightorNot	3.74	.058	.938	-.050	.152	-.660	.302
TScenarioA_PeerRelativismJudge_SocialNorm	3.60	.061	.986	-.101	.152	-.404	.302
TScenarioA_PeerRelativismJudge_OrgNorm	3.72	.064	1.029	-.241	.152	-.670	.302
TScenarioA_PeerMoralEquityJudge_JustUnjust	3.60	.058	.925	.211	.152	-.577	.302
TReverseSceA_PeerContract_Unwritten	3.32	.066	1.066	-.090	.152	-.220	.302
TScenarioA_PeerRelativismJudge_Tradition	3.34	.063	1.010	-.004	.152	-.070	.302
TReverseSceA_PeerContract_Unspoken	3.17	.065	1.047	-.072	.152	.078	.302
TScenarioA_PeerMoralEquityJudge_FamilyAccept	3.59	.059	.951	.002	.152	-.241	.302
TScenarioA_OwnEthIntention	3.22	.073	1.165	-.135	.152	-.745	.302
TScenarioA_PeerEthIntention	2.79	.064	1.034	.173	.152	-.308	.302

Table A 4.4. Descriptive Statistics of the Ethicality items on Over Promise Case (Scenario B)

	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
TSceB_EAOwnRev	3.53	.071	1.133	-.418	.152	-.592	.302
TSceB_EAPeerRev	3.46	.065	1.048	-.306	.152	-.446	.302
TScenarioB_OwnEthJudge	2.98	.071	1.140	.046	.152	-.660	.302
TScenarioB_PeerEthJudge	2.88	.064	1.024	.068	.152	-.269	.302
TScenarioB_OwnMoralEquityJudge_FairUnfair	2.59	.074	1.191	.290	.152	-.628	.302
TScenarioB_OwnMoralEquityJudge_MorallyRightorNot	3.06	.075	1.198	.017	.152	-.625	.302
TScenarioB_OwnRelativismJudge_SocialNorm	2.98	.071	1.143	.030	.152	-.489	.302
TScenarioB_OwnRelativismJudge_OrgNorm	3.00	.074	1.182	.036	.152	-.636	.302
TScenarioB_OwnMoralEquityJudge_JustUnjust	3.18	.072	1.150	-.029	.152	-.541	.302
TReverseSceB_OwnContract_Unwritten	2.81	.075	1.206	.223	.152	-.674	.302
TScenarioB_OwnRelativismJudge_Tradition	2.97	.072	1.157	.046	.152	-.479	.302
TReverseSceB_OwnContract_Unspoken	3.00	.074	1.193	.042	.152	-.643	.302
TScenarioB_OwnMoralEquityJudge_FamilyAccept	3.19	.075	1.197	-.105	.152	-.626	.302
TScenarioB_PeerMoralEquityJudge_FairUnfair	2.70	.072	1.150	.186	.152	-.492	.302
TSccenarioB_PeerMoralEquityJudge_MorallyRightorNot	3.06	.070	1.120	-.031	.152	-.310	.302
TScenarioB_PeerRelativismJudge_SocialNorm	2.99	.067	1.073	-.004	.152	-.237	.302
TScenarioB_PeerRelativismJudge_OrgNorm	2.99	.072	1.157	.000	.152	-.537	.302
TScenarioB_PeerMoralEquityJudge_JustUnjust	3.09	.064	1.031	-.094	.152	.041	.302
TReverseSceB_PeerContract_Unwritten	2.89	.067	1.080	.169	.152	-.211	.302
TScenarioB_PeerRelativismJudge_Tradition	2.98	.066	1.066	-.031	.152	-.138	.302
TReverseSceB_PeerContract_Unspoken	2.94	.066	1.057	.124	.152	-.114	.302
TScenarioB_PeerMoralEquityJudge_FamilyAccept	3.04	.067	1.074	-.104	.152	-.165	.302
TScenarioB_OwnEthIntention	2.71	.078	1.249	.207	.152	-.886	.302
TScenarioB_PeerEthIntention	2.55	.064	1.024	.126	.152	-.552	.302

The following figures subsequently display the histogram of each ethicality item with a normality curve and the Q-Q plot to provide visual information about their normality.
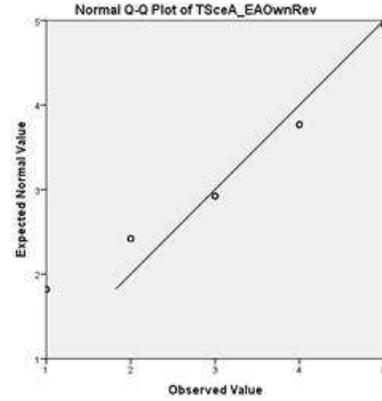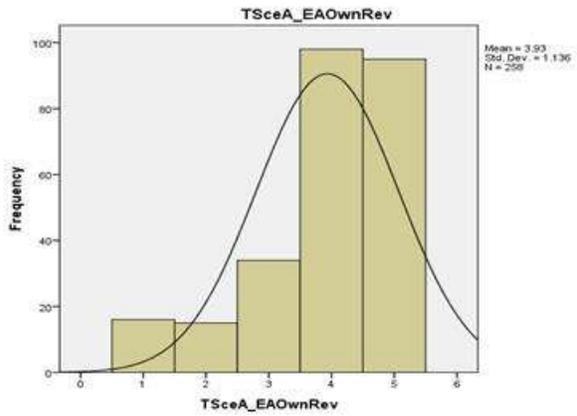
Figure A 4.21. Histogram with normality curve and Q-Q plot of TSceA_EAOwnRev
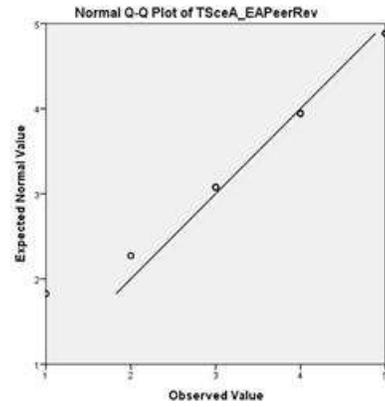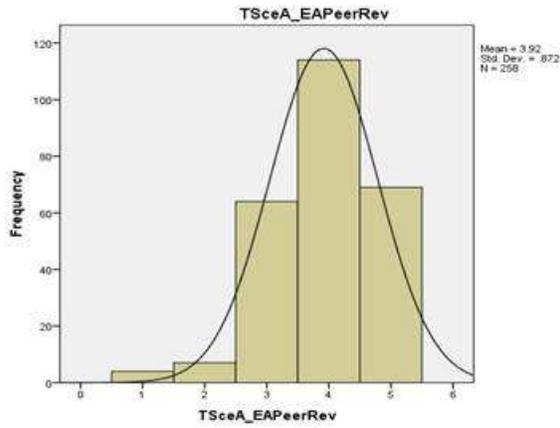
Figure A 4.22. Histogram with normality curve and Q-Q plot of TSceA_EAPeerRev
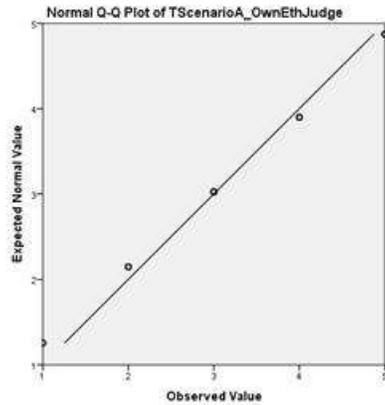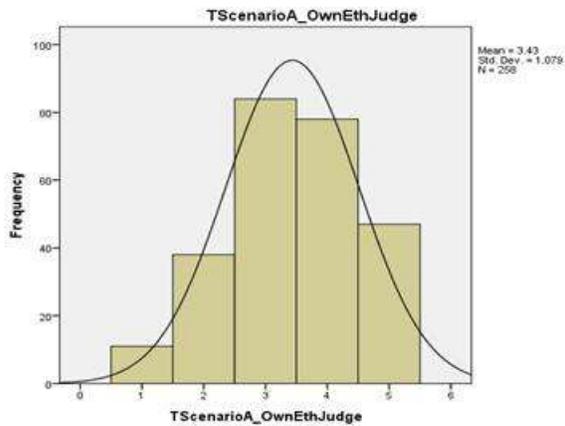

Figure A 4.23. Histogram with normality curve and Q-Q plot of TScenarioA_OwnEthJudge
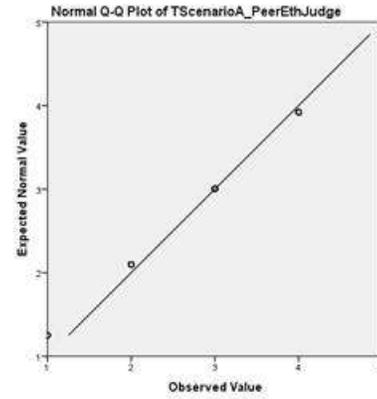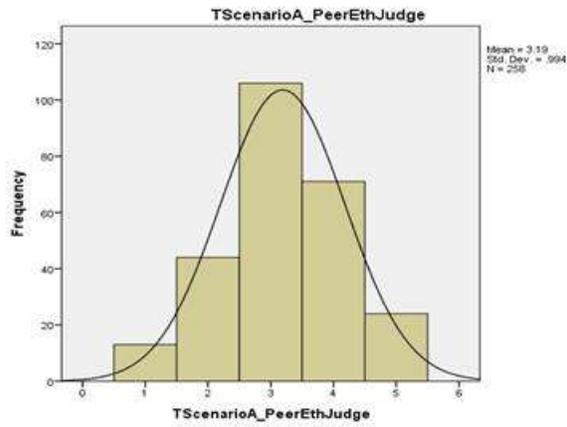
Figure A 4.24. Histogram with normality curve and Q-Q plot of TScenarioA_PeerEthJudge
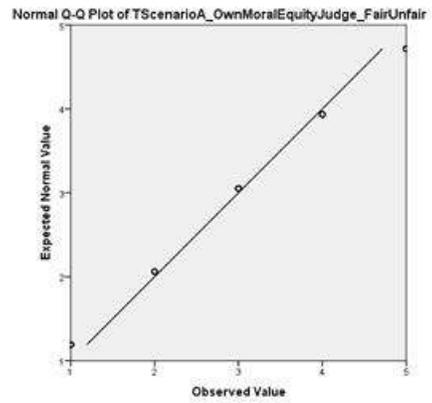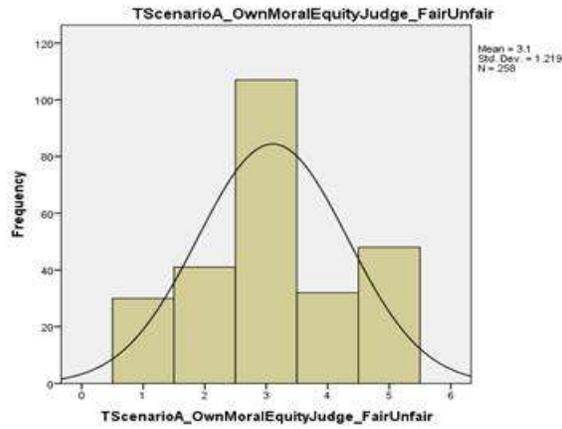
Figure A 4.25. Histogram with normality curve and Q-Q plot of TScenarioA_OwnMEJ_FairUnfair
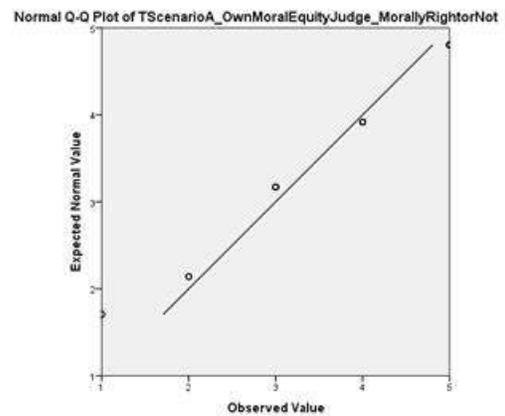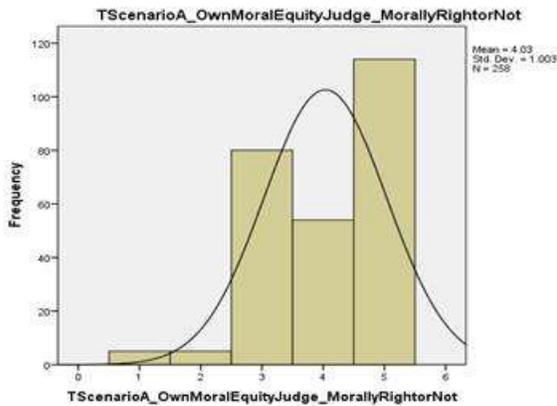
Figure A 4.26. Histogram with normality curve and Q-Q plot of TScenarioA_OwnMEJ_MorallyRightorNot
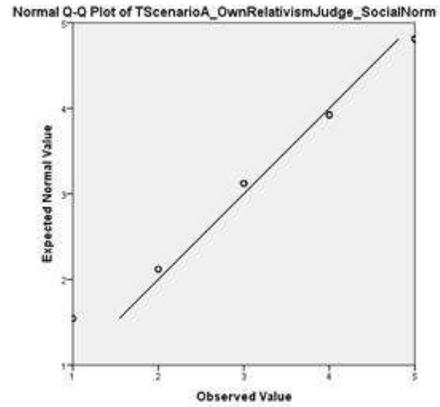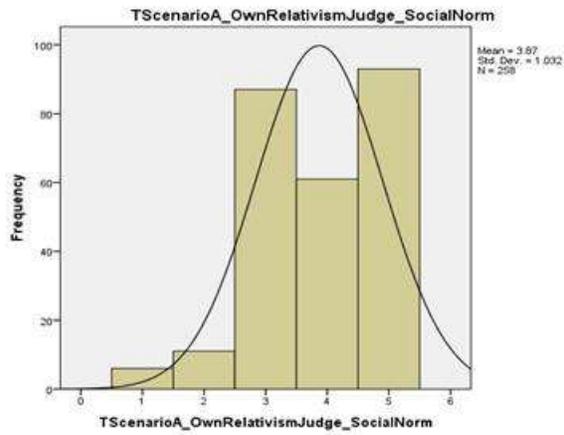
Figure A 4.27. Histogram with normality curve and Q-Q plot of TScenarioA_OwnRelativismJudge_SocialNorm
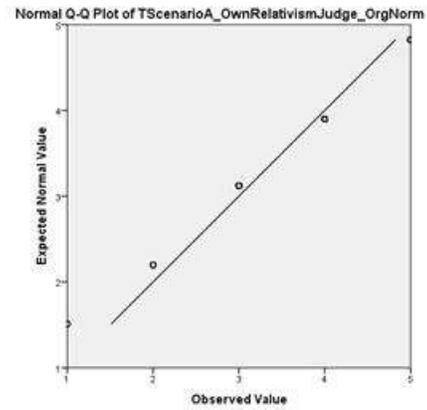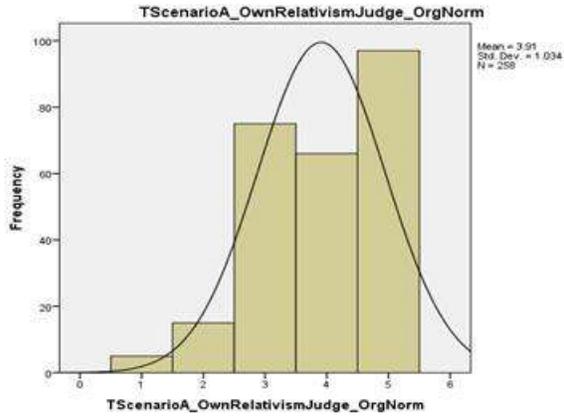
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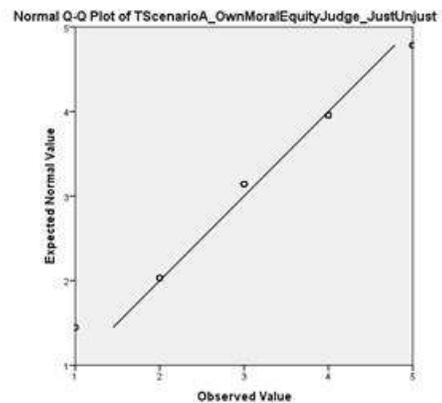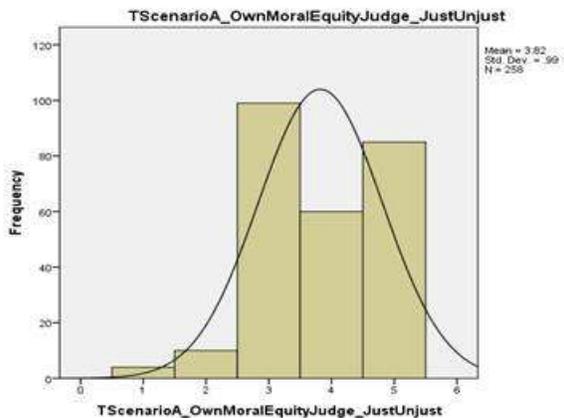
Figure A 4.29. Histogram with normality curve and Q-Q plot of TScenarioA_OwnMEJ_JustUnjust

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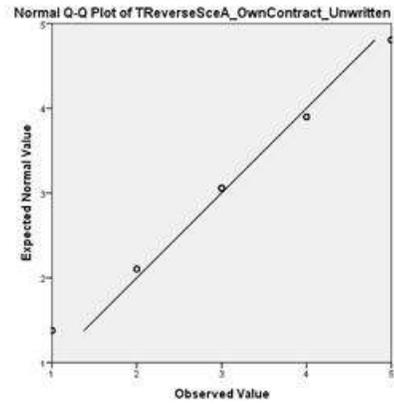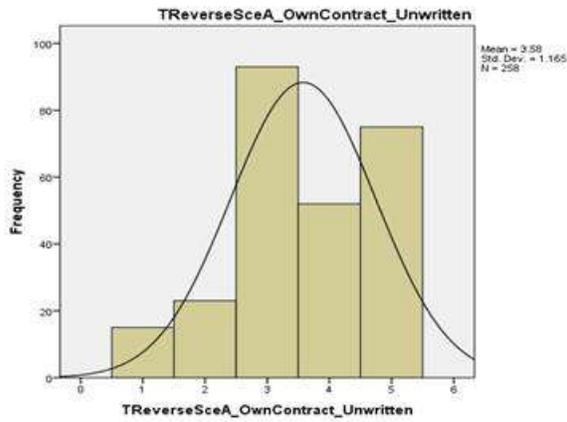
Figure A 4.30. Histogram with normality curve and Q-Q plot of TReverseSceA_OwnContract_Unwritten
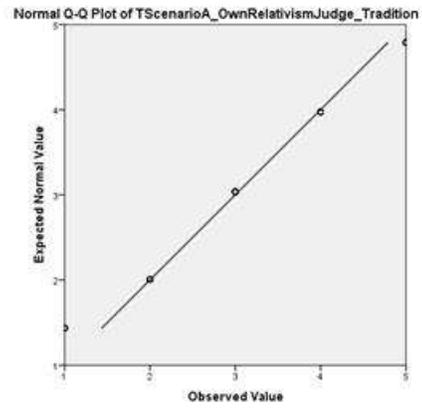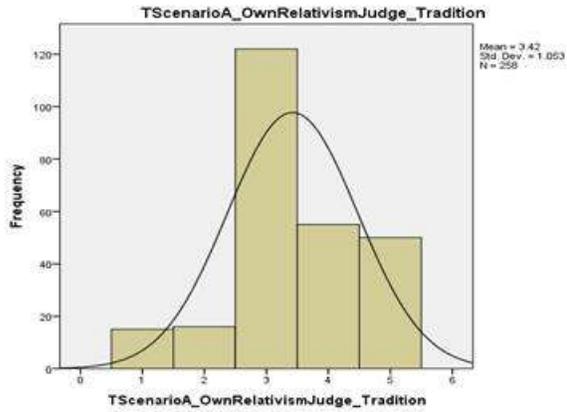
Figure A 4.31. Histogram with normality curve and Q-Q plot of TScenarioA_OwnRelativismJudge_Tradition
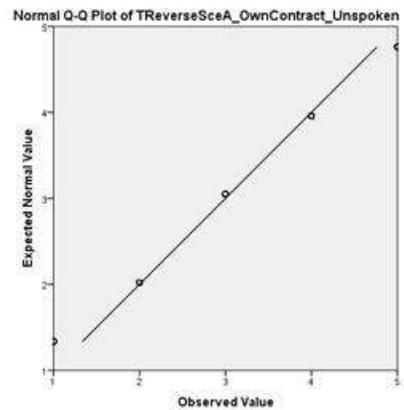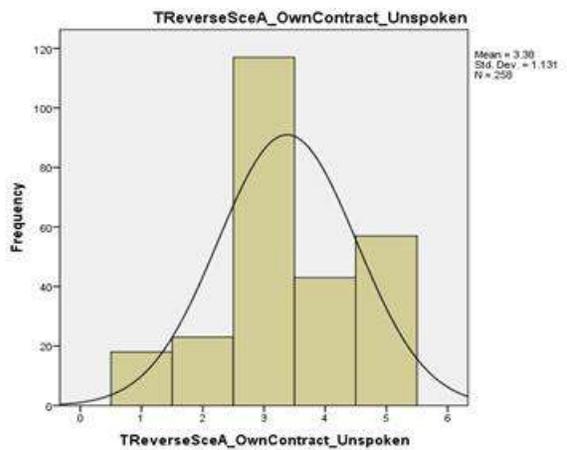
Figure A 4.32. Histogram with normality curve and Q-Q plot of TReverseSceA_OwnContract_Unspoken

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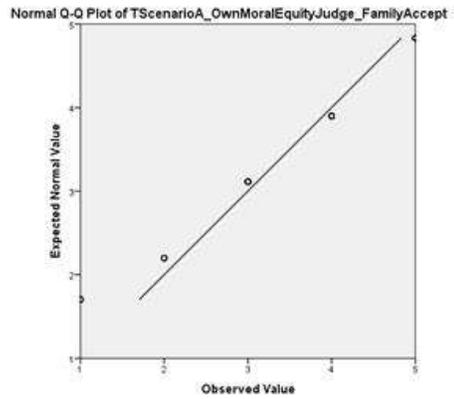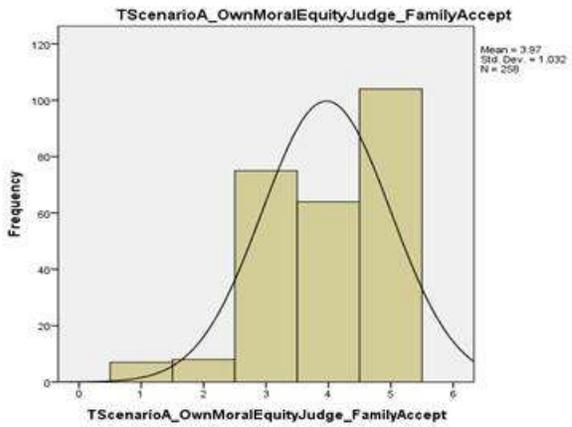
Figure A 4.33. Histogram with normality curve and Q-Q plot of TScenarioA_OwnMEJ_FamilyAccept
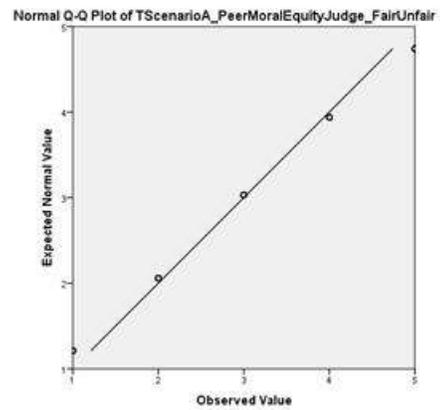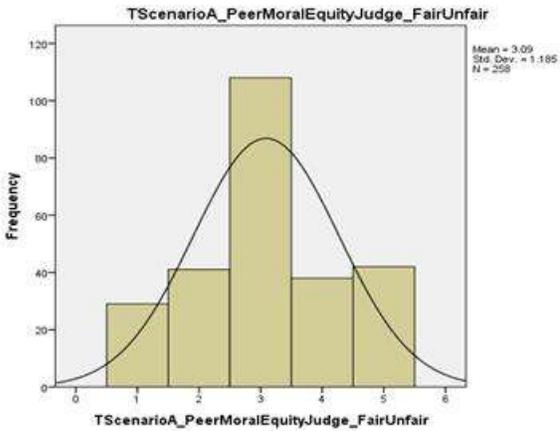
Figure A 4.34. Histogram with normality curve and Q-Q plot of TScenarioA_PeerMEJ_FairUnfair
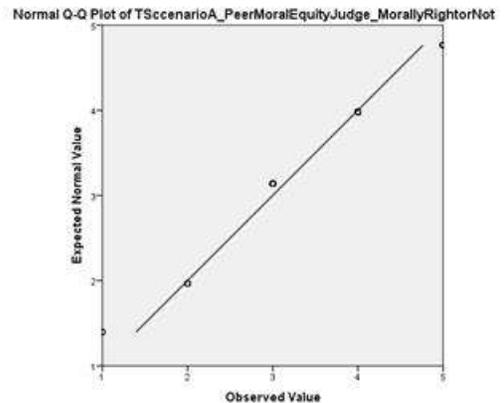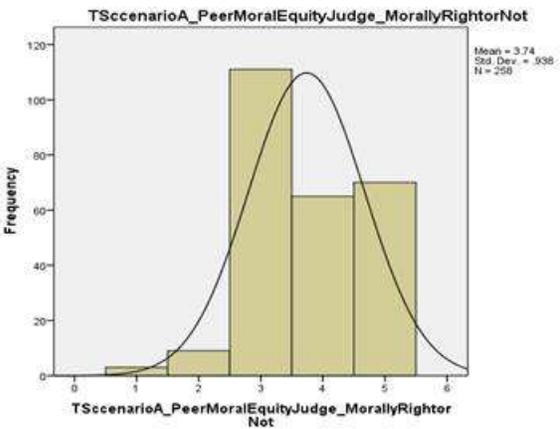
Figure A 4.35. Histogram with normality curve and Q-Q plot of TScenarioA_PeerMEJ_MorallyRigthorNot
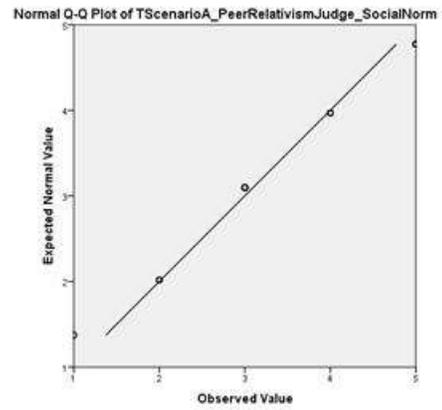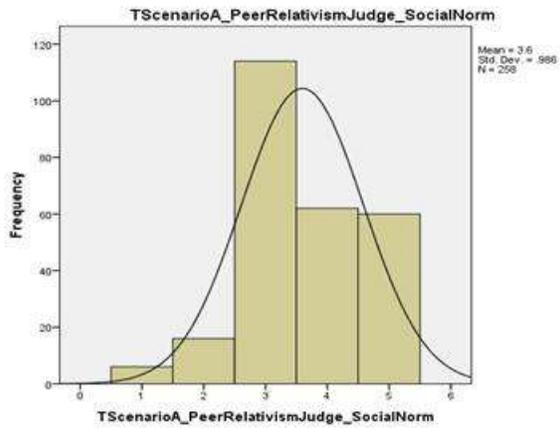
Figure A 4.36. Histogram with normality curve and Q-Q plot of TScenarioA_PeerRelativismJudge_SocialNorm
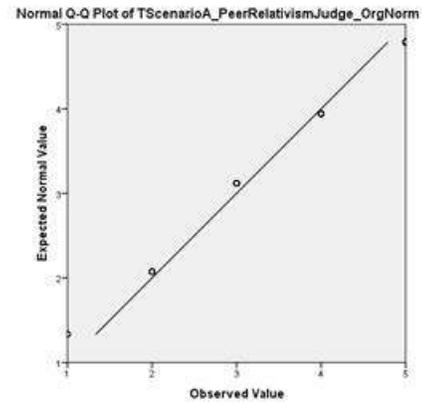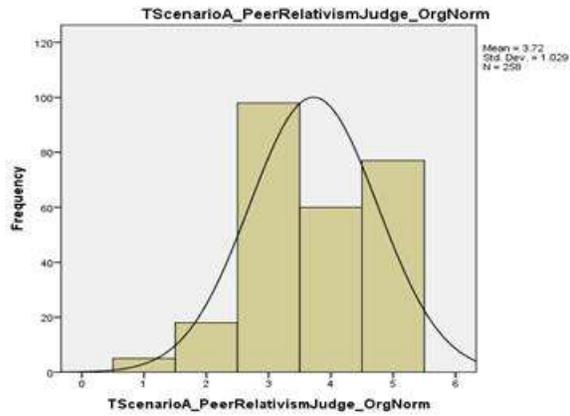
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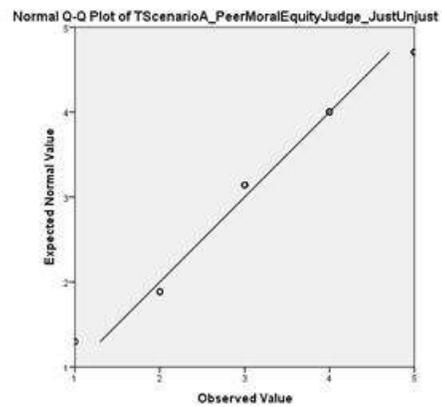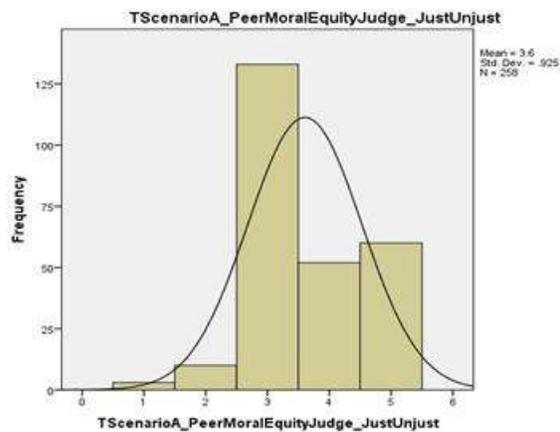
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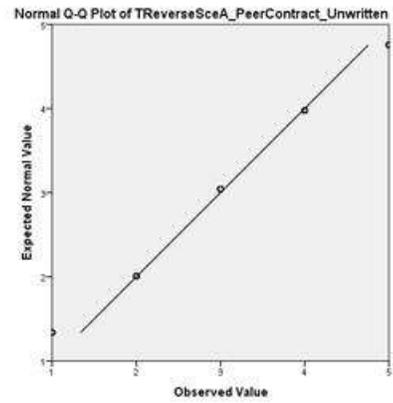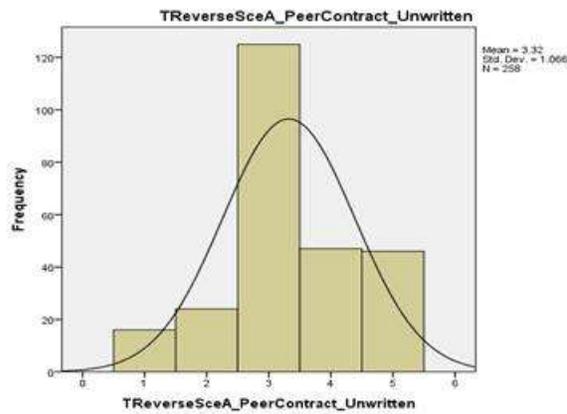
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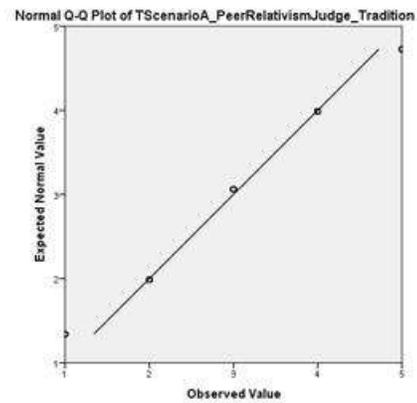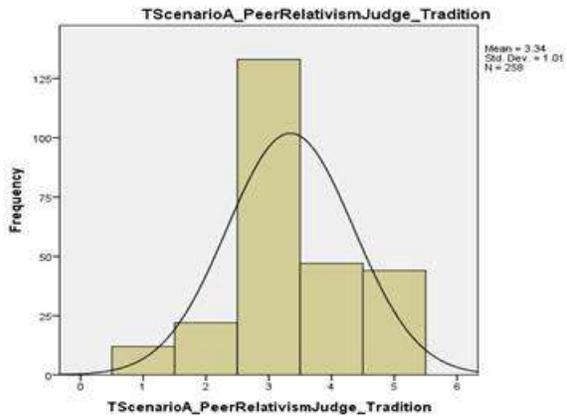

Figure A 4.40. Histogram with normality curve and Q-Q plot of TScenarioA_PeerRelativismJudge_Tradition
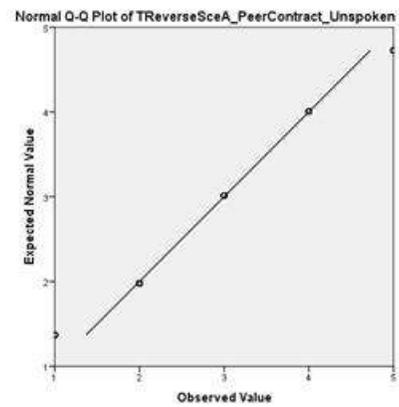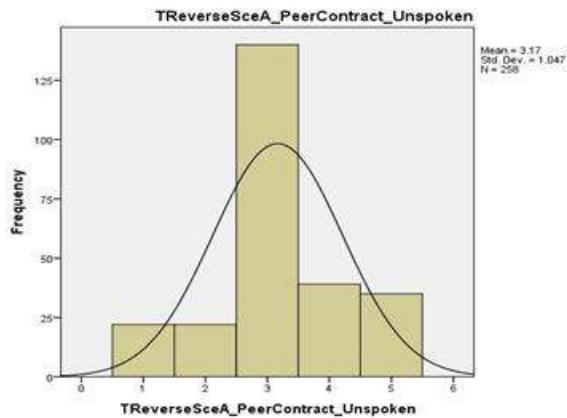
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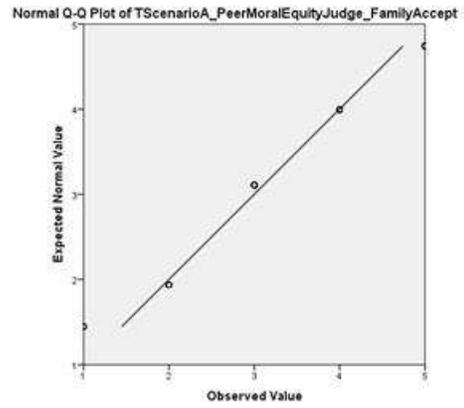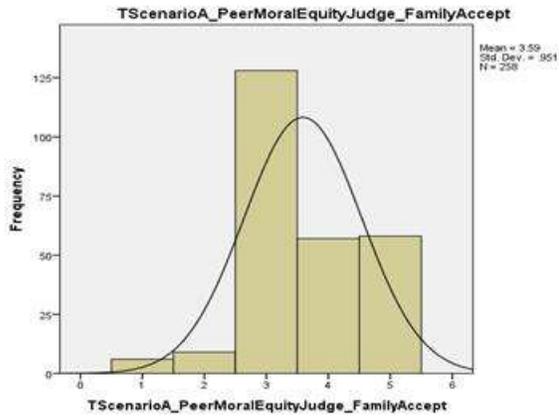
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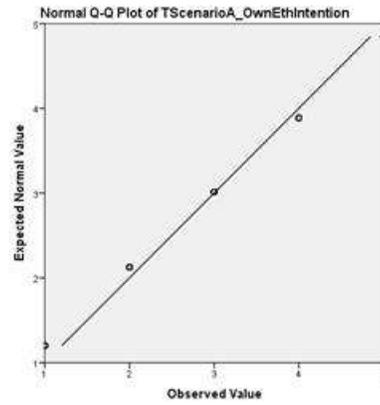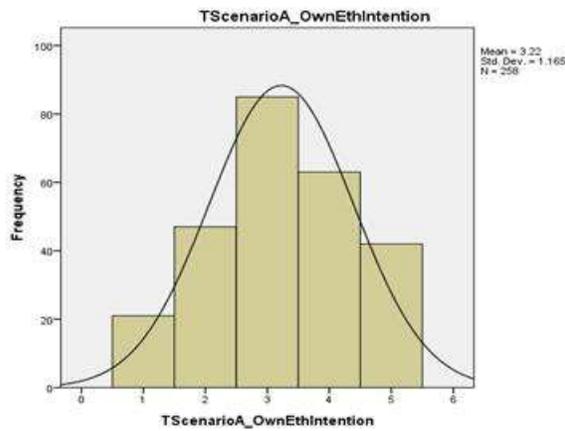
Figure A 4.43. Histogram with normality curve and Q-Q plot of TScenarioA_OwnEthIntention
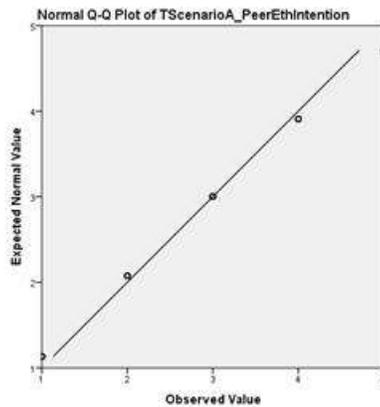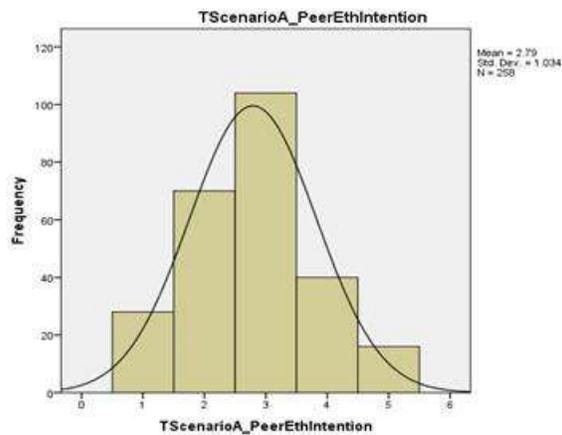
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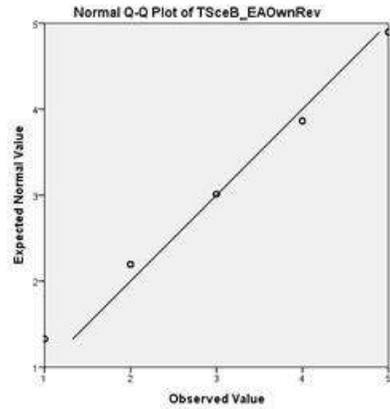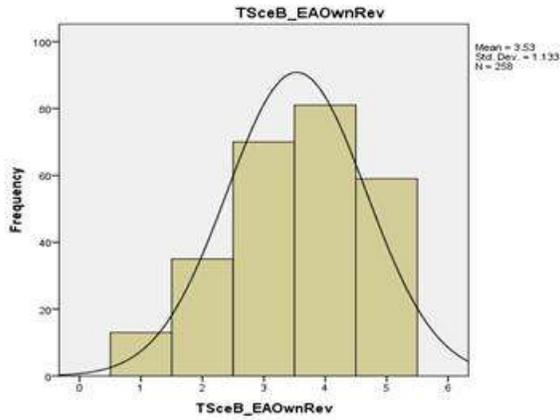
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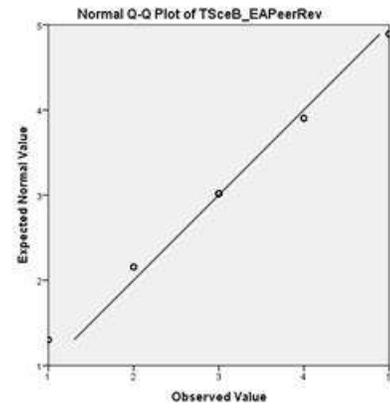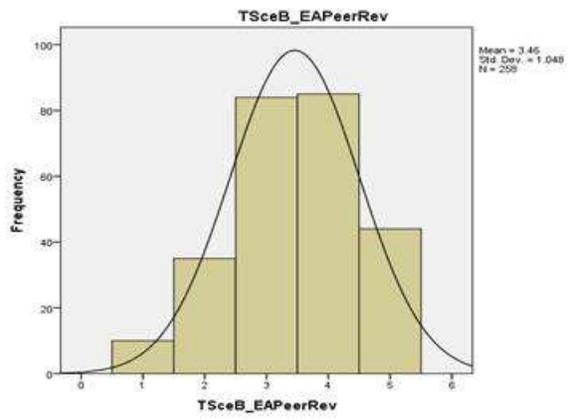
Figure A 4.46. Histogram with normality curve and Q-Q plot of TSceB_EAPeerRev
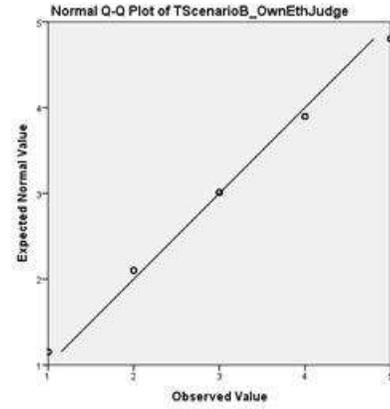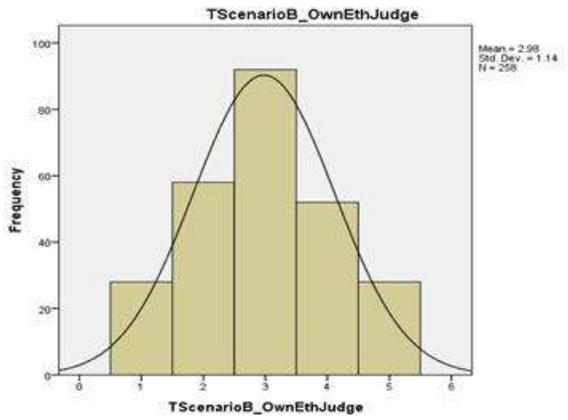
Figure A 4.47. Histogram with normality curve and Q-Q plot of TScenarioB_OwnEthJudge
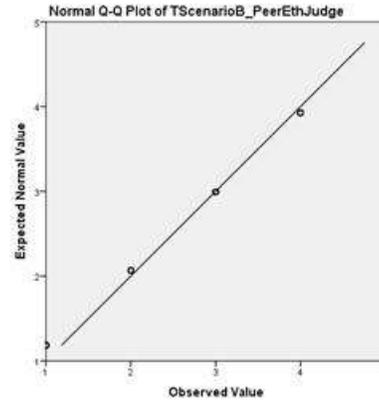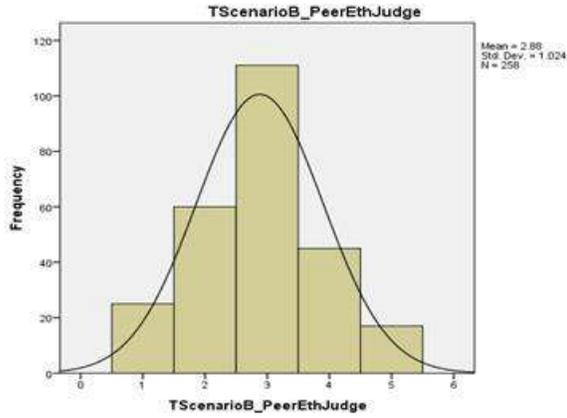
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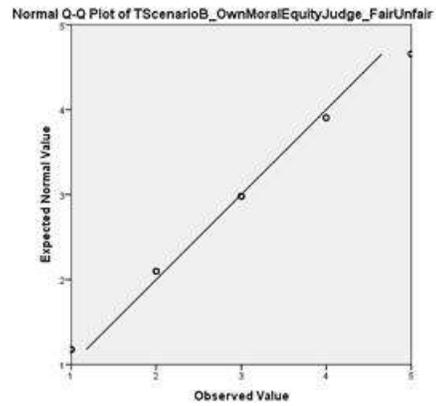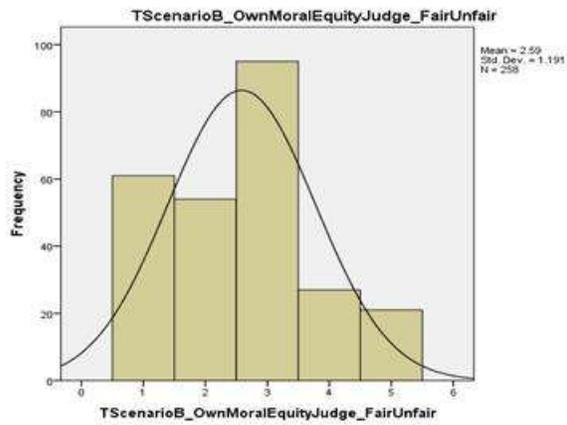
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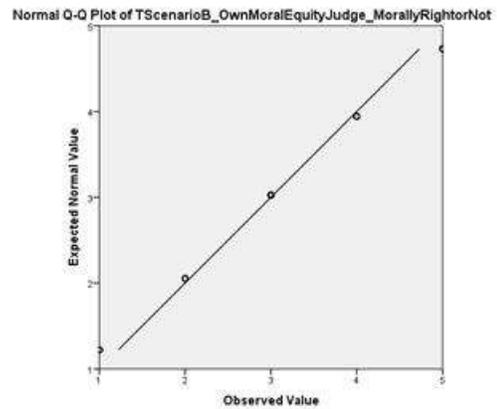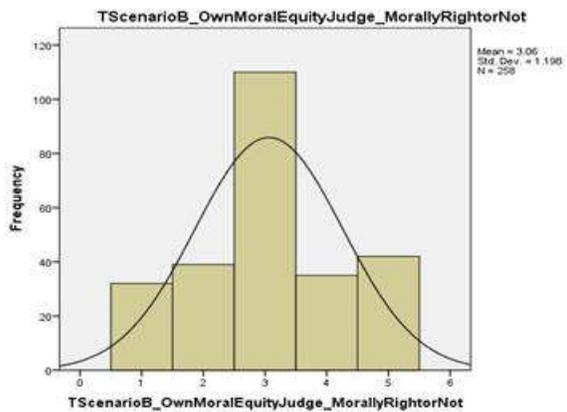
Figure A 4.50. Histogram with normality curve and Q-Q plot of TScenarioB_OwnMEJ_MorallyRightorNot
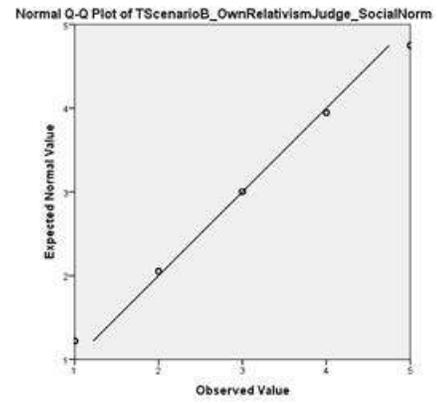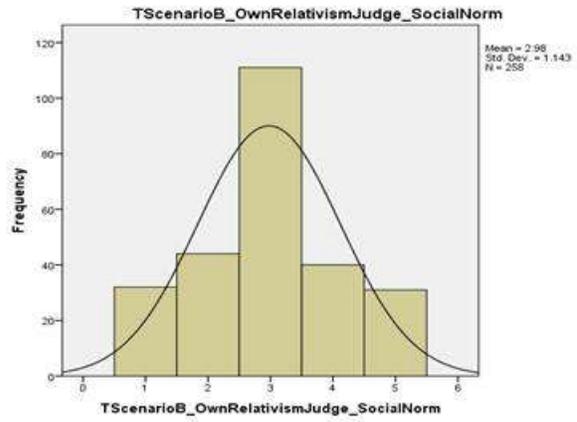
Figure A 4.51. Histogram with normality curve and Q-Q plot of TScenarioB_OwnRelativism_SocialNorm
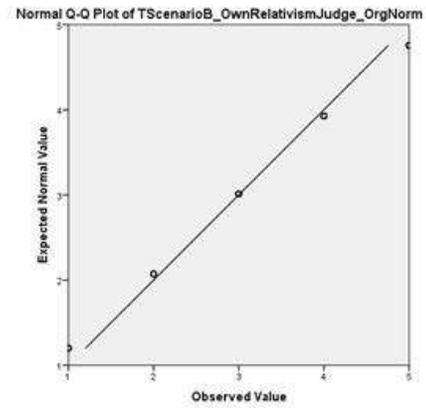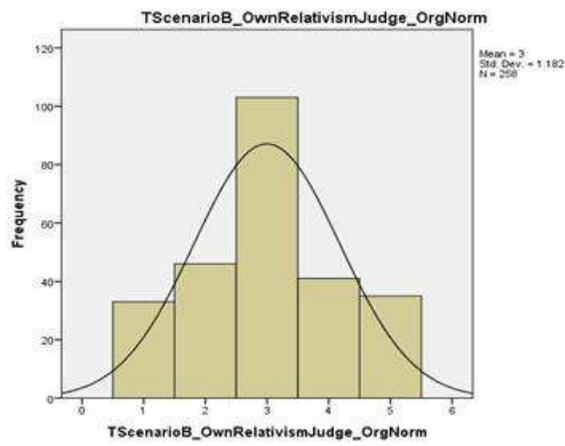
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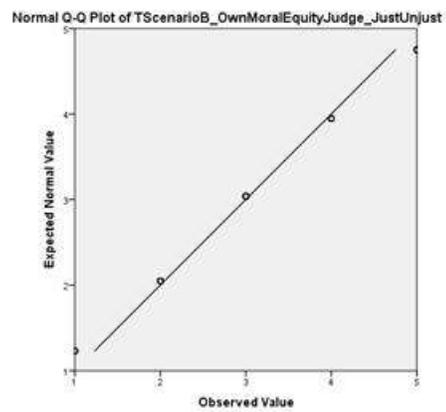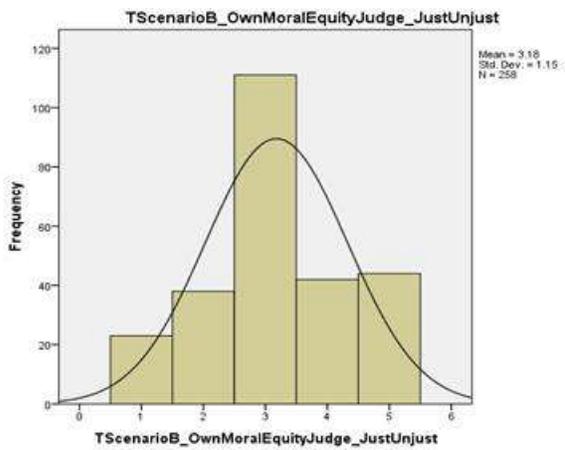
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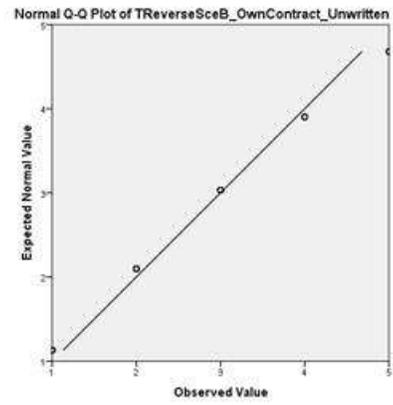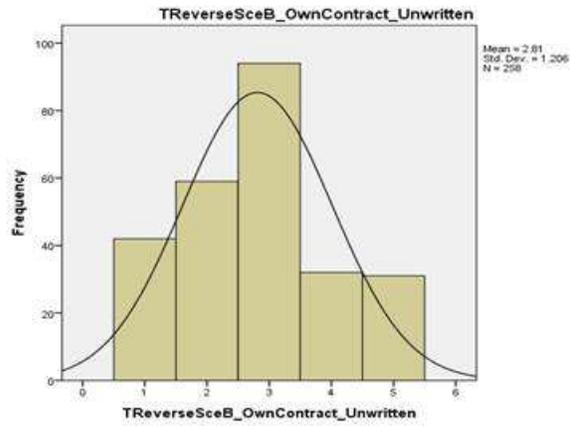
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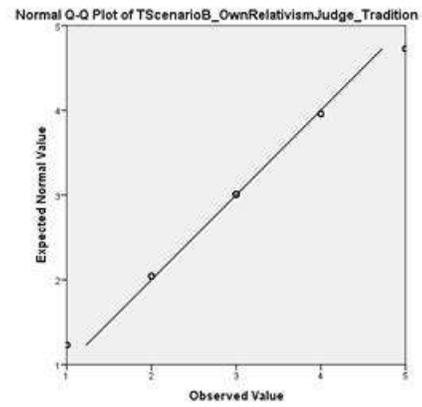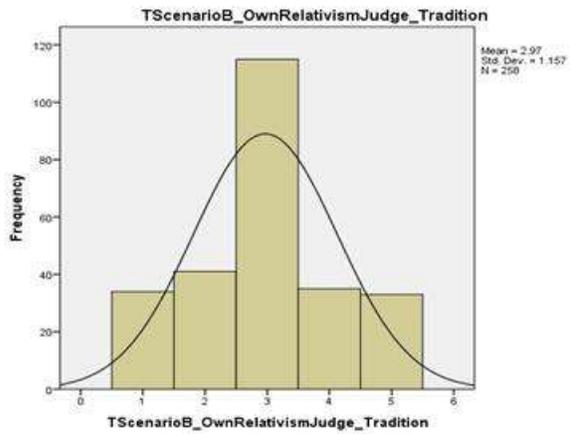
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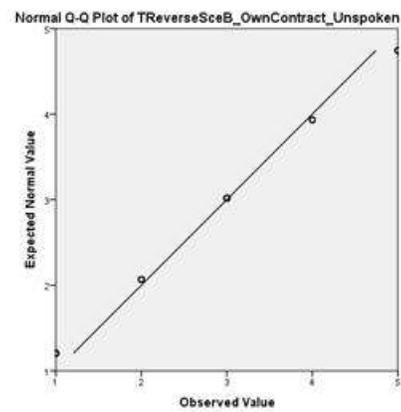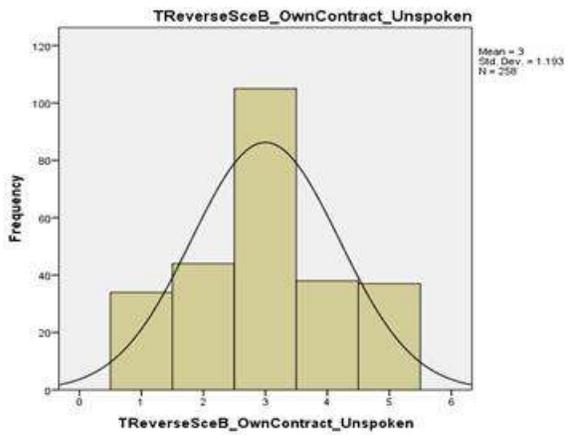

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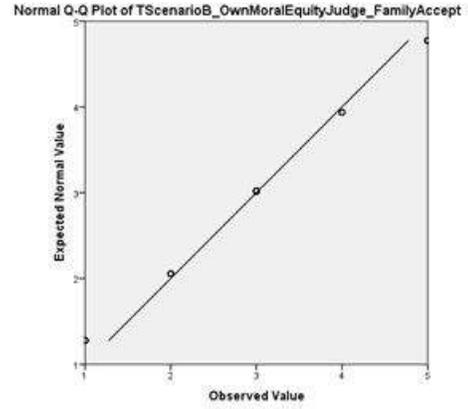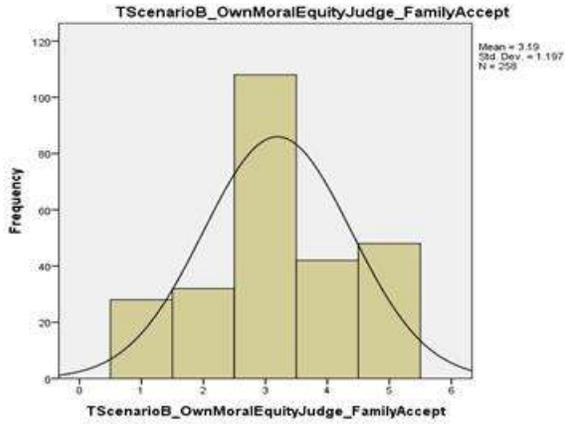
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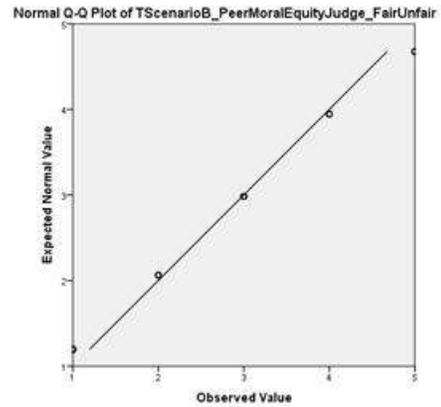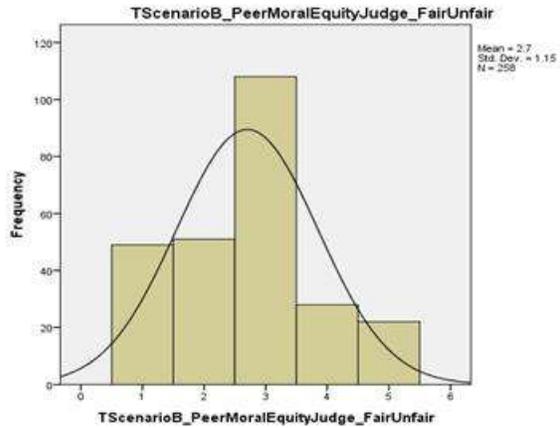
Figure A 4.58. Histogram with normality curve and Q-Q plot of TScenarioB_PeerMEJ_FairUnfair
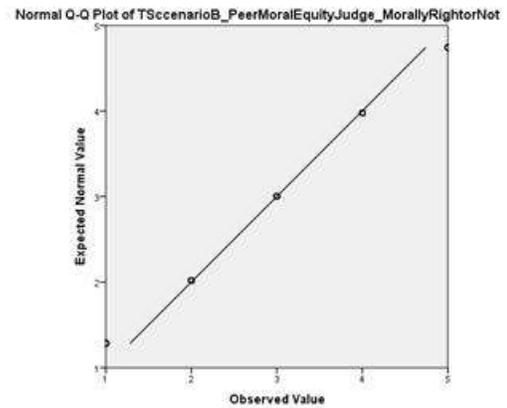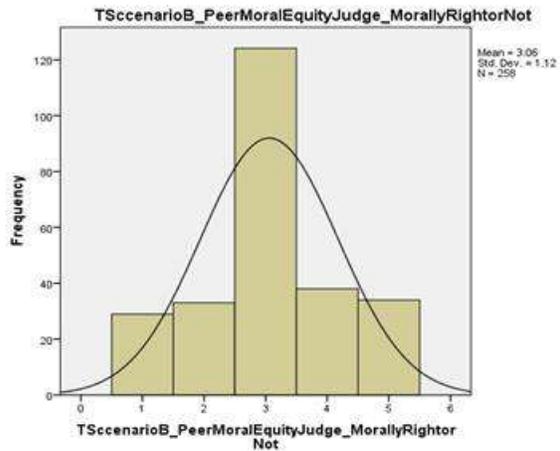
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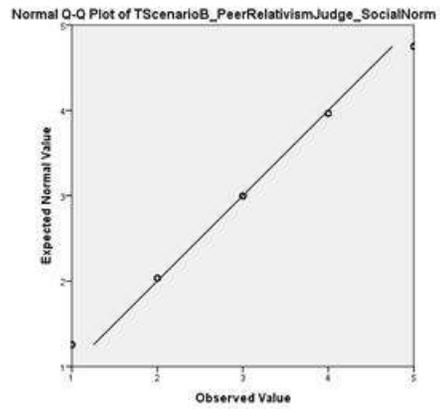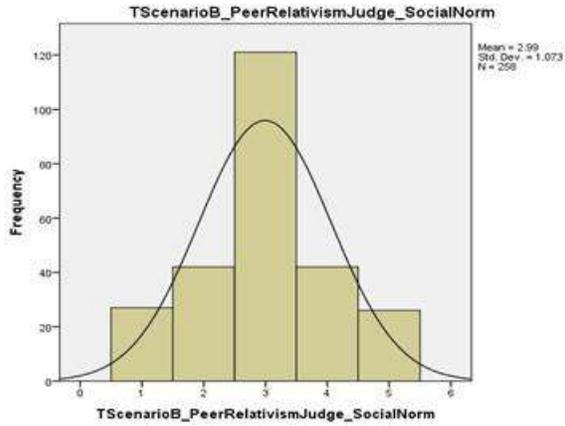
Figure A 4.60. Histogram with normality curve and Q-Q plot of TScenarioB_PeerRelativismJudge_SocialNorm
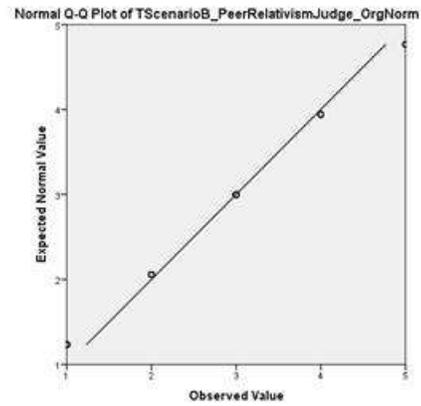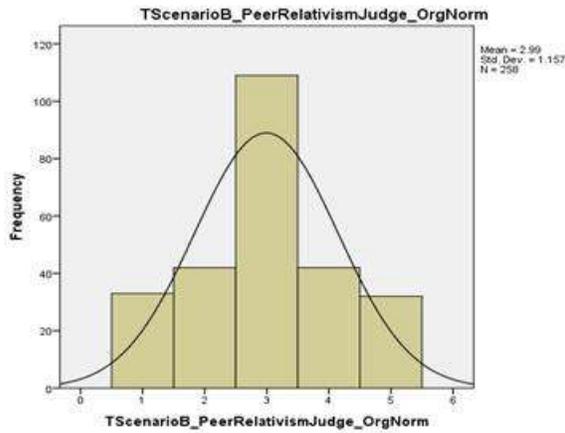
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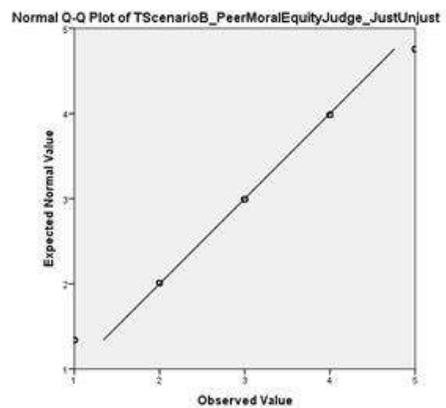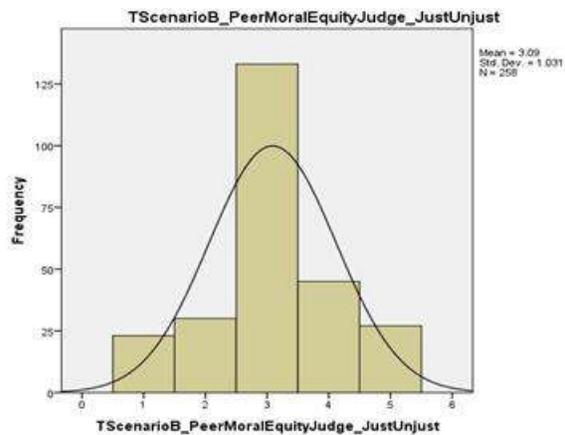
Figure A 4.62. Histogram with normality curve and Q-Q plot of TScenarioB_PeerMEJ_JustUnjust
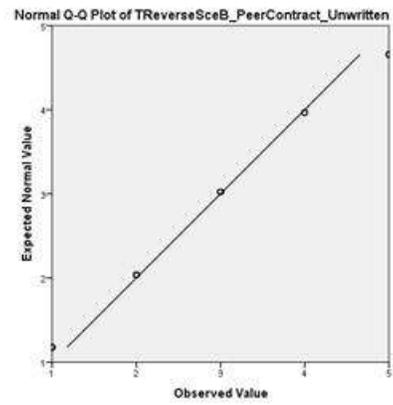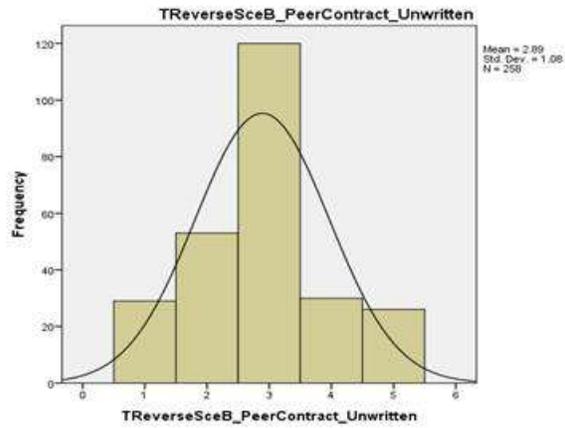
Figure A 4.63. Histogram with normality curve and Q-Q plot of TReverseSceB_PeerContract_Unwritten
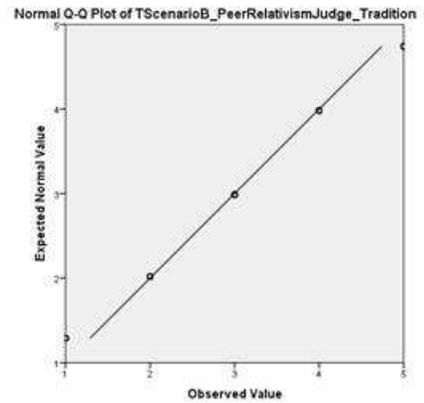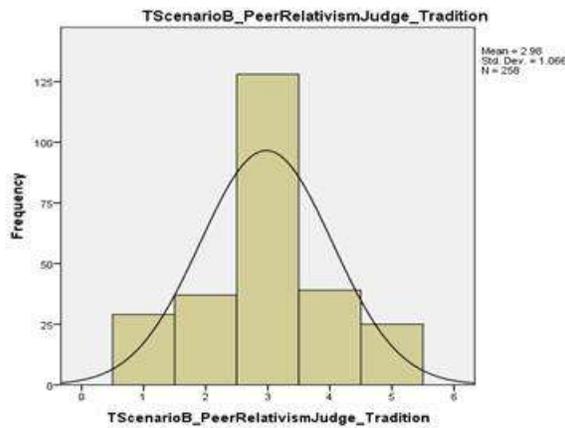
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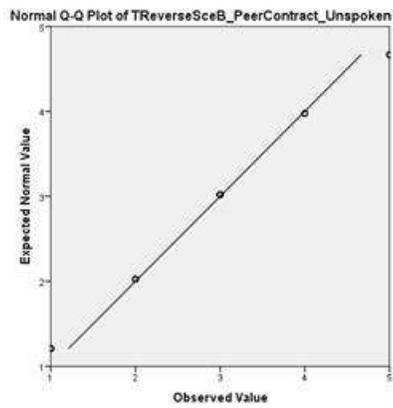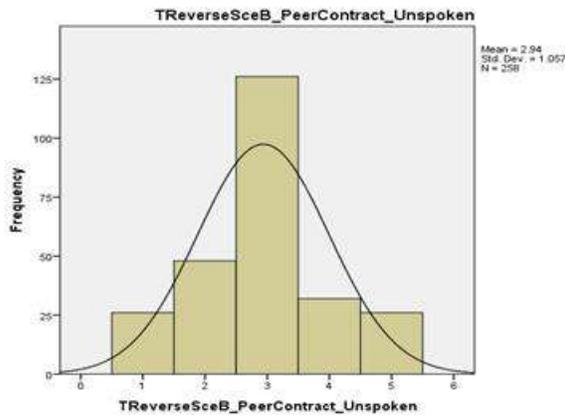
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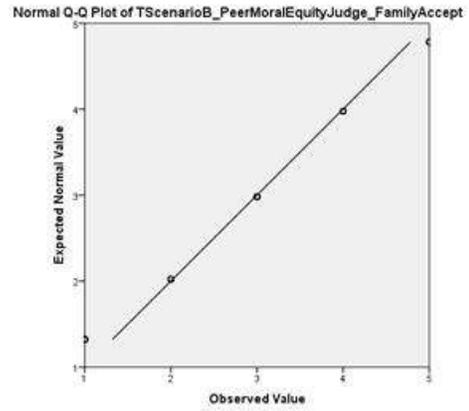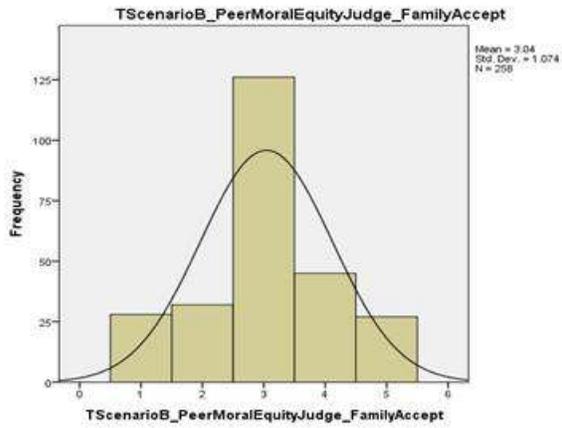
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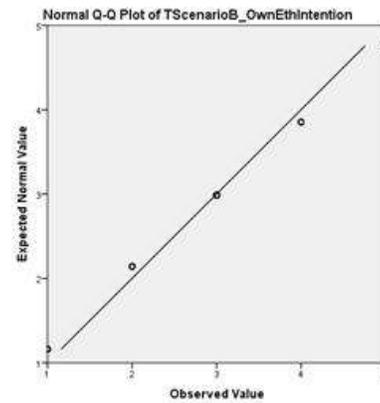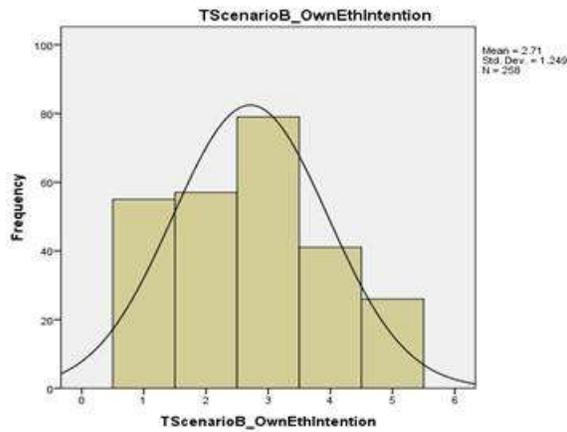
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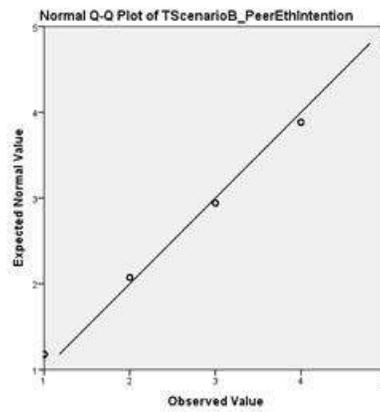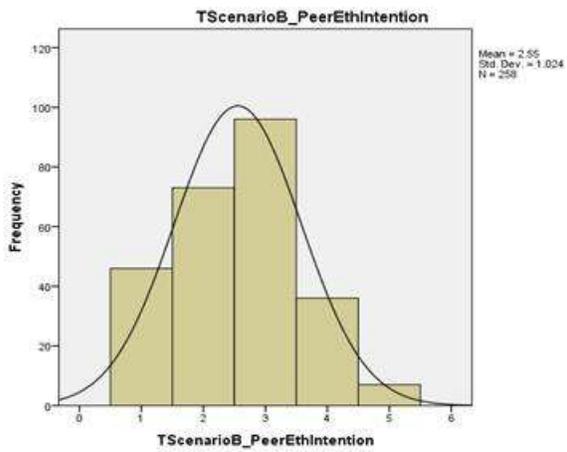
Figure A 4.68. Histogram with normality curve and Q-Q plot of TScenarioB_PeerEthIntention

The following table provides information about the mean, skeweness, and kurtosis of the moral equity judgment items on the bribery case for the 73 respondents used in the ethical leadership to CRQ model.

Table A 4.5. Descriptive statistics of the moral equity judgment items for the 73 respondents

Items	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
TScenarioA_OwnMoral EquityJudge_FairUnfair	3.08	.132	1.127	.193	.281	-0.345	.555
TScenarioA_OwnMoral EquityJudge_MorallyRig htorNot	4.04	.100	0.857	-.080	.281	-1.644	.555
TScenarioA_OwnMoral EquityJudge_JustUnjust	3.62	.106	0.907	-.071	.281	.313	.555
TScenarioA_OwnMoral EquityJudge_FamilyAcc ept	3.89	.108	0.921	-.106	.281	-1.222	.555
TScenarioA_PeerMoral EquityJudge_FairUnfair	3.18	.130	1.110	.075	.281	-0.414	.555
TSccenarioA_PeerMora lEquityJudge_MorallyRi ghtorNot	3.71	.098	0.841	.305	.281	-1.025	.555
TScenarioA_PeerMoral EquityJudge_JustUnjust	3.58	.105	0.896	.481	.281	-.900	.555
TScenarioA_PeerMoral EquityJudge_FamilyAcc ept	3.62	.101	0.860	.570	.281	-.967	.555

The following figures subsequently display the histogram of each moral equity judgment (MEJ) item with a normality curve and the Q-Q plot to provide visual information about their normality.
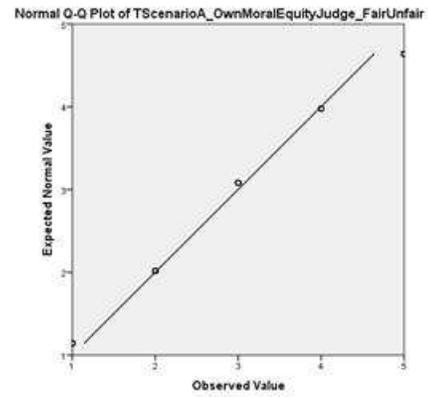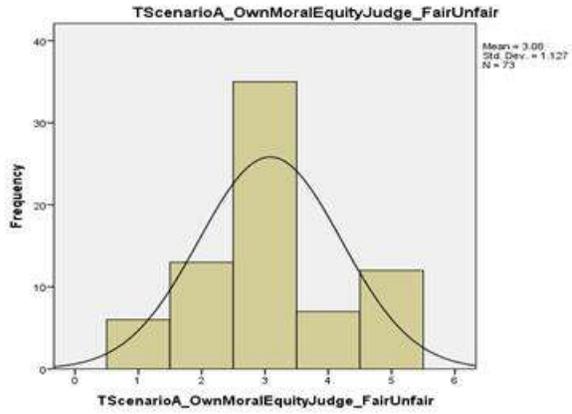
Figure A 4.69. Histogram with normality curve and Q-Q plot of TScenarioA_OwnMEJ_FairUnfair (73 respondents)
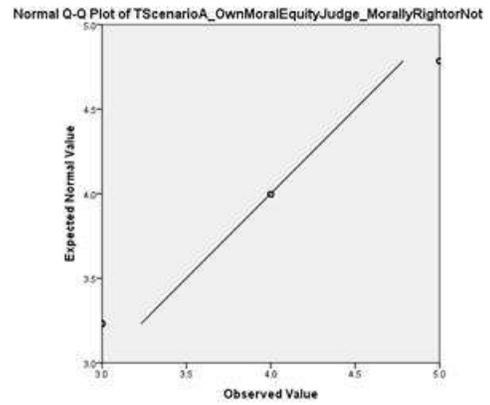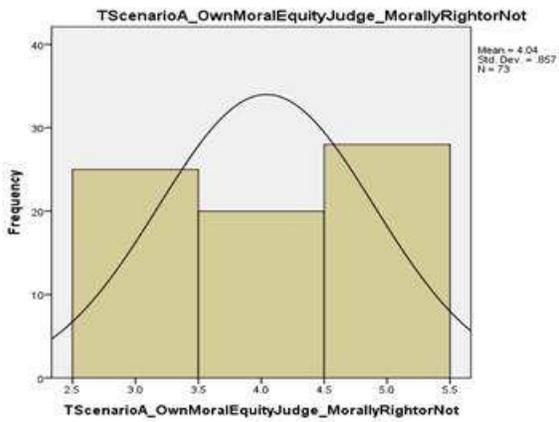
Figure A 4.70. Histogram with normality curve and Q-Q plot of TScenarioA_OwnMEJ_MorallyRightorNot (73 respondents)
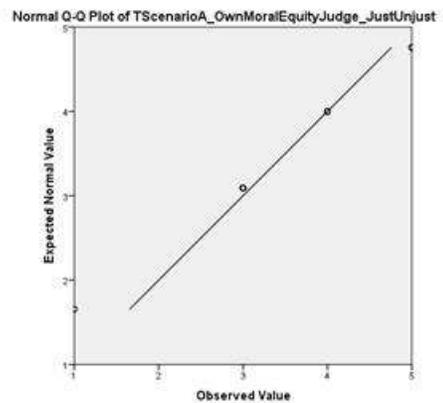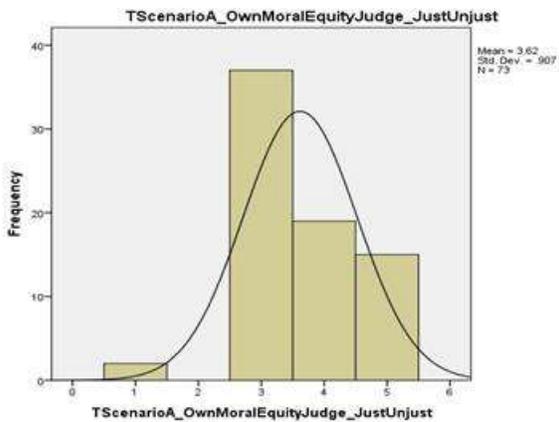
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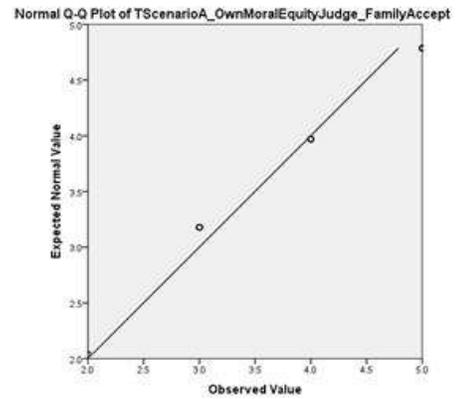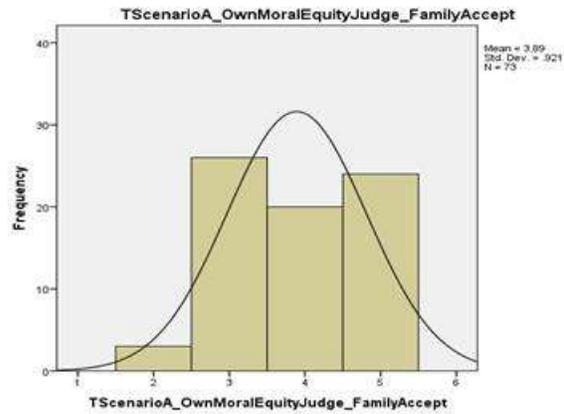
Figure A 4.72. Histogram with normality curve and Q-Q plot of TScenarioA_OwnMEJ_FamilyAccept (73 respondents)
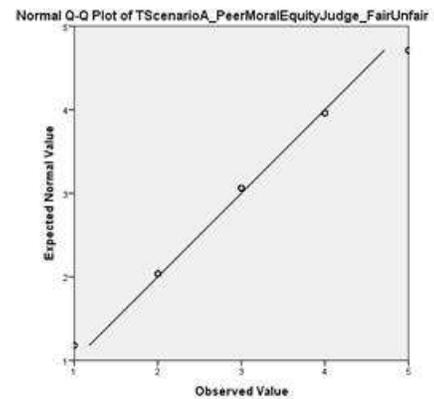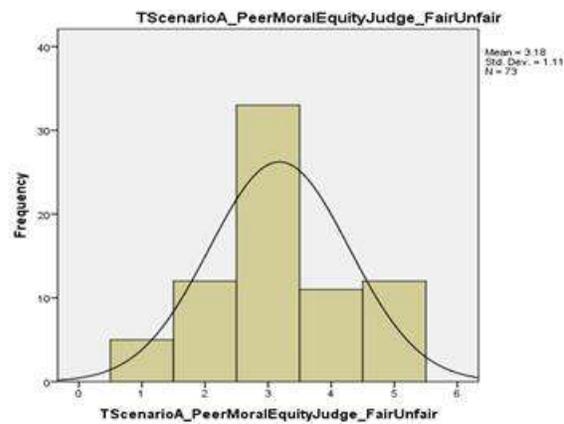
Figure A 4.73. Histogram with normality curve and Q-Q plot of TScenarioA_PeerMEJ_FairUnfair (73 respondents)
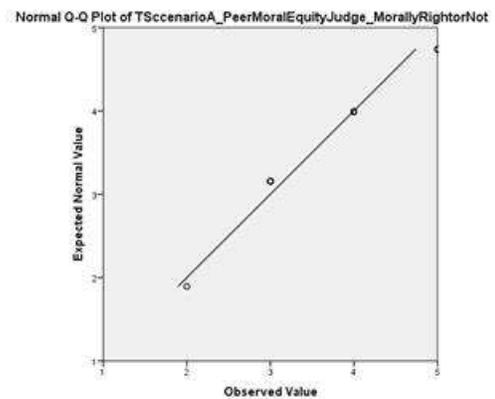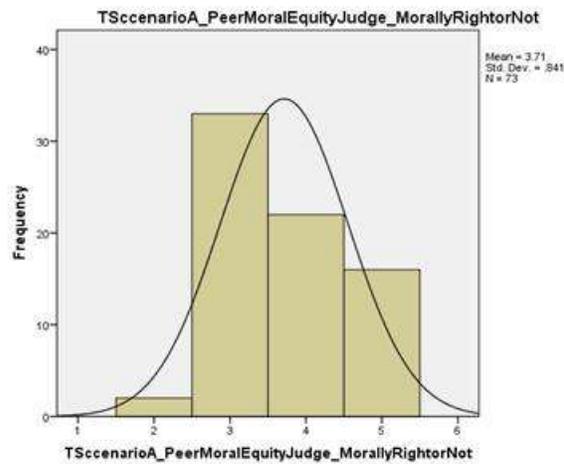

Figure A 4.74. Histogram with normality curve and Q-Q plot of TScenarioA_PeerMEJ_MorallyRightorNot (73 respondents)
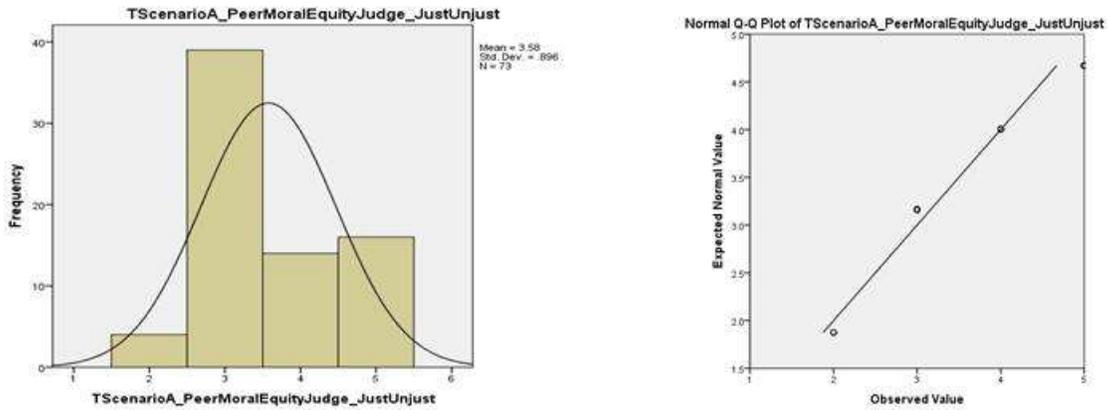
Figure A 4.75. Histogram with normality curve and Q-Q plot of TScenarioA_PeerMEJ_JustUnjust (73 respondents)
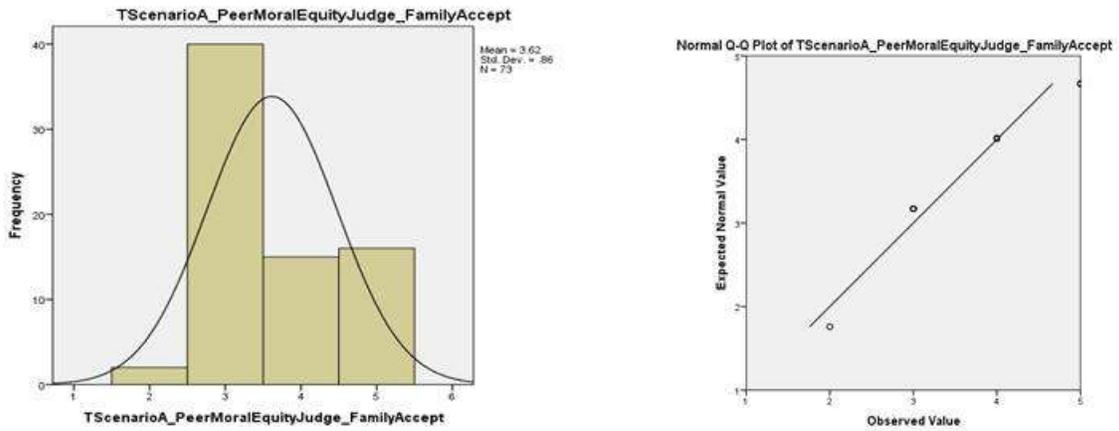
Figure A 4.76. Histogram with normality curve and Q-Q plot of TScenarioA_PeerMEJ_FamilyAccept (73 respondents)

4.c.   Customer Oriented Organisational Citizenship Behaviour (COOCB) Items

The following table provides information about the mean, skeweness, and kurtosis of the 7 items of the customer oriented organisational citizenship behaviour (COOCB) measurement. The items were on the reversed scale of the original scale to provide an easier interpretation of the direction. The items also were transformed from the original 7-scale to 5-scale.

Table A 4.6. Descriptive Statistics of the COOCB scale items

	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
TOCB1r	4.22	.059	.507	.337	.281	.031	.555
TOCB2r	3.89	.088	.756	-.211	.281	-.342	.555
TOCB3r	4.14	.071	.608	-.072	.281	-.305	.555
TOCB4r	3.99	.077	.656	.014	.281	-.604	.555
TOCB5r	3.90	.071	.605	.041	.281	-.218	.555
TOCB6r	4.25	.064	.547	.083	.281	-.281	.555
TOCB7r	3.93	.079	.673	.081	.281	-.740	.555

The following figures subsequently display the histogram of each COOCB item with a normality curve and the Q-Q plot to provide visual information about their normality.
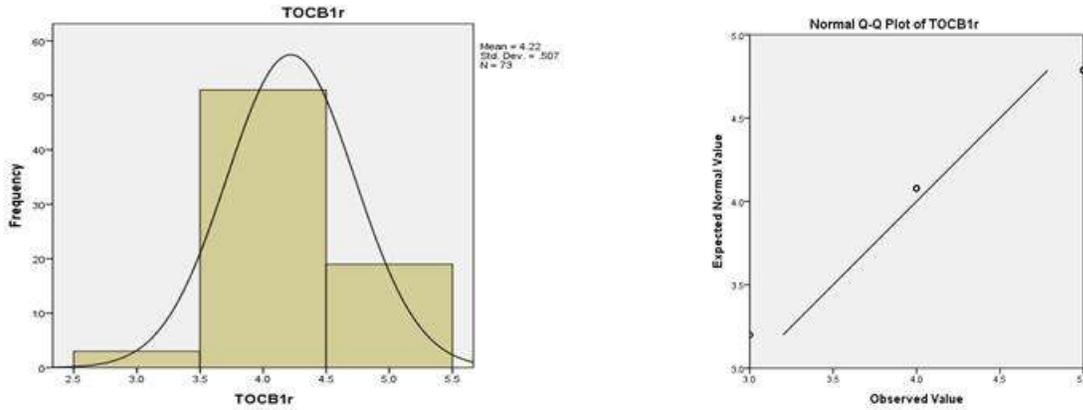
Figure A 4.77. Histogram with normality curve and Q-Q plot of TOCB1r
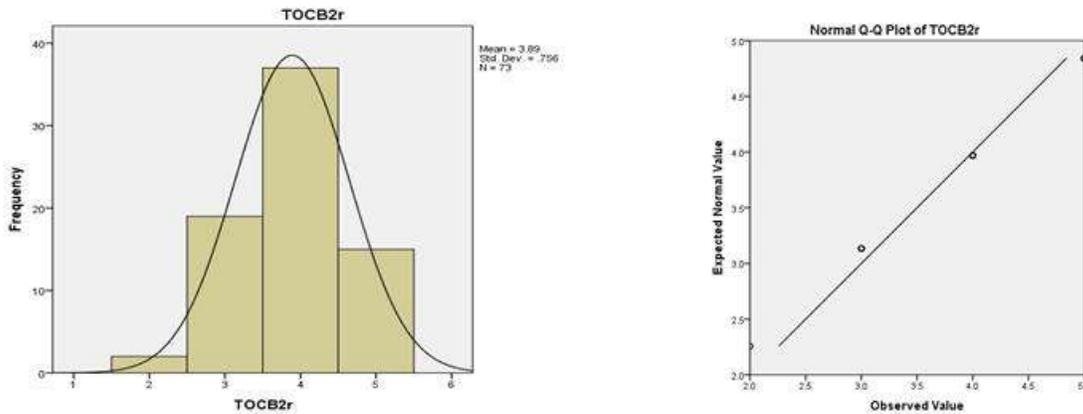
Figure A 4.78. Histogram with normality curve and Q-Q plot of TOCB2r

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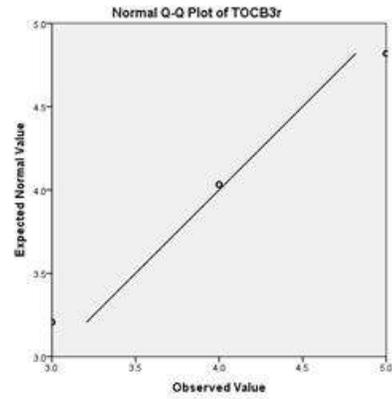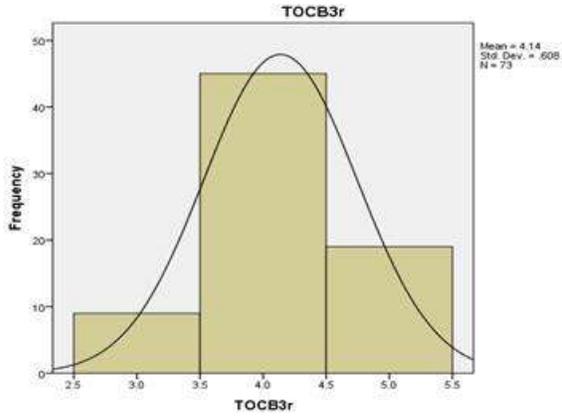
Figure A 4.79. Histogram with normality curve and Q-Q plot of TOCB3r
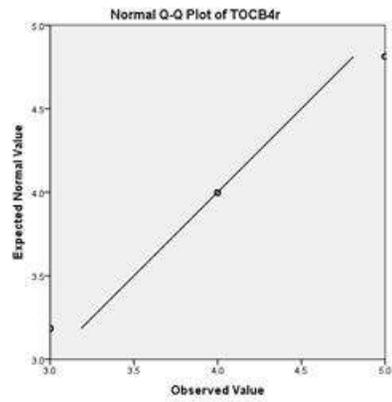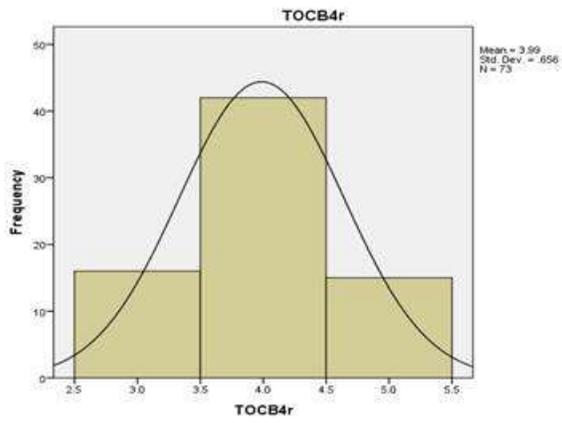
Figure A 4.80. Histogram with normality curve and Q-Q plot of TOCB4r
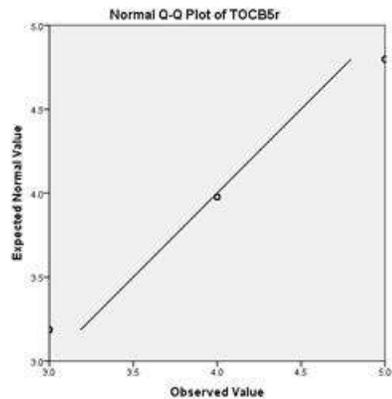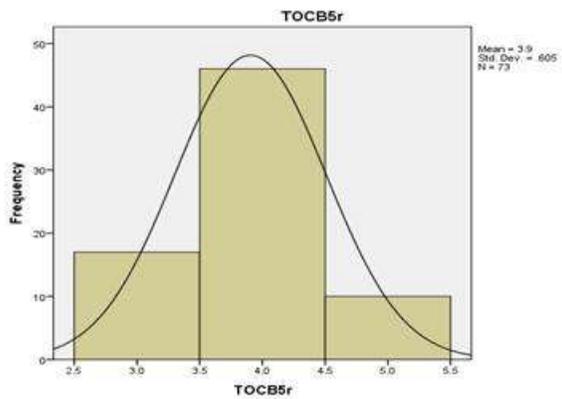

Figure A 4.81. Histogram with normality curve and Q-Q plot of TOCB5r

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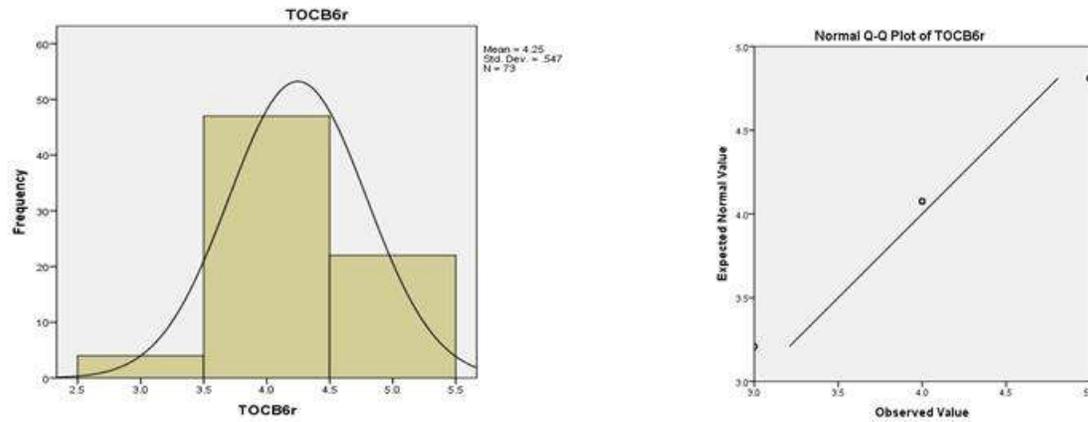
Figure A 4.82. Histogram with normality curve and Q-Q plot of TOCB6r
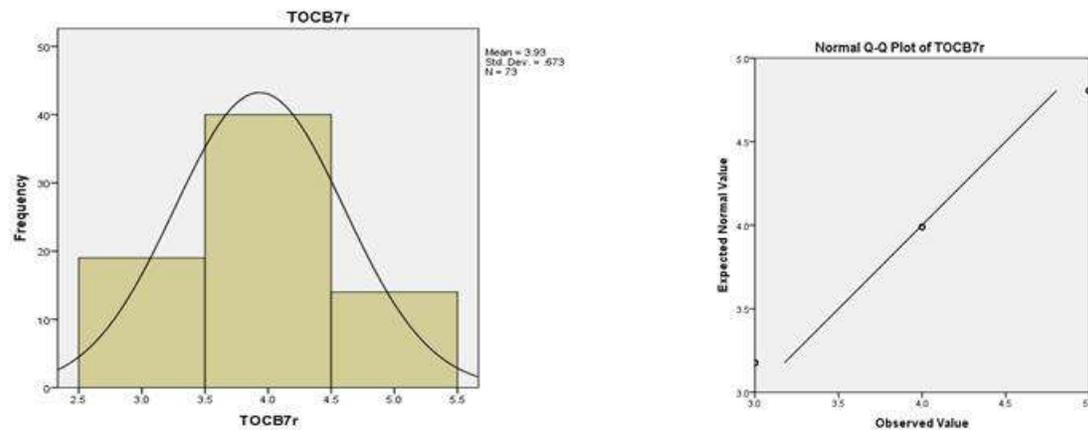
Figure A 4.83. Histogram with normality curve and Q-Q plot of TOCB7r

4.d.   Customer Oriented Deviance (COD) Items

The following table provides information about the mean, skeweness, and kurtosis of the 13 items of the customer oriented deviance (COD) measurement. The items were on the reversed scale of the original scale to provide an easier interpretation of the direction. The items also were transformed from the original 7-scale to 5-scale.

Table A 4.7. Descriptive Statistics of the COD scale items

	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
TCOD1r	2.32	.103	.880	.084	.281	-.712	.555
TCOD2r	2.14	.106	.902	.189	.281	-.943	.555
TCOD3r	2.27	.106	.902	.008	.281	-.917	.555
TCOD4r	2.53	.119	1.015	-.178	.281	-1.054	.555
TCOD5r	2.66	.111	.946	-.571	.281	-.561	.555
TCOD6r	2.70	.117	.996	-.137	.281	-.685	.555
TCOD7r	2.99	.104	.890	-.338	.281	-.333	.555
TCOD8r	3.16	.105	.898	-.690	.281	.532	.555
TCOD9r	2.88	.110	.942	-.158	.281	-.242	.555
TCOD10r	3.16	.101	.866	-.592	.281	1.185	.555
TCOD11r	3.49	.088	.748	-.489	.281	.889	.555
TCOD12r	2.93	.098	.839	-.159	.281	.523	.555
TCOD13r	2.89	.099	.843	-.360	.281	.275	.555

The following figures subsequently display the histogram of each COD item with a normality curve and the Q-Q plot to provide visual information about their normality.
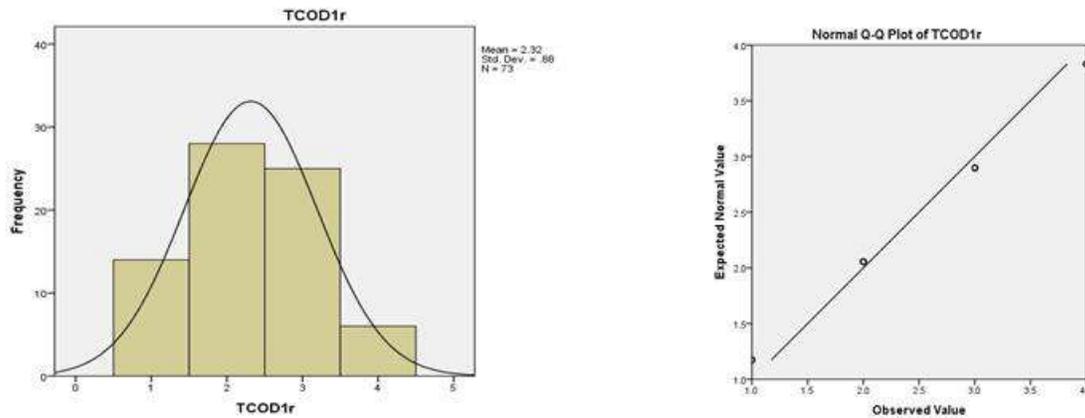

Figure A 4.84. Histogram with normality curve and Q-Q plot of TCOD1r
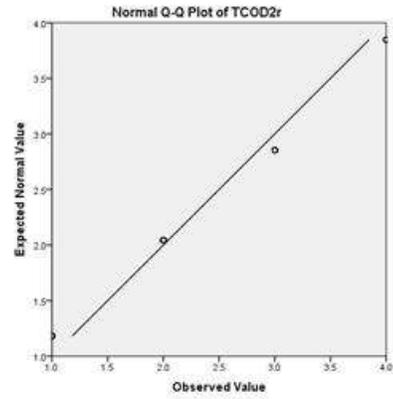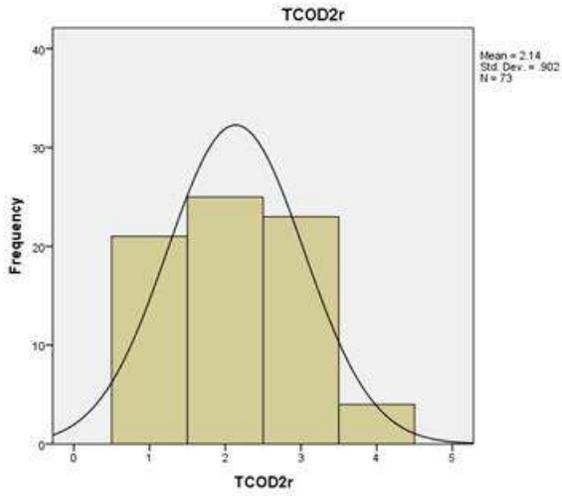
Figure A 4.85. Histogram with normality curve and Q-Q plot of TCOD2r
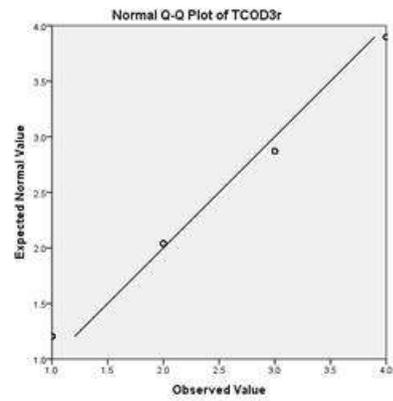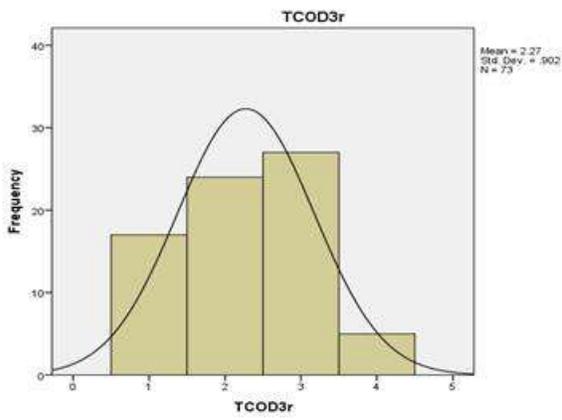

Figure A 4.86. Histogram with normality curve and Q-Q plot of TCOD3r
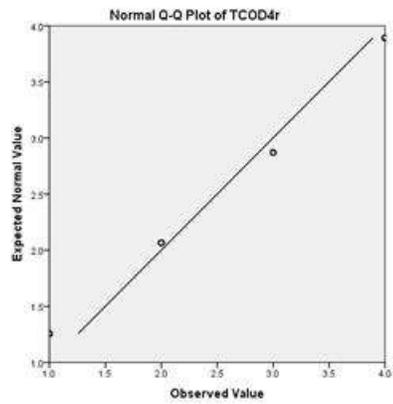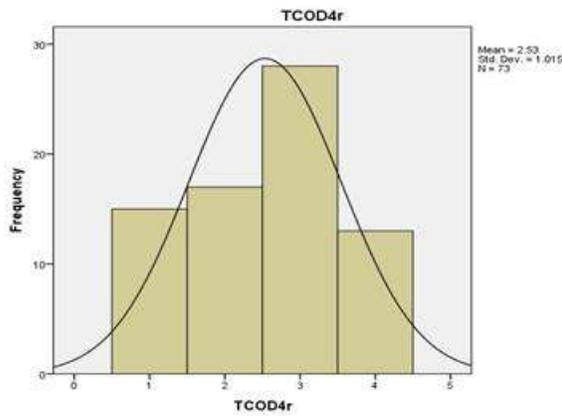
Figure A 4.87. Histogram with normality curve and Q-Q plot of TCOD4r
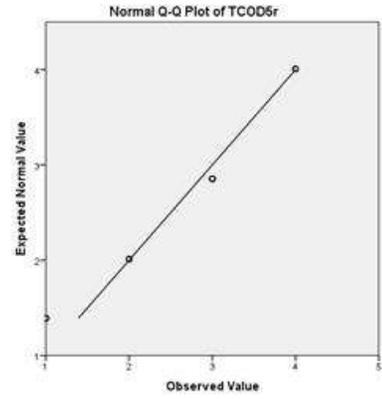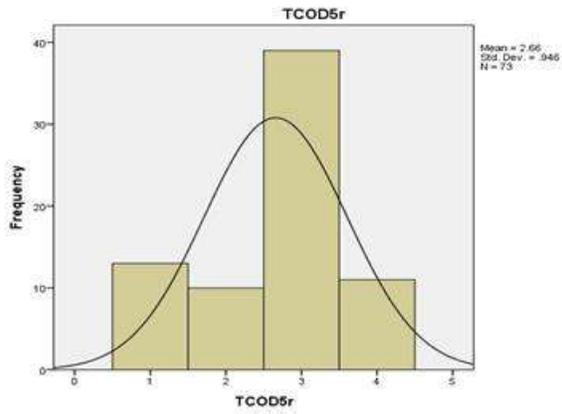
Figure A 4.88. Histogram with normality curve and Q-Q plot of TCOD5r
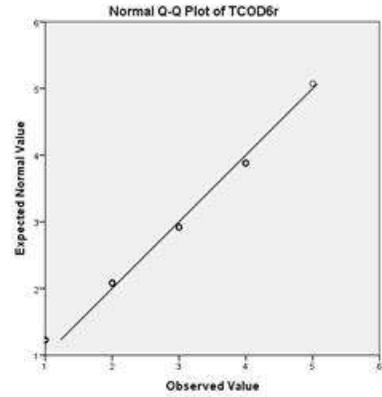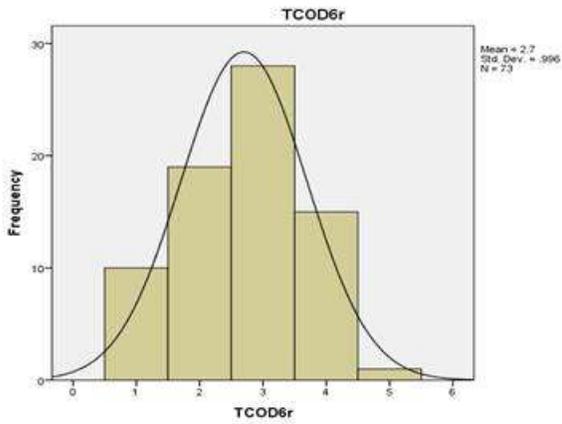
Figure A 4.89. Histogram with normality curve and Q-Q plot of TCOD6r
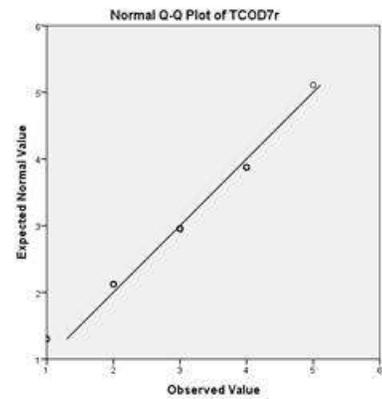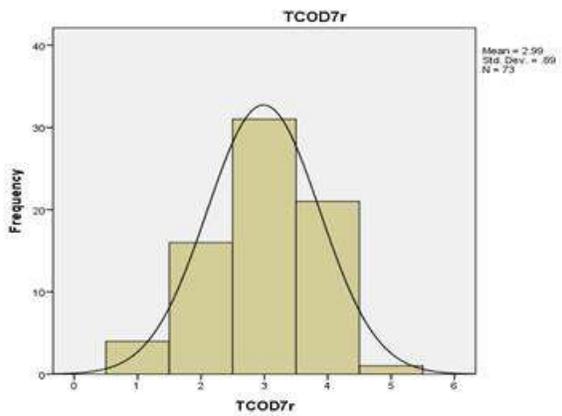
Figure A 4.90. Histogram with normality curve and Q-Q plot of TCOD7r
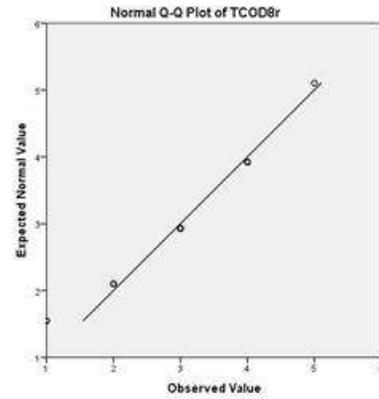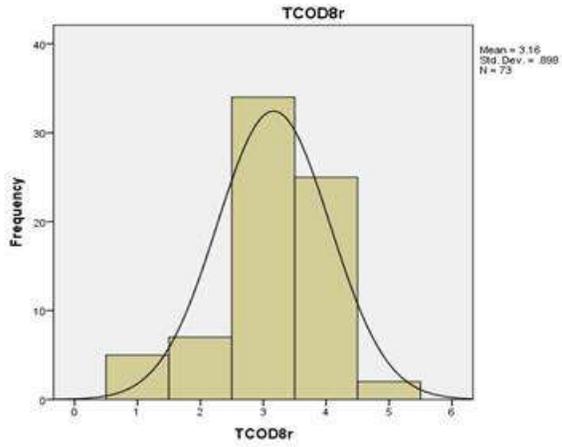
Figure A 4.91. Histogram with normality curve and Q-Q plot of TCOD8r
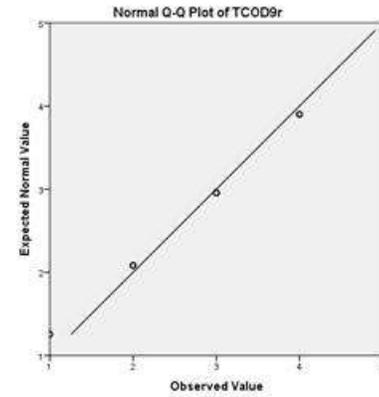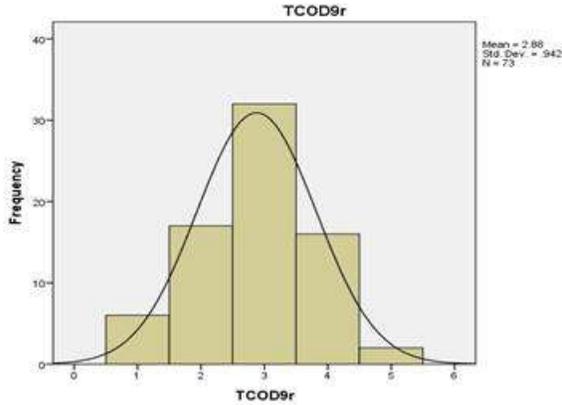
Figure A 4.92. Histogram with normality curve and Q-Q plot of TCOD9r
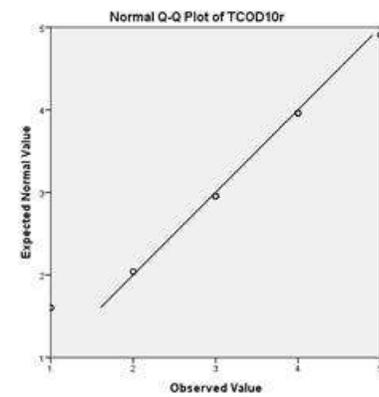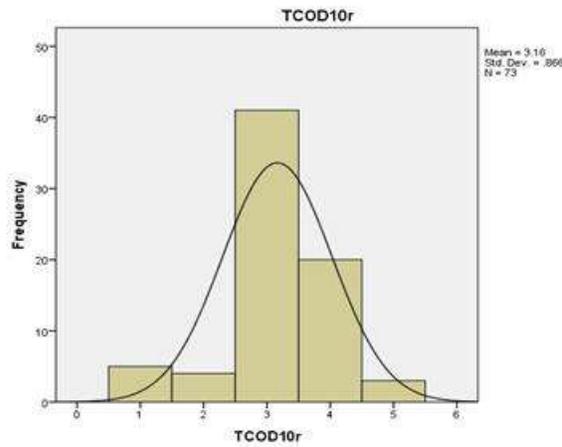
Figure A 4.93. Histogram with normality curve and Q-Q plot of TCOD10r
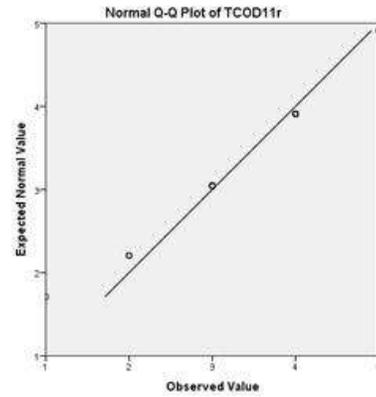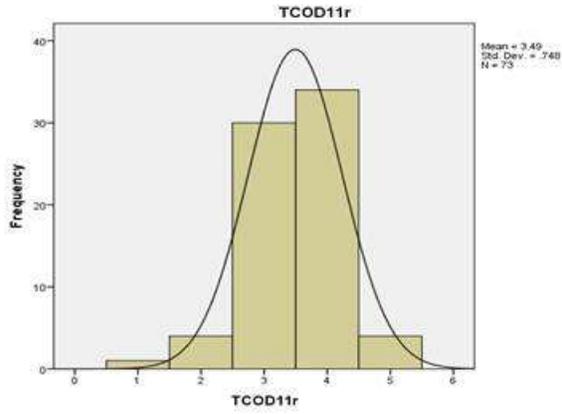
Figure A 4.94. Histogram with normality curve and Q-Q plot of TCOD11r
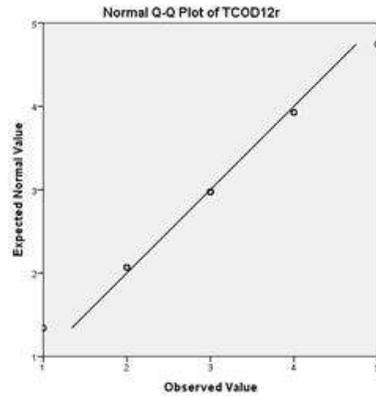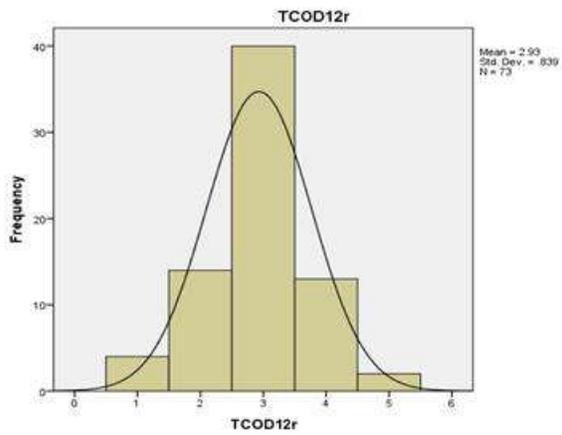
Figure A 4.95. Histogram with normality curve and Q-Q plot of TCOD12r
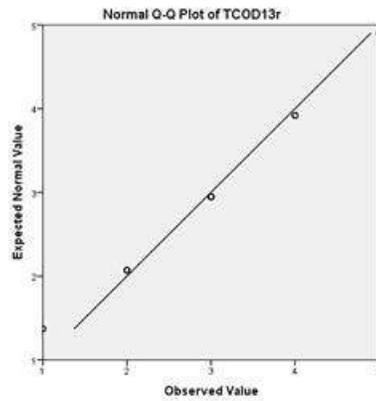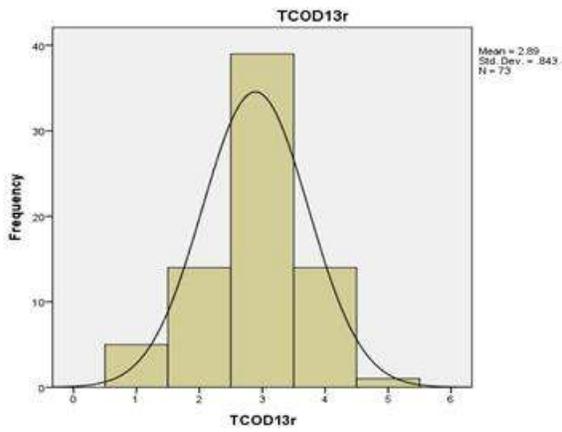
Figure A 4.96. Histogram with normality curve and Q-Q plot of TCOD13r

4.e.   Customer Relationship Quality (CRQ) Items

The following table provides information about the mean, skeweness, and kurtosis of the 13 items of the customer relationship quality (CRQ) measurement. The items were on the reversed scale of the original scale to provide an easier interpretation of the direction. The items also were transformed from the original 7-scale to 5-scale.

Table A 4.8. Descriptive Statistics of the CRQ scale items

Items	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
TRQ1rSatisf	3.97	.062	.526	-.623	.281	3.011	.555
TRQ2rSatisf	3.96	.066	.564	-.014	.281	.271	.555
TRQ3rSatisf	3.86	.071	.608	-.309	.281	.657	.555
TRQ4SatisfNeg	3.93	.096	.822	-.179	.281	-.825	.555
TRQ5rTrust	3.81	.072	.616	.136	.281	-.446	.555
TRQ6rTrust	4.05	.064	.550	.035	.281	.420	.555
TRQ7rTrust	4.07	.063	.536	.068	.281	.578	.555
TRQ8rTrust	4.10	.078	.670	-.397	.281	.347	.555
TRQ9rTrust	4.04	.069	.588	-.005	.281	.002	.555
TRQ10rCommit	4.04	.066	.564	.014	.281	.271	.555
TRQ11rCommit	4.19	.069	.593	-.074	.281	-.303	.555
TRQ12rCommit	4.05	.073	.621	-.034	.281	-.328	.555
TRQ13rCommit	4.04	.074	.633	-.032	.281	-.426	.555

The following figures subsequently display the histogram of each CRQ item with a normality curve and the Q-Q plot to provide visual information about their normality.
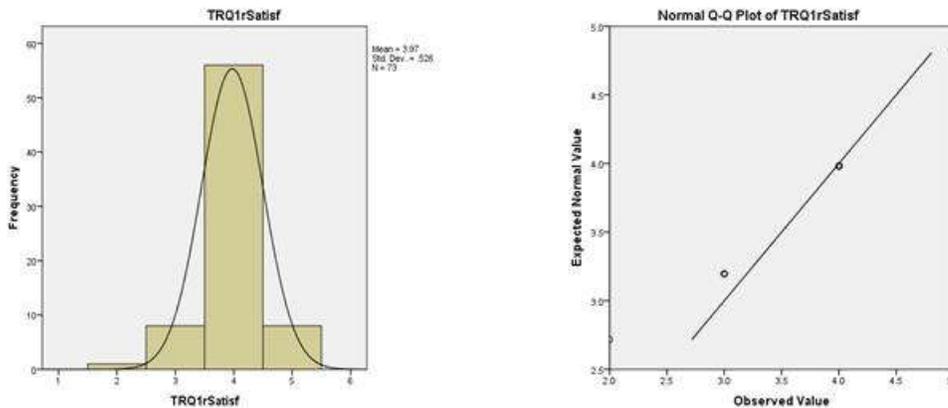
Figure A 4.97. Histogram with normality curve and Q-Q plot of TRQ1rSatisf
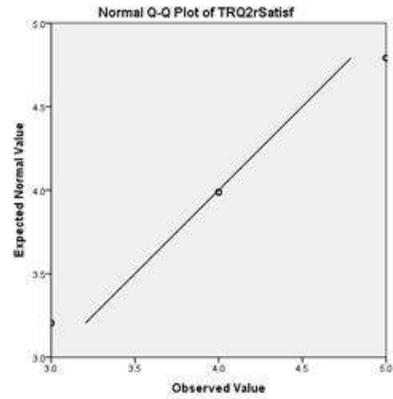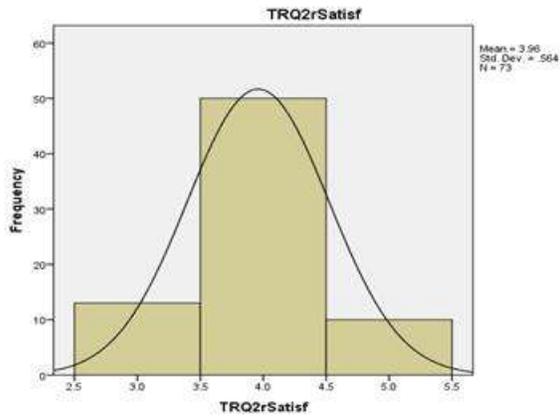
Figure A 4.98. Histogram with normality curve and Q-Q plot of TRQ2rSatisf
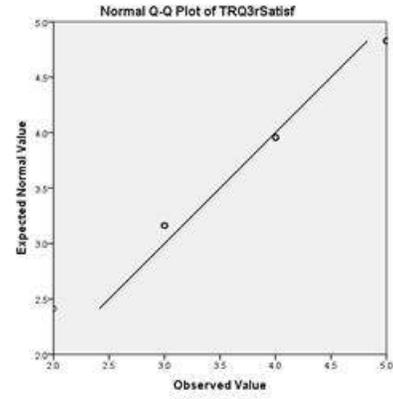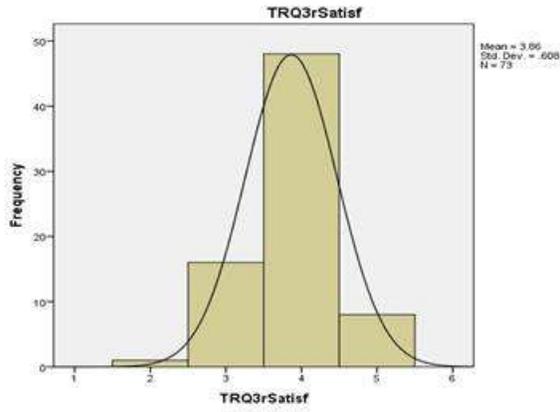
Figure A 4.99. Histogram with normality curve and Q-Q plot of TRQ3rSatisf
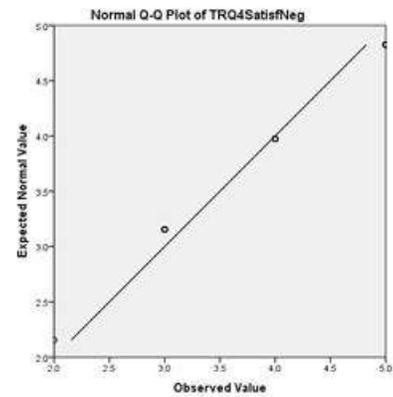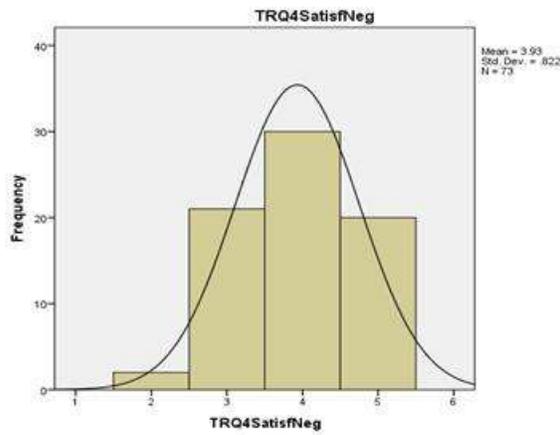
Figure A 4.100. Histogram with normality curve and Q-Q plot of TRQ4SatisfNeg
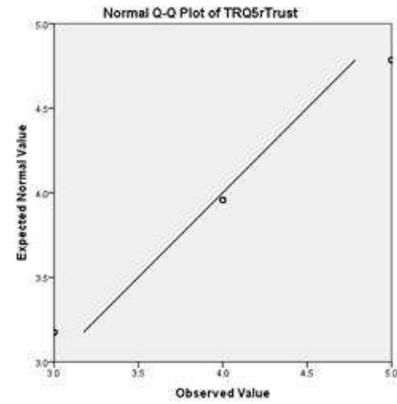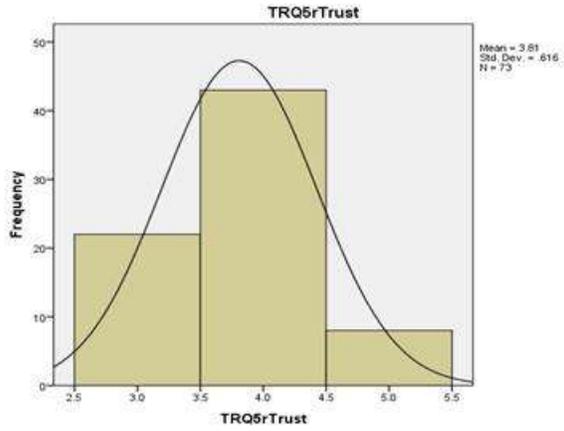
Figure A 4.101. Histogram with normality curve and Q-Q plot of TRQ5rTrust
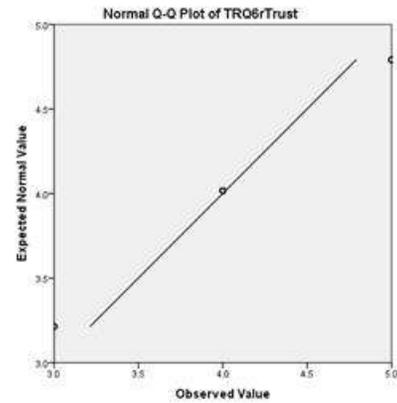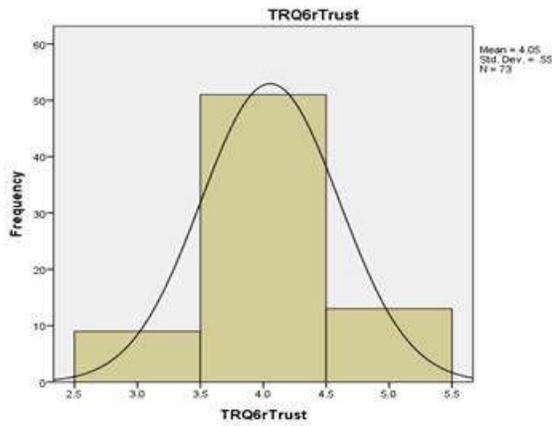
Figure A 4.102. Histogram with normality curve and Q-Q plot of TRQ6rTrust
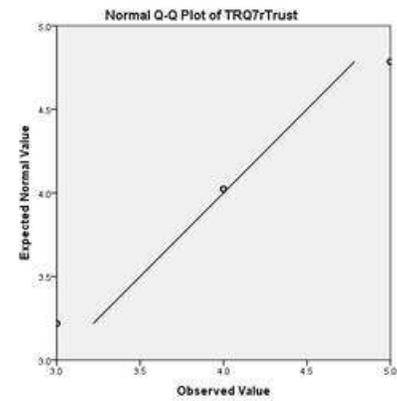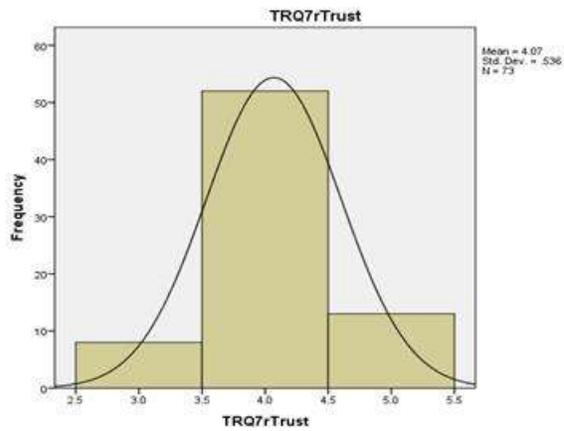
Figure A 4.103. Histogram with normality curve and Q-Q plot of TRQ7rTrust
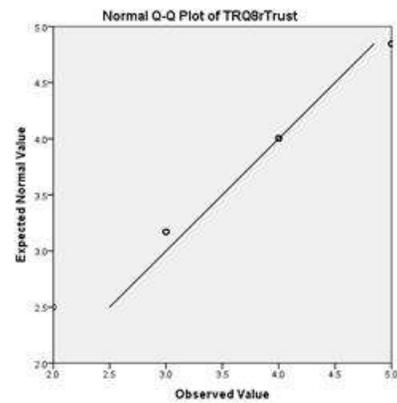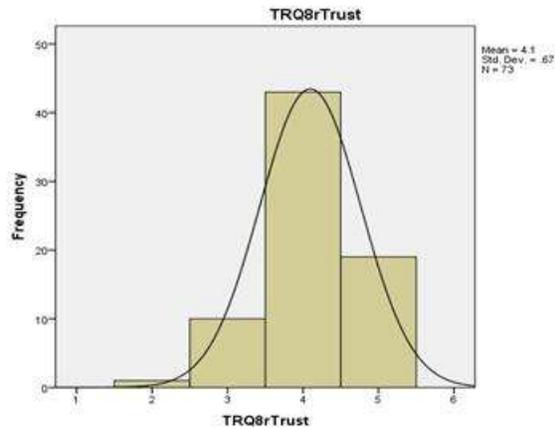
Figure A 4.104. Histogram with normality curve and Q-Q plot of TRQ8rTrust
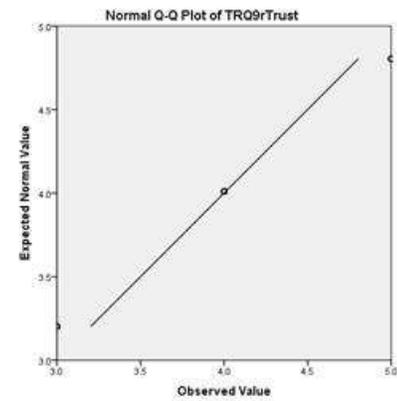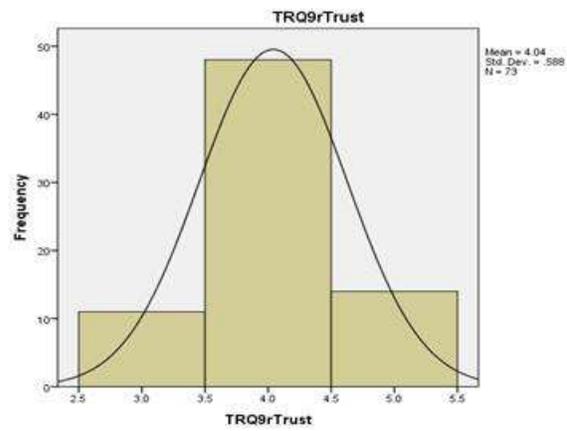
Figure A 4.105. Histogram with normality curve and Q-Q plot of TRQ9rTrust
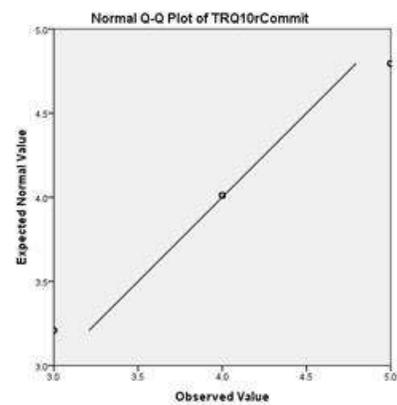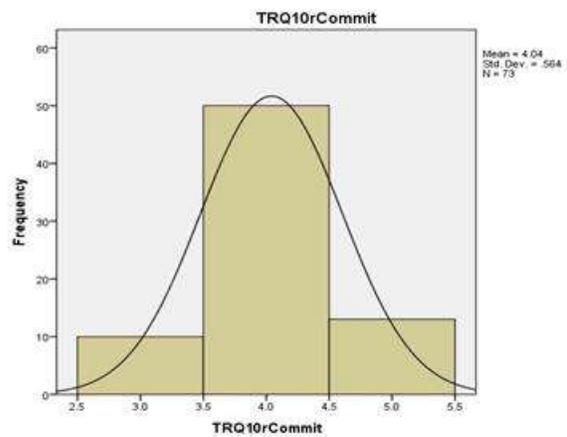
Figure A 4.106. Histogram with normality curve and Q-Q plot of TRQ10rCommit
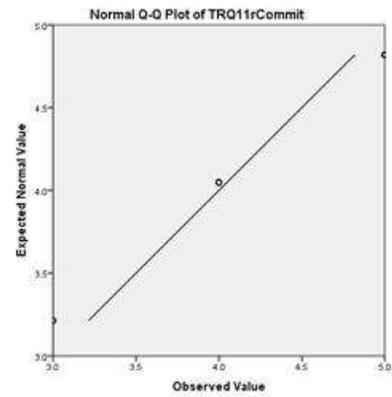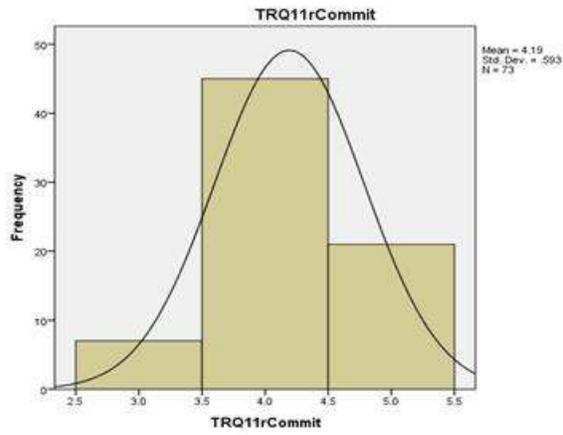
Figure A 4.107. Histogram with normality curve and Q-Q plot of TRQ11rCommit
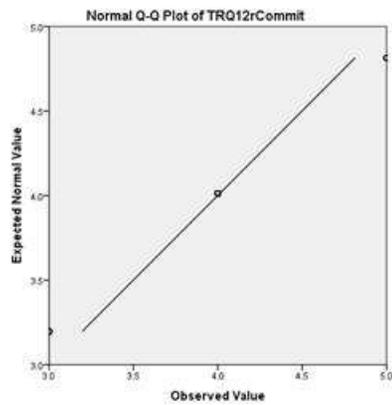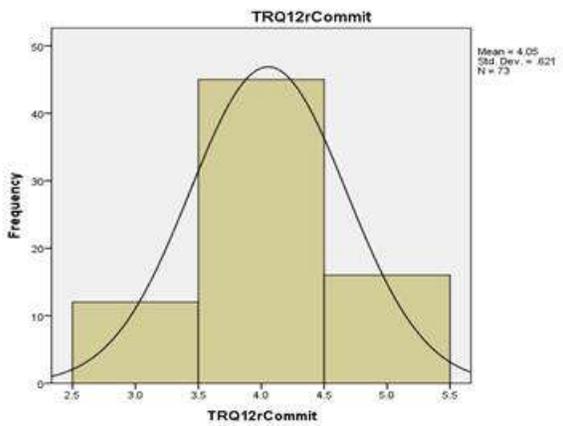
Figure A 4.108. Histogram with normality curve and Q-Q plot of TRQ12rCommit
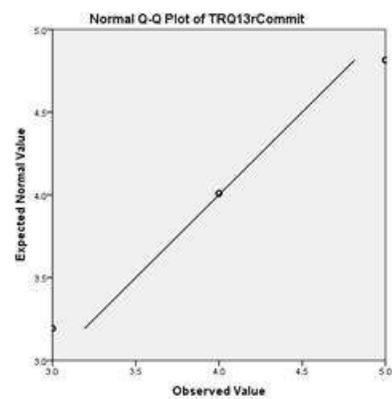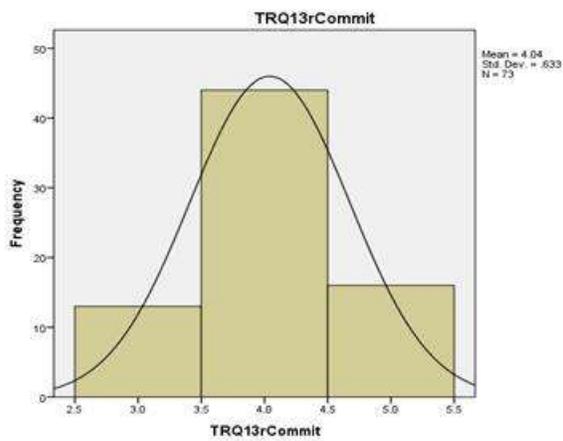
Figure A 4.109. Histogram with normality curve and Q-Q plot of TRQ13rCommit

Positive Affect and Negative Affect(PANAS) Scale Items

The following table provides information about the mean, skeweness, and kurtosis of the 20 items of the positive affect and negative affect (PANAS) scale.

Table A 4.9. Descriptive Statistics of the PANAS scale items

Items	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
PANAS_PA1_Interested	3.86	.062	.992	-.680	.152	-.019	.302
PANAS_PA2_Excited	3.77	.052	.836	-.395	.152	-.111	.302
PANAS_PA3_Strong	3.98	.052	.827	-.470	.152	-.354	.302
PANAS_PA4_Enthusiastic	4.11	.057	.915	-.986	.152	.712	.302
PANAS_PA5_Proud	3.84	.063	1.007	-.668	.152	-.023	.302
PANAS_PA6_Alert	3.30	.061	.986	-.260	.152	-.370	.302
PANAS_PA7_Inspired	4.21	.054	.863	-1.123	.152	1.157	.302
PANAS_PA8_Determined	3.98	.053	.857	-.672	.152	.328	.302
PANAS_PA9_Attentive	4.01	.052	.830	-.639	.152	.200	.302
PANAS_PA10_Active	4.07	.050	.801	-.723	.152	.528	.302
PANAS_NA1_Distressed	2.46	.067	1.077	.374	.152	-.570	.302
PANAS_NA2_Upset	2.38	.066	1.067	.588	.152	-.278	.302
PANAS_NA3_Guilty	2.22	.068	1.092	.744	.152	-.048	.302
PANAS_NA4_Scared	2.07	.068	1.098	.814	.152	-.192	.302
PANAS_NA5_Hostile	1.59	.054	.870	1.654	.152	2.794	.302
PANAS_NA6_Irritable	2.11	.064	1.034	.780	.152	.079	.302
PANAS_NA7_Ashamed	2.26	.067	1.081	.559	.152	-.330	.302
PANAS_NA8_Nervous	1.96	.060	.971	.907	.152	.348	.302
PANAS_NA9_Anxious_Jittery	2.04	.063	1.009	.976	.152	.578	.302
PANAS_NA10_Afraid	1.76	.058	.926	1.316	.152	1.661	.302

The following figures subsequently display the histogram of each ELS item with a normality curve and the Q-Q plot to provide visual information about their normality.
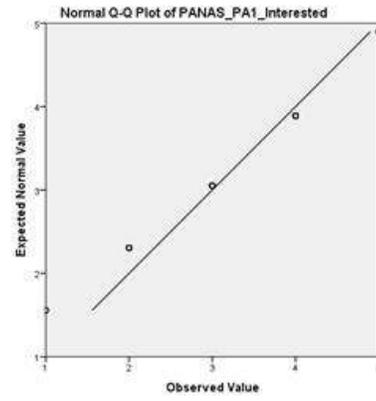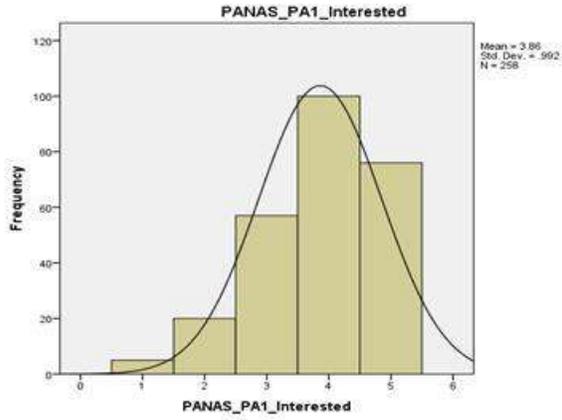
Figure A 4.110. Histogram with normality curve and Q-Q plot of PANAS_PA1_Interested
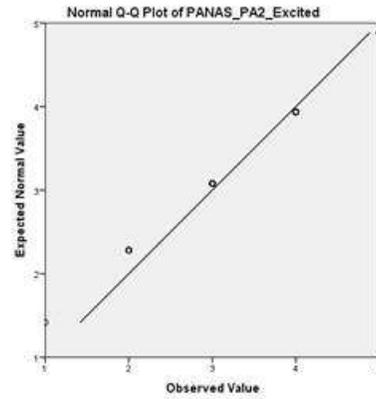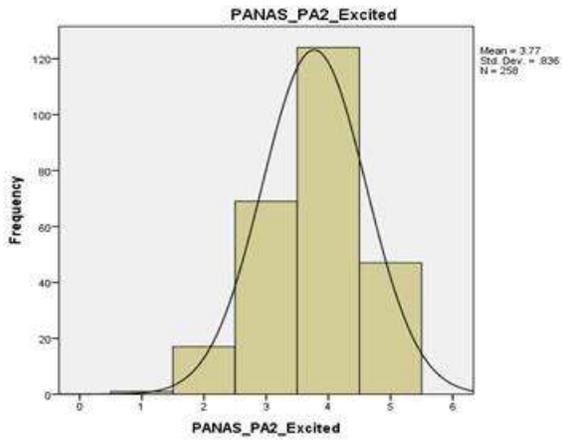
Figure A 4.111. Histogram with normality curve and Q-Q plot of PANAS_PA2_Excited
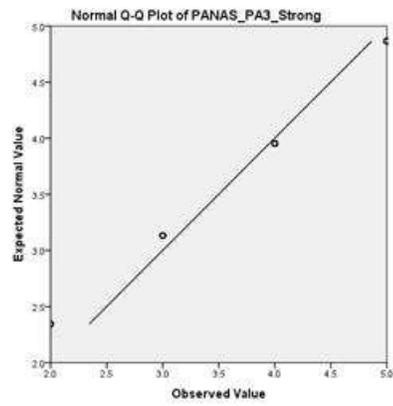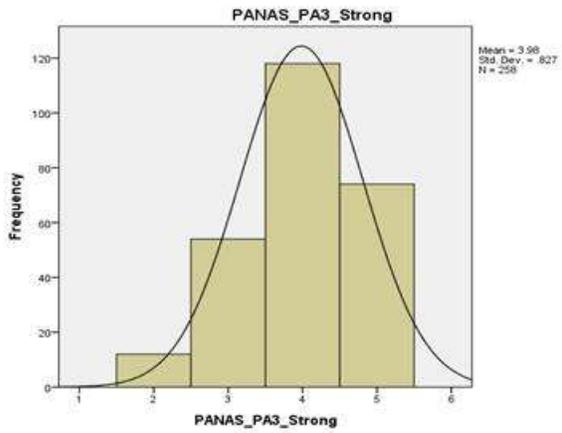
Figure A 4.112. Histogram with normality curve and Q-Q plot of PANAS_PA3_Strong
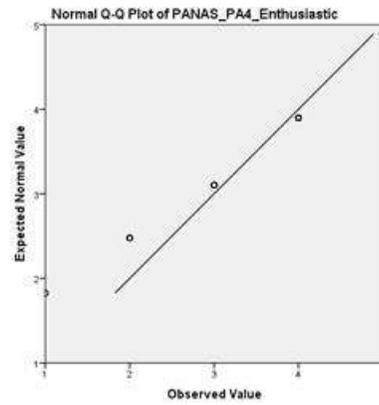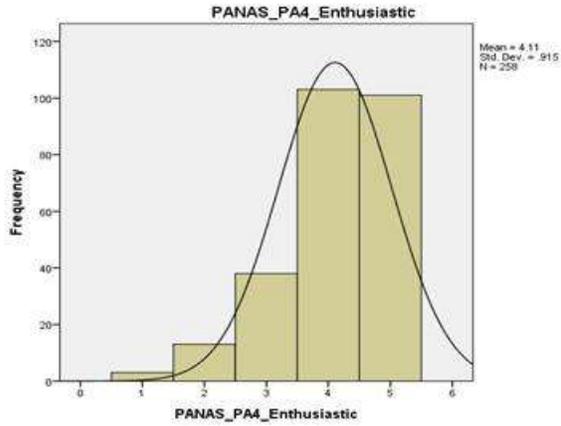
Figure A 4.113. Histogram with normality curve and Q-Q plot of PANAS_PA4_Enthusiastic
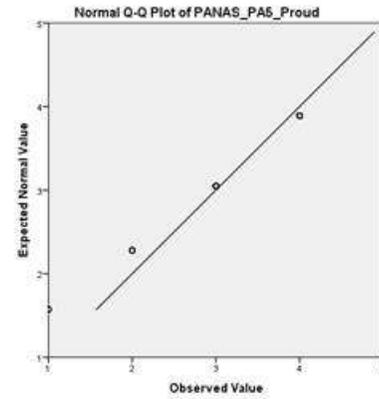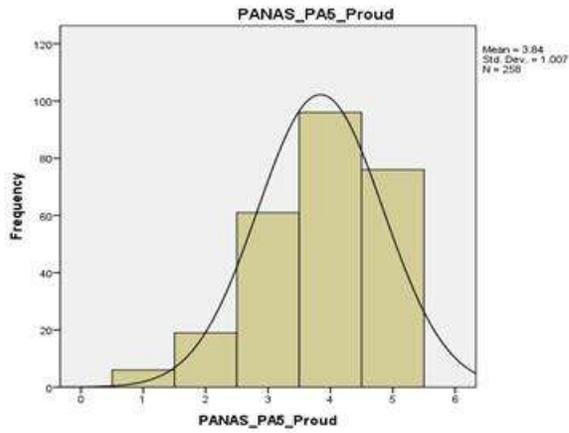
Figure A 4.114. Histogram with normality curve and Q-Q plot of PANAS_PA5_Proud
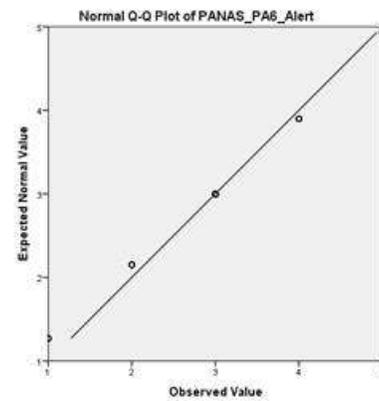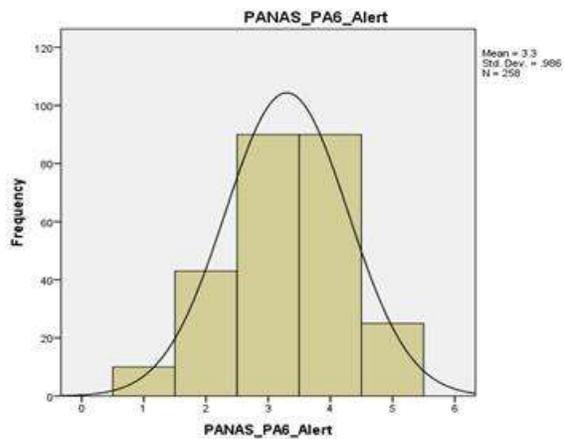
Figure A 4.115. Histogram with normality curve and Q-Q plot of PANAS_PA6_Alert
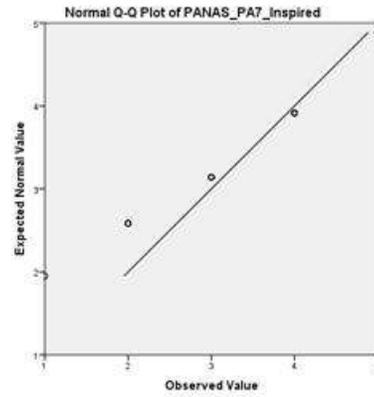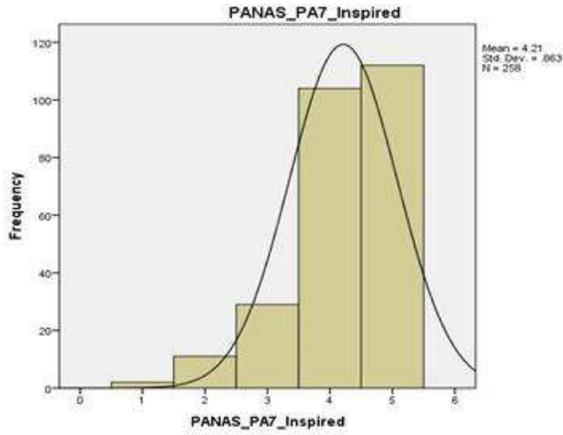
Figure A 4.116. Histogram with normality curve and Q-Q plot of PANAS_PA7_Inspired
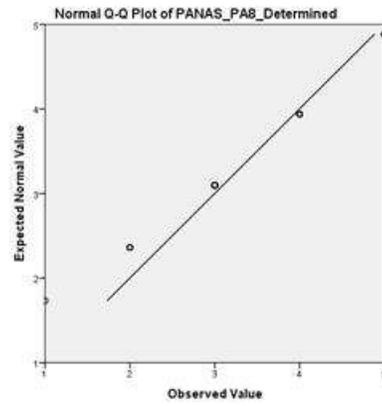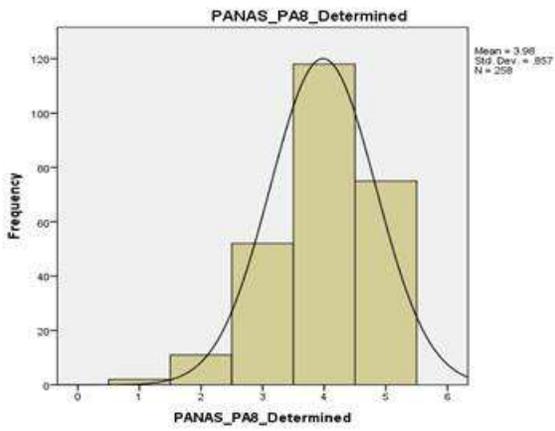
Figure A 4.117. Histogram with normality curve and Q-Q plot of PANAS_PA8_Determined
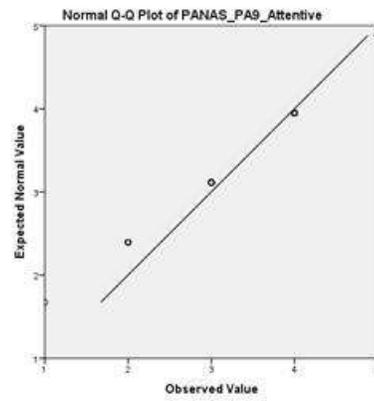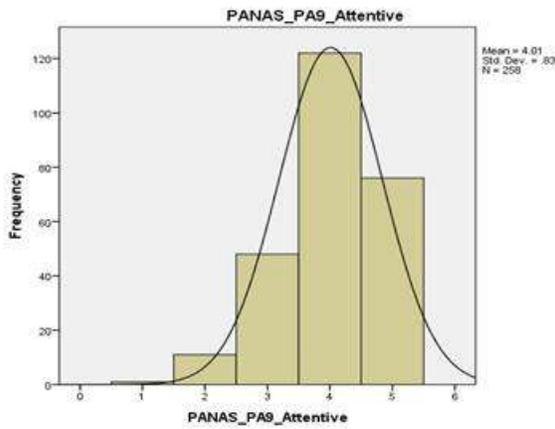
Figure A 4.118. Histogram with normality curve and Q-Q plot of PANAS_PA9_Attentive
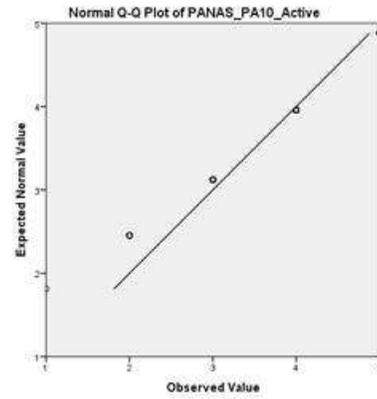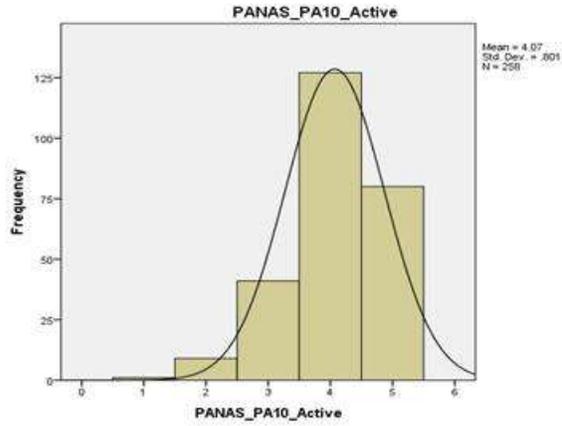
Figure A 4.119. Histogram with normality curve and Q-Q plot of PANAS_PA10_Active
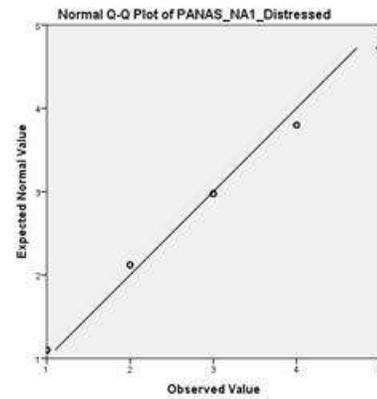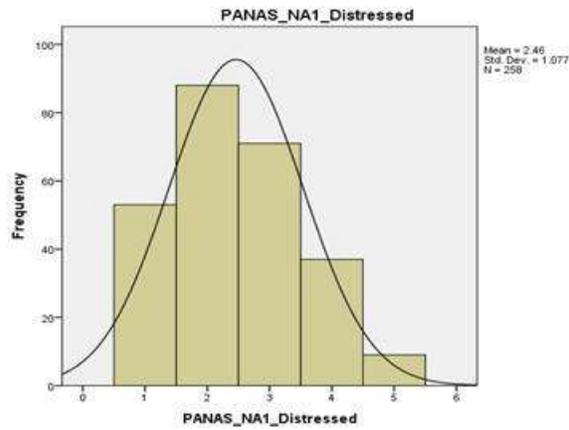
Figure A 4.120. Histogram with normality curve and Q-Q plot of PANAS_NA1_Distressed
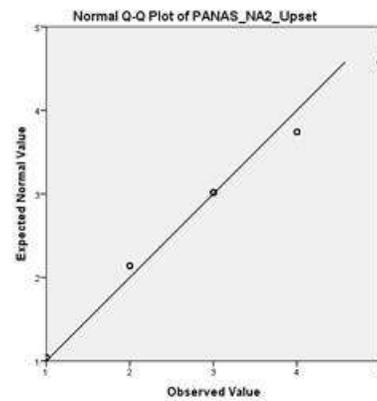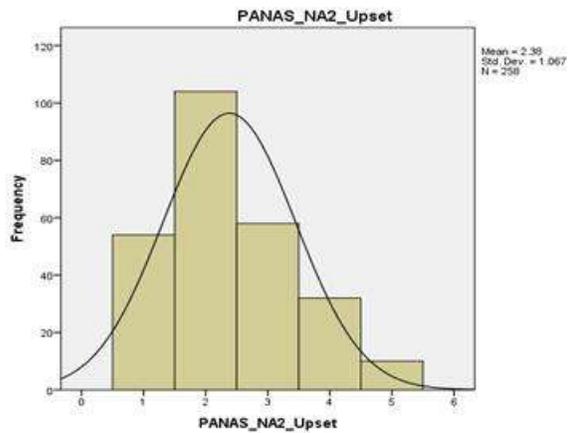

Figure A 4.121. Histogram with normality curve and Q-Q plot of PANAS_NA2_Upset
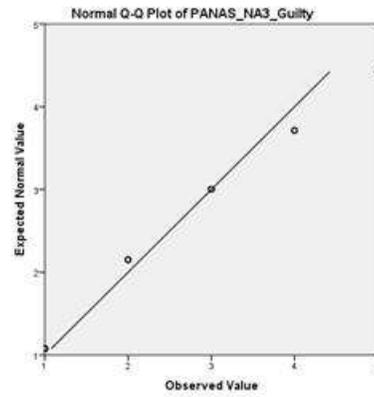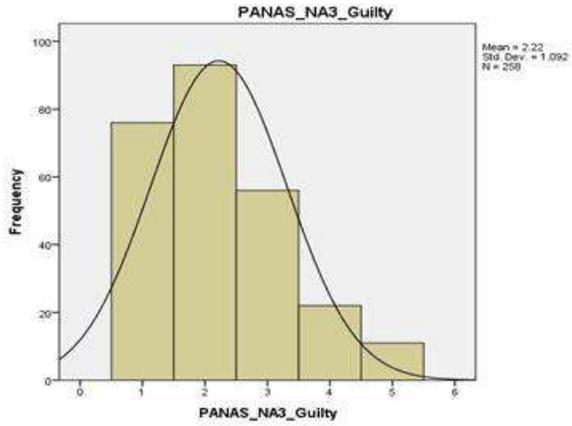
Figure A 4.122. Histogram with normality curve and Q-Q plot of PANAS_NA3_Guilty
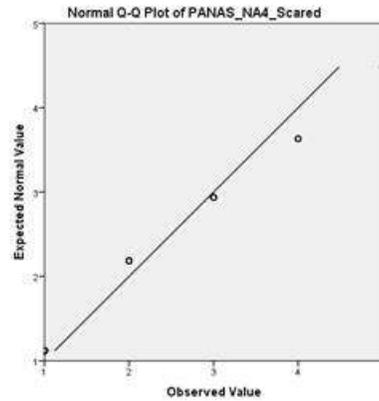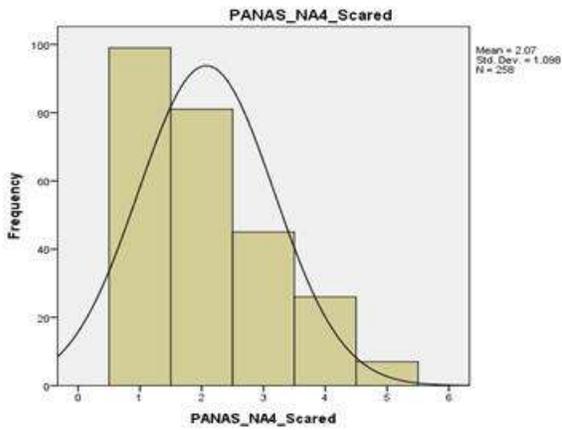
Figure A 4.123. Histogram with normality curve and Q-Q plot of PANAS_NA4_Scared
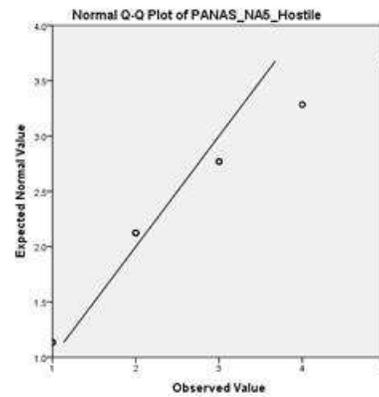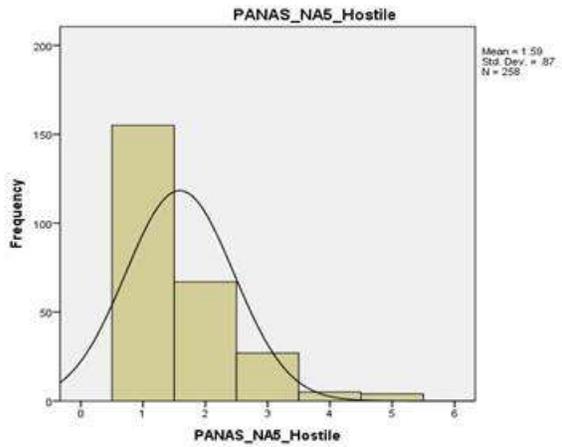
Figure A 4.124. Histogram with normality curve and Q-Q plot of PANAS_NA5_Hostile

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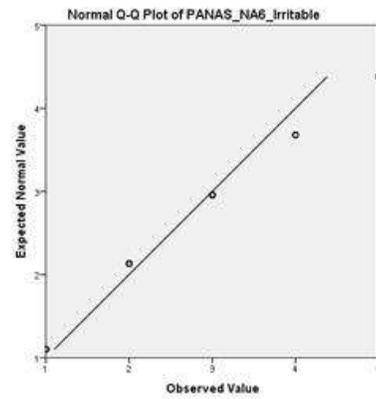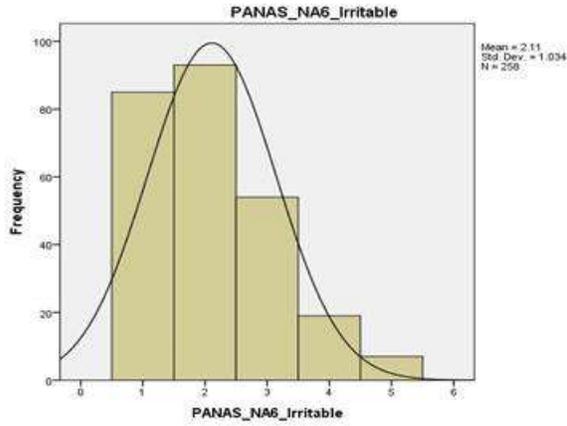
Figure A 4.125. Histogram with normality curve and Q-Q plot of PANAS_NA6_Irritable
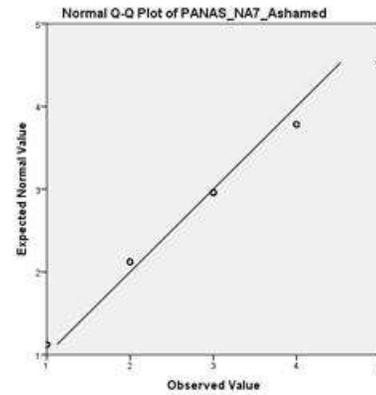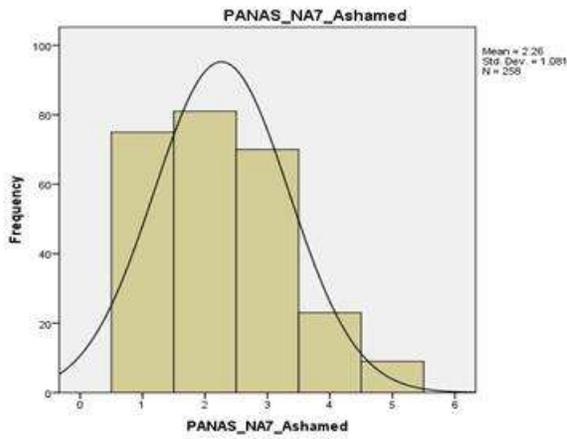
Figure A 4.126. Histogram with normality curve and Q-Q plot of PANAS_NA7_Ashamed
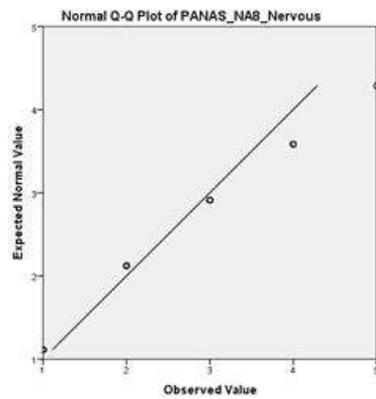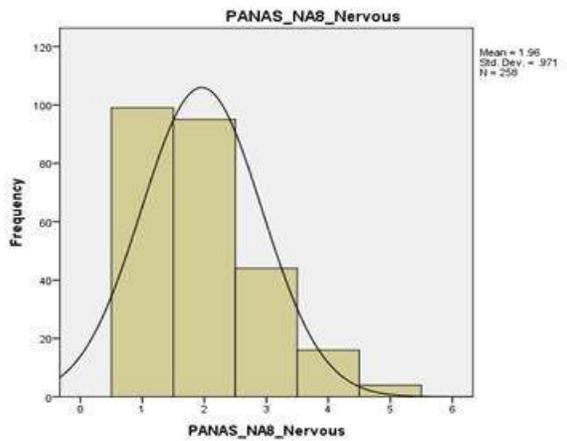
Figure A 4.127. Histogram with normality curve and Q-Q plot of PANAS_NA8_Nervous
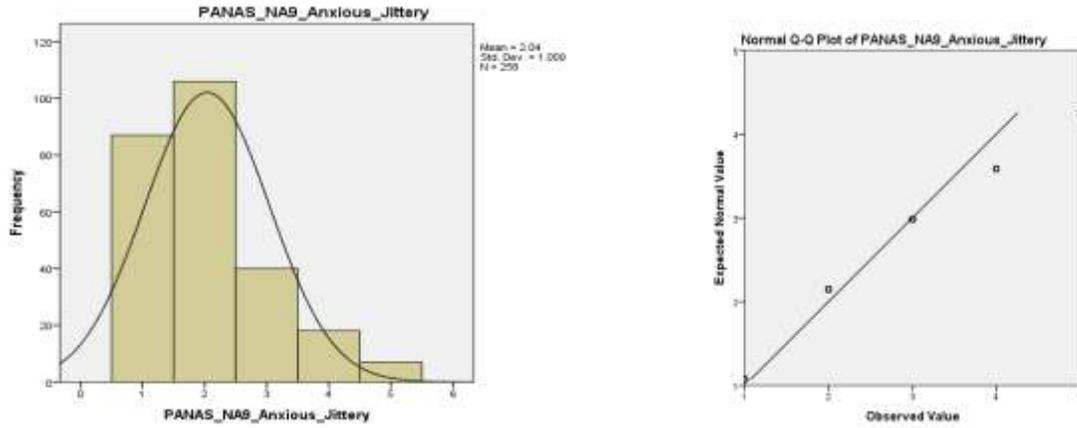
Figure A 4.128. Histogram with normality curve and Q-Q plot of PANAS_NA9_Anxious_Jittery
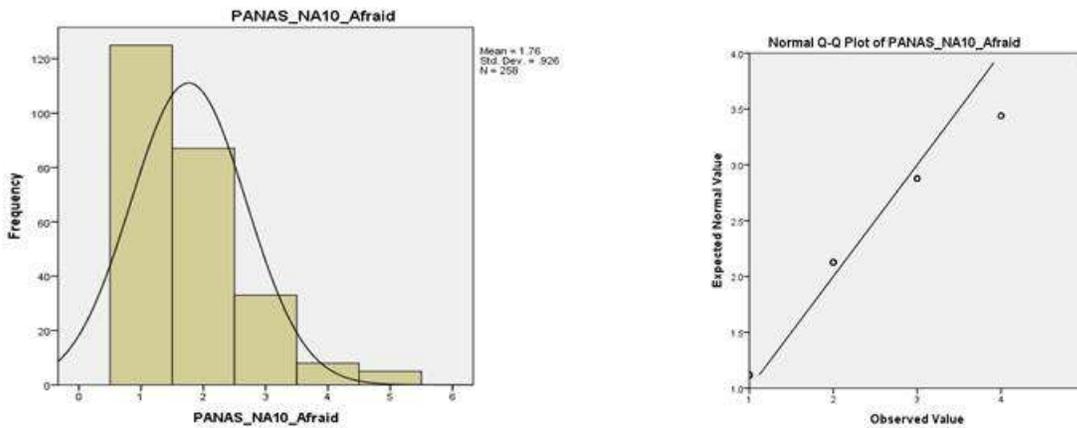

Figure A 4.129. Histogram with normality curve and Q-Q plot of PANAS_NA10_Afraid

5.   *Exploratory Factor Analysis of Ethical Leadership effect on ethicality*

This appendix provides detail information on the exploratory factor analysis results of the ethical leadership effect on ethicality (the EL to ethicality model).

Table A 5.1. Pattern matrix for Maximum-Likelihood with Promax rotation of the items (part 1 of 2)

Item	Pattern coefficients				
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
TEL1Rev	-.039	.013	**.702**	.028	.162
TEL2Rev	.029	-.032	**.701**	-.051	.143
TEL3Rev	.043	.006	**.799**	-.065	.176
TEL4Rev	-.127	-.016	**.682**	.087	-.140
TEL5Rev	.011	.038	**.869**	.030	-.053
TEL6Rev	.064	.078	**.824**	.040	.059
TEL7Rev	-.068	.007	**.743**	.066	.036
TEL8Rev	.031	.058	**.839**	-.037	-.120
TEL9Rev	.015	-.012	**.866**	-.027	-.086
TEL10Rev	.007	-.068	**.825**	-.051	.065
TSceA_EAOwnRev	-.136	**.278**	.103	.018	-.017
TSceA_EAPeerRev	-.031	**.412**	.088	.072	.128
TScenarioA_OwnEthJudge	.025	**.731**	-.010	-.013	.154
TScenarioA_PeerEthJudge	.026	**.763**	-.028	-.020	-.088
TScenarioA_OwnMoralEquityJudge_FairUnfair	-.029	**.653**	-.016	.136	-.082
TScenarioA_OwnMoralEquityJudge_MorallyRightorNot	-.043	**.748**	-.089	-.030	.338
TScenarioA_OwnRelativismJudge_SocialNorm	.046	**.681**	-.039	-.075	.148
TScenarioA_OwnRelativismJudge_OrgNorm	-.018	**.674**	.140	-.081	.296
TScenarioA_OwnMoralEquityJudge_JustUnjust	-.016	**.604**	.069	-.017	.374
TReverseSceA_OwnContract_Unwritten	-.150	**.498**	.015	.210	.070
TScenarioA_OwnRelativismJudge_Tradition	-.001	**.719**	-.083	.001	.020
TReverseSceA_OwnContract_Unspoken	.030	**.415**	.003	.103	.019
TScenarioA_OwnMoralEquityJudge_FamilyAccept	-.008	**.697**	-.076	-.038	.192
TScenarioA_PeerMoralEquityJudge_FairUnfair	-.097	**.670**	-.061	.098	-.227
TSccenarioA_PeerMoralEquityJudge_MorallyRightorNot	-.040	**.764**	-.016	-.026	.085
TScenarioA_PeerRelativismJudge_SocialNorm	.036	**.803**	-.010	-.067	-.166
TScenarioA_PeerRelativismJudge_OrgNorm	.061	**.710**	.132	-.076	.053
TScenarioA_PeerMoralEquityJudge_JustUnjust	.031	**.731**	.093	.025	-.003
TReverseSceA_PeerContract_Unwritten	.005	**.494**	.025	.027	-.102
TScenarioA_PeerRelativismJudge_Tradition	-.013	**.690**	-.044	-.057	-.246
TReverseSceA_PeerContract_Unspoken	.024	**.470**	.004	.135	-.170
TScenarioA_PeerMoralEquityJudge_FamilyAccept	.024	**.772**	-.058	-.026	-.196
TScenarioA_OwnEthIntention	.052	**.682**	-.011	-.025	.231
TScenarioA_PeerEthIntention	.088	**.628**	.084	-.006	-.098

Table A 5.2. Pattern matrix for Maximum-Likelihood with Promax rotation of the items (part 2 of 2)

Item	Pattern coefficients				
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
TSceB_EAOwnRev	.172	-.123	.091	.142	**.168**
TSceB_EAPeerRev	.119	-.143	.127	.201	**.127**
TReverseSceB_OwnContract_Unwritten	.159	.068	-.023	**.784**	.073
TReverseSceB_OwnContract_Unspoken	.173	.014	.014	**.800**	.205
TReverseSceB_PeerContract_Unwritten	.143	.049	-.045	**.721**	-.102
TReverseSceB_PeerContract_Unspoken	.180	.053	.039	**.751**	-.070
TScenarioB_OwnEthJudge	**.751**	.011	-.014	.016	.347
TScenarioB_PeerEthJudge	**.772**	.058	.034	-.048	.036
TScenarioB_OwnMoralEquityJudge_FairUnfair	**.671**	.059	-.063	.061	.095
TScenarioB_OwnMoralEquityJudge_MorallyRightorNot	**.812**	-.080	.024	.048	.359
TScenarioB_OwnRelativismJudge_SocialNorm	**.849**	-.035	-.049	.057	.081
TScenarioB_OwnRelativismJudge_OrgNorm	**.899**	.021	-.032	-.004	.130
TScenarioB_OwnMoralEquityJudge_JustUnjust	**.839**	-.060	.009	.020	.274
TScenarioB_OwnRelativismJudge_Tradition	**.835**	-.059	.025	-.097	.035
TScenarioB_OwnMoralEquityJudge_FamilyAccept	**.759**	-.017	-.005	.018	.268
TScenarioB_PeerMoralEquityJudge_FairUnfair	**.753**	.003	.019	.047	-.171
TSccenarioB_PeerMoralEquityJudge_MorallyRightorNot	**.926**	-.036	.014	-.030	-.029
TScenarioB_PeerRelativismJudge_SocialNorm	**.934**	-.005	.012	.007	-.190
TScenarioB_PeerRelativismJudge_OrgNorm	**.944**	.049	-.013	-.032	-.123
TScenarioB_PeerMoralEquityJudge_JustUnjust	**.906**	-.004	.024	-.027	-.060
TScenarioB_PeerRelativismJudge_Tradition	**.785**	-.031	.054	-.043	-.139
TScenarioB_PeerMoralEquityJudge_FamilyAccept	**.817**	.032	.041	.073	-.117
TScenarioB_OwnEthIntention	**.684**	.012	-.116	.072	.296
TScenarioB_PeerEthIntention	**.713**	.079	-.070	.025	-.085

Table A 5.3. Structure matrix for Maximum-Likelihood with Promax rotation of the items (part 1 of 2)

Item	Structure coefficients					Communali-ties
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	
TEL1Rev	.003	.216	**.710**	.012	.177	.530
TEL2Rev	.017	.177	**.696**	-.031	.161	.507
TEL3Rev	.034	.247	**.806**	-.035	.200	.684
TEL4Rev	-.087	.153	**.673**	.015	-.135	.488
TEL5Rev	.038	.284	**.879**	.039	-.027	.777
TEL6Rev	.114	.326	**.849**	.082	.091	.741
TEL7Rev	-.018	.211	**.746**	.031	.050	.561
TEL8Rev	.017	.293	**.853**	-.017	-.092	.745
TEL9Rev	-.001	.231	**.861**	-.017	-.063	.749
TEL10Rev	-.017	.169	**.807**	-.045	.082	.661
TSceA_EAOwnRev	-.082	**.285**	.180	-.049	-.013	.108
TSceA_EAPeerRev	.089	**.441**	.208	.070	.151	.222
TScenarioA_OwnEthJudge	.150	**.740**	.202	.026	.195	.572
TScenarioA_PeerEthJudge	.129	**.754**	.187	.017	-.045	.578
TScenarioA_OwnMoralEquityJudge_FairUnfair	.144	**.643**	.167	.139	-.047	.436
TScenarioA_OwnMoralEquityJudge_MorallyRigh	.093	**.733**	.131	-.025	.372	.659
TScenarioA_OwnRelativismJudge_SocialNorm	.127	**.683**	.158	-.026	.187	.494
TScenarioA_OwnRelativismJudge_OrgNorm	.076	**.724**	.338	-.064	.333	.638
TScenarioA_OwnMoralEquityJudge_JustUnjust	.110	**.640**	.249	.000	.406	.554
TReverseSceA_OwnContract_Unwritten	.054	**.489**	.158	.143	.086	.274
TScenarioA_OwnRelativismJudge_Tradition	.116	**.696**	.121	.023	.057	.491
TReverseSceA_OwnContract_Unspoken	.156	**.425**	.122	.133	.046	.196
TScenarioA_OwnMoralEquityJudge_FamilyAcce	.101	**.684**	.127	-.018	.227	.510
TScenarioA_PeerMoralEquityJudge_FairUnfair	.042	**.628**	.122	.060	-.200	.460
TSccenarioA_PeerMoralEquityJudge_MorallyRig	.077	**.756**	.202	-.023	.122	.582
TScenarioA_PeerRelativismJudge_SocialNorm	.110	**.795**	.214	-.025	-.120	.663
TScenarioA_PeerRelativismJudge_OrgNorm	.138	**.757**	.335	-.019	.100	.596
TScenarioA_PeerMoralEquityJudge_JustUnjust	.163	**.763**	.300	.065	.042	.592
TReverseSceA_PeerContract_Unwritten	.089	**.497**	.162	.043	-.074	.259
TScenarioA_PeerRelativismJudge_Tradition	.040	**.660**	.145	-.048	-.212	.504
TReverseSceA_PeerContract_Unspoken	.158	**.470**	.133	.160	-.139	.270
TScenarioA_PeerMoralEquityJudge_FamilyAcce	.113	**.748**	.156	.007	-.153	.602
TScenarioA_OwnEthIntention	.170	**.699**	.189	.030	.273	.545
TScenarioA_PeerEthIntention	.177	**.661**	.261	.062	-.053	.458

Table A 5.4. Structure matrix for Maximum-Likelihood with Promax rotation of the items (part 2 of 2)

Item	Structure coefficients					Communalities
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	
TSceB_EAOwnRev	.249	-.056	.063	.237	**.184**	.120
TSceB_EAPeerRev	.223	-.074	.092	.266	**.138**	.120
TReverseSceB_OwnContract_Unwritten	.615	.115	.002	**.876**	.106	.799
TReverseSceB_OwnContract_Unspoken	.644	.082	.028	**.901**	.238	.882
TReverseSceB_PeerContract_Unwritten	.544	.076	-.030	**.801**	-.073	.668
TReverseSceB_PeerContract_Unspoken	.603	.113	.057	**.853**	-.035	.760
TScenarioB_OwnEthJudge	**.796**	.147	.006	.443	.422	.753
TScenarioB_PeerEthJudge	**.758**	.192	.060	.387	.116	.584
TScenarioB_OwnMoralEquityJudge_FairUnfair	**.724**	.156	-.036	.440	.164	.540
TScenarioB_OwnMoralEquityJudge_MorallyRightor	**.862**	.078	.020	.507	.438	.876
TScenarioB_OwnRelativismJudge_SocialNorm	**.883**	.094	-.047	.533	.164	.792
TScenarioB_OwnRelativismJudge_OrgNorm	**.913**	.163	-.013	.502	.219	.851
TScenarioB_OwnMoralEquityJudge_JustUnjust	**.868**	.093	.008	.493	.355	.831
TScenarioB_OwnRelativismJudge_Tradition	**.775**	.081	.018	.370	.114	.611
TScenarioB_OwnMoralEquityJudge_FamilyAccept	**.793**	.118	.005	.447	.343	.699
TScenarioB_PeerMoralEquityJudge_FairUnfair	**.764**	.121	.023	.466	-.094	.614
TSccenarioB_PeerMoralEquityJudge_MorallyRighto	**.900**	.114	.013	.486	.062	.813
TScenarioB_PeerRelativismJudge_SocialNorm	**.919**	.138	.016	.527	-.097	.880
TScenarioB_PeerRelativismJudge_OrgNorm	**.922**	.189	.008	.496	-.027	.867
TScenarioB_PeerMoralEquityJudge_JustUnjust	**.884**	.144	.031	.479	.030	.786
TScenarioB_PeerRelativismJudge_Tradition	**.743**	.102	.050	.394	-.062	.575
TScenarioB_PeerMoralEquityJudge_FamilyAccept	**.851**	.171	.056	.529	-.031	.745
TScenarioB_OwnEthIntention	**.755**	.107	-.098	.461	.363	.670
TScenarioB_PeerEthIntention	**.731**	.170	-.042	.425	-.011	.549

Table A 5.5. Factor correlation matrix

Factor	1	2	3	4	5
1	1.000	.160	.011	.560	.100
2	.160	1.000	.284	.031	.054
3	.011	.284	1.000	.003	.026
4	.560	.031	.003	1.000	.018
5	.100	.054	.026	.018	1.000

Extraction Method: Maximum Likelihood.

Rotation Method: Promax with Kaiser Normalization.
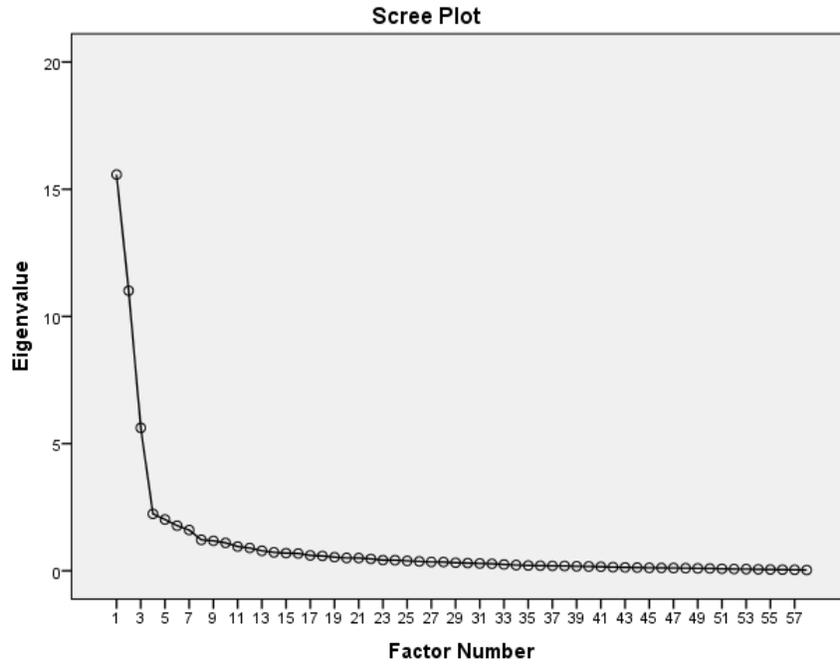
Figure A 5.1. The scree plot of the factor analysis

Table A 5.6. Total Variance Explained

Factor	Criterion value from Parallel Analysis*)	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared
		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	2.0713	**15.576**	26.855	26.855	14.792	25.503	25.503	14.250
2	1.9664	**11.012**	18.986	45.841	10.666	18.390	43.893	11.205
3	1.8939	**5.619**	9.688	55.530	5.565	9.596	53.489	7.269
4	1.8257	**2.238**	3.859	59.389	1.542	2.658	56.147	7.152
5	1.7668	**2.018**	3.479	62.868	1.527	2.633	58.780	2.006
6	1.7166	1.774	3.059	65.927				
7	1.6635	1.602	2.763	68.690				
8	1.6178	1.217	2.098	70.788				
9	1.575	1.178	2.031	72.819				
10	1.536	1.097	1.892	74.711				
11	1.4959	.955	1.646	76.357				
…		…	…	…				
57		.040	.069	99.948				
58		.030	.052	100.000				

*) Random eigenvalues were calculated using MonteCarloPA software (Pallant 2011)

Table A 5.7. Unrotated Factor Matrix (part 1 of 2)

	Factor				
	1	2	3	4	5
TEL1Rev	.051	.554	-.445	.015	-.148
TEL2Rev	.052	.520	-.462	-.055	-.135
TEL3Rev	.076	.628	-.503	-.067	-.165
TEL4Rev	-.059	.495	-.462	.066	.146
TEL5Rev	.077	.683	-.548	.004	.070
TEL6Rev	.163	.684	-.496	.008	-.033
TEL7Rev	.025	.570	-.483	.044	-.023
TEL8Rev	.043	.679	-.513	-.047	.131
TEL9Rev	.026	.645	-.567	-.040	.094
TEL10Rev	.014	.581	-.563	-.056	-.061
TSceA_EAOwnRev	-.055	.310	.081	.042	.027
TSceA_EAPeerRev	.141	.403	.159	.072	-.095
TScenarioA_OwnEthJudge	.213	.595	.401	.017	-.107
TScenarioA_PeerEthJudge	.173	.592	.423	.011	.132
TScenarioA_OwnMoralEquityJudge_FairUnfair	.198	.497	.341	.127	.130
TScenarioA_OwnMoralEquityJudge_MorallyRightorNot	.168	.568	.471	.019	-.295
TScenarioA_OwnRelativismJudge_SocialNorm	.179	.538	.400	-.033	-.109
TScenarioA_OwnRelativismJudge_OrgNorm	.148	.683	.287	-.029	-.258
TScenarioA_OwnMoralEquityJudge_JustUnjust	.186	.569	.291	.016	-.332
TReverseSceA_OwnContract_Unwritten	.121	.406	.236	.194	-.029
TScenarioA_OwnRelativismJudge_Tradition	.166	.521	.437	.030	.022
TReverseSceA_OwnContract_Unspoken	.198	.326	.208	.086	.019
TScenarioA_OwnMoralEquityJudge_FamilyAccept	.160	.525	.430	.004	-.153
TScenarioA_PeerMoralEquityJudge_FairUnfair	.081	.477	.380	.110	.264
TSccenarioA_PeerMoralEquityJudge_MorallyRightorNot	.136	.618	.423	.018	-.044
TScenarioA_PeerRelativismJudge_SocialNorm	.147	.639	.436	-.025	.206
TScenarioA_PeerRelativismJudge_OrgNorm	.191	.684	.302	-.039	-.012
TScenarioA_PeerMoralEquityJudge_JustUnjust	.221	.657	.326	.040	.053
TReverseSceA_PeerContract_Unwritten	.120	.409	.241	.036	.133
TScenarioA_PeerRelativismJudge_Tradition	.063	.518	.395	-.015	.275
TReverseSceA_PeerContract_Unspoken	.191	.355	.227	.111	.210
TScenarioA_PeerMoralEquityJudge_FamilyAccept	.147	.571	.446	.006	.236
TScenarioA_OwnEthIntention	.235	.559	.379	.003	-.185
TScenarioA_PeerEthIntention	.216	.561	.276	.004	.141

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Table A 5.8. Unrotated Factor Matrix (part 2 of 2)

	Factor				
	1	2	3	4	5
TSceB_EAOwnRev	.269	-.049	-.137	.073	-.144
TSceB_EAPeerRev	.247	-.044	-.178	.121	-.103
TScenarioB_OwnEthJudge	.814	-.036	.013	-.095	-.283
TScenarioB_PeerEthJudge	.749	.024	.004	-.147	.021
TScenarioB_OwnMoralEquityJudge_FairUnfair	.728	-.051	.058	-.051	-.035
TScenarioB_OwnMoralEquityJudge_MorallyRightorNot	.878	-.088	-.064	-.086	-.293
TScenarioB_OwnRelativismJudge_SocialNorm	.876	-.129	-.003	-.084	-.015
TScenarioB_OwnRelativismJudge_OrgNorm	.908	-.064	.023	-.134	-.061
TScenarioB_OwnMoralEquityJudge_JustUnjust	.875	-.087	-.043	-.110	-.209
TReverseSceB_OwnContract_Unwritten	.702	-.064	-.036	.549	.022
TScenarioB_OwnRelativismJudge_Tradition	.751	-.076	-.048	-.197	.014
TReverseSceB_OwnContract_Unspoken	.740	-.073	-.086	.557	-.107
TScenarioB_OwnMoralEquityJudge_FamilyAccept	.802	-.059	-.010	-.097	-.206
TScenarioB_PeerMoralEquityJudge_FairUnfair	.743	-.056	-.032	-.080	.228
TSccenarioB_PeerMoralEquityJudge_MorallyRightorNot	.877	-.085	-.040	-.162	.091
TScenarioB_PeerRelativismJudge_SocialNorm	.888	-.077	-.031	-.136	.256
TScenarioB_PeerRelativismJudge_OrgNorm	.896	-.044	.021	-.163	.189
TScenarioB_PeerMoralEquityJudge_JustUnjust	.862	-.052	-.030	-.156	.123
TReverseSceB_PeerContract_Unwritten	.608	-.098	-.030	.504	.186
TScenarioB_PeerRelativismJudge_Tradition	.714	-.046	-.062	-.151	.188
TReverseSceB_PeerContract_Unspoken	.676	-.036	-.085	.519	.162
TScenarioB_PeerMoralEquityJudge_FamilyAccept	.840	-.019	-.033	-.069	.184
TScenarioB_OwnEthIntention	.771	-.118	.073	-.043	-.234
TScenarioB_PeerEthIntention	.717	-.050	.072	-.084	.142

6. *Exploratory Factor Analysis of the Ethical Leadership effect on Customer Relationship Quality*

This appendix provides detail information on the factor analysis results of the ethical leadership effect on customer relationship quality (the EL to CRQ model).

Table A 6.1. Pattern matrix for Maximum-Likelihood with Promax rotation of the items

Item	Pattern coefficients				
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
TEL1Rev	**.801**	.104	-.089	-.116	-.037
TEL2Rev	**.703**	.160	-.046	-.160	.076
TEL3Rev	**.843**	-.088	.062	.099	.069
TEL4Rev	**.729**	.158	-.128	-.019	.043
TEL5Rev	**.868**	-.064	.069	.163	.069
TEL6Rev	**.855**	.056	.114	.102	-.142
TEL7Rev	**.838**	-.033	.007	-.085	-.071
TEL8Rev	**.832**	-.060	.087	-.097	-.021
TEL9Rev	**.894**	-.137	-.010	-.006	-.006
TEL10Rev	**.860**	-.062	-.147	.026	.061
TScenarioA_OwnMoralEquityJudge_FairUnfair	-.080	.048	**.505**	.016	.187
TScenarioA_OwnMoralEquityJudge_MorallyRightorNo	-.046	.032	**.714**	-.046	-.053
TScenarioA_OwnMoralEquityJudge_JustUnjust	.105	-.156	**.649**	.149	.071
TScenarioA_OwnMoralEquityJudge_FamilyAccept	-.011	-.064	**.762**	.006	-.104
TScenarioA_PeerMoralEquityJudge_FairUnfair	-.083	-.011	**.686**	-.029	-.040
TSccenarioA_PeerMoralEquityJudge_MorallyRightorN	.019	.090	**.793**	-.111	.009
TScenarioA_PeerMoralEquityJudge_JustUnjust	.092	.014	**.852**	.123	.019
TScenarioA_PeerMoralEquityJudge_FamilyAccept	-.064	.100	**.879**	-.074	-.099
TRQ1rSatisf	-.162	**.848**	.004	.023	-.070
TRQ2rSatisf	-.048	**.730**	-.116	-.168	.149
TRQ3rSatisf	.018	**.831**	.030	.132	-.005
TRQ4SatisfNeg	.035	**.257**	.155	-.137	.138
TRQ5rTrust	-.063	**.561**	.121	-.014	.110
TRQ6rTrust	.016	**.705**	.026	.123	.010
TRQ7rTrust	.062	**.603**	-.063	.060	-.063
TRQ8rTrust	-.020	**.617**	-.051	-.005	.205
TRQ9rTrust	.064	**.711**	-.019	.004	.072
TRQ10rCommit	.098	**.715**	.074	-.099	-.078
TRQ11rCommit	-.053	**.438**	.104	.055	.094
TRQ12rCommit	.028	**.770**	-.095	-.123	-.081
TRQ13rCommit	-.024	**.764**	.031	.016	-.049
TOCB1r	.024	.194	.184	.132	**.534**
TOCB2r	.122	.042	.039	.096	**.667**
TOCB3r	.055	.236	-.026	.006	**.465**
TOCB4r	-.084	-.132	.049	-.036	**.667**
TOCB5r	-.091	.142	-.231	.138	**.874**
TOCB6r	.078	.062	-.020	-.076	**.591**
TOCB7r	.057	.004	.025	.004	**.793**
TCOD1r	-.003	.018	-.239	**.598**	-.053
TCOD2r	-.068	.063	-.044	**.408**	-.353
TCOD3r	-.006	.117	-.206	**.362**	-.344
TCOD4r	.005	-.068	-.031	**.676**	-.028
TCOD5r	.091	.152	.097	**.544**	-.376
TCOD6r	-.174	.060	.088	**.620**	.006
TCOD7r	-.046	-.108	.046	**.511**	.056
TCOD8r	.101	.256	.082	**.428**	-.172
TCOD9r	.152	-.124	-.001	**.689**	.095
TCOD10r	-.142	-.175	.099	**.663**	.301
TCOD11r	.118	.103	.063	**.537**	.162
TCOD12r	-.035	.090	-.078	**.519**	.053
TCOD13r	-.025	-.015	-.080	**.574**	-.017

Table A 6.2. Structure matrix for Maximum-Likelihood with Promax rotation of the items

Item	Structure coefficients					Communalities
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	
TEL1Rev	**.795**	.195	.222	-.228	.332	.652
TEL2Rev	**.774**	.290	.309	-.303	.459	.659
TEL3Rev	**.860**	.089	.325	-.098	.378	.754
TEL4Rev	**.732**	.258	.180	-.133	.353	.569
TEL5Rev	**.879**	.118	.327	-.040	.379	.798
TEL6Rev	**.825**	.167	.321	-.042	.250	.712
TEL7Rev	**.822**	.075	.271	-.220	.293	.686
TEL8Rev	**.861**	.088	.368	-.269	.371	.761
TEL9Rev	**.867**	.001	.253	-.167	.307	.771
TEL10Rev	**.821**	.061	.145	-.113	.317	.698
TScenarioA_OwnMoralEquityJudge_FairUnfair	.171	.235	**.570**	-.174	.395	.357
TScenarioA_OwnMoralEquityJudge_MorallyRi	.184	.185	**.696**	-.222	.277	.490
TScenarioA_OwnMoralEquityJudge_JustUnjus	.299	.052	**.634**	-.077	.298	.444
TScenarioA_OwnMoralEquityJudge_FamilyAcc	.190	.087	**.693**	-.173	.208	.497
TScenarioA_PeerMoralEquityJudge_FairUnfair	.133	.134	**.646**	-.194	.240	.427
TSccenarioA_PeerMoralEquityJudge_MorallyR	.323	.298	**.858**	-.342	.446	.755
TScenarioA_PeerMoralEquityJudge_JustUnjus	.364	.252	**.860**	-.142	.406	.760
TScenarioA_PeerMoralEquityJudge_FamilyAcc	.219	.275	**.859**	-.278	.334	.756
TRQ1rSatisf	-.059	**.796**	.127	.074	.183	.674
TRQ2rSatisf	.123	**.750**	.168	-.177	.413	.614
TRQ3rSatisf	.134	**.840**	.207	.120	.291	.721
TRQ4SatisfNeg	.211	**.355**	.333	-.234	.367	.233
TRQ5rTrust	.115	**.624**	.296	-.074	.359	.419
TRQ6rTrust	.119	**.717**	.180	.108	.258	.528
TRQ7rTrust	.100	**.572**	.065	.086	.146	.343
TRQ8rTrust	.147	**.680**	.192	-.056	.412	.492
TRQ9rTrust	.200	**.744**	.214	-.028	.362	.564
TRQ10rCommit	.223	**.720**	.281	-.114	.303	.545
TRQ11rCommit	.081	**.492**	.225	.003	.270	.261
TRQ12rCommit	.108	**.720**	.108	-.076	.224	.538
TRQ13rCommit	.085	**.749**	.190	.026	.243	.564
TOCB1r	.312	.449	.445	-.102	**.658**	.514
TOCB2r	.398	.327	.364	-.158	**.719**	.541
TOCB3r	.274	.416	.260	-.151	**.564**	.367
TOCB4r	.193	.123	.298	-.255	**.615**	.402
TOCB5r	.189	.404	.130	-.069	**.741**	.648
TOCB6r	.339	.297	.310	-.281	**.663**	.452
TOCB7r	.393	.324	.402	-.277	**.829**	.690
TCOD1r	-.213	-.065	-.429	**.683**	-.353	.529
TCOD2r	-.294	-.095	-.325	**.550**	-.512	.434
TCOD3r	-.265	-.069	-.436	**.535**	-.515	.454
TCOD4r	-.153	-.087	-.250	**.693**	-.290	.489
TCOD5r	-.109	.046	-.158	**.624**	-.416	.477
TCOD6r	-.247	.056	-.127	**.625**	-.208	.421
TCOD7r	-.120	-.083	-.116	**.488**	-.153	.250
TCOD8r	.019	.226	-.017	**.442**	-.137	.271
TCOD9r	.043	-.065	-.134	**.630**	-.119	.437
TCOD10r	-.136	-.058	-.044	**.561**	.001	.397
TCOD11r	.123	.199	.050	**.443**	.101	.293
TCOD12r	-.121	.084	-.190	**.530**	-.134	.294
TCOD13r	-.168	-.047	-.262	**.607**	-.259	.378

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Table A 6.3. Factor Correlation Matrix

Factor	1	2	3	4	5
1	1.000	.160	.334	-.186	.412
2	.160	1.000	.254	-.002	.384
3	.334	.254	1.000	-.283	.451
4	-.186	-.002	-.283	1.000	-.331
5	.412	.384	.451	-.331	1.000

Extraction Method: Maximum Likelihood.

Rotation Method: Promax with Kaiser Normalization.
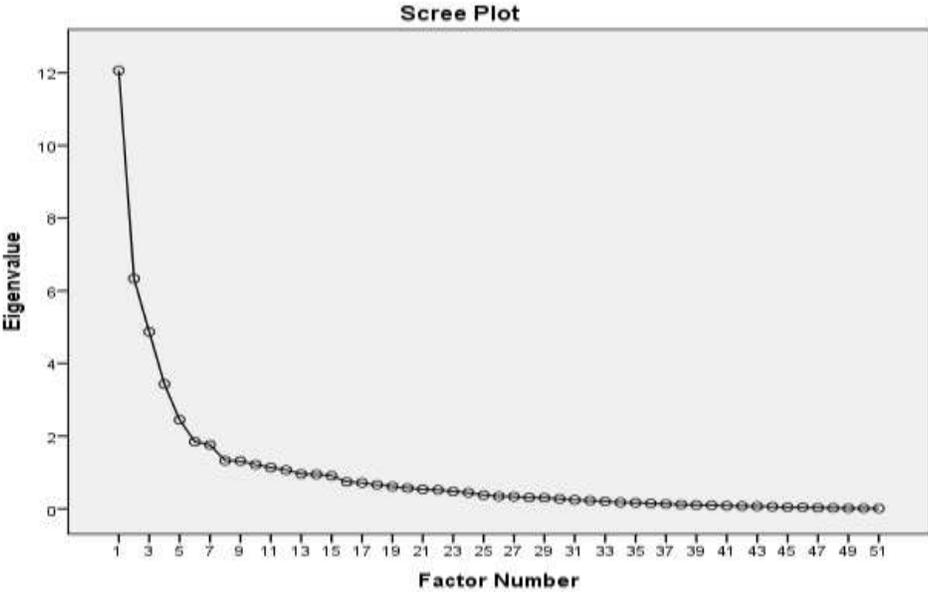
Figure A 6.1. The scree plot of the factor analysis

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Table A 6.4. Total Variance Explained

Factor	Criterion value from	Initial Eigenvalues			Extraction Sums of Squared			Rotation
		Total	% of	Cumulative	Total	% of	Cumulative	Total
1	2.7456	12.060	23.647	23.647	11.238	22.035	22.035	8.613
2	2.5440	6.336	12.423	36.070	5.961	11.689	33.724	7.715
3	2.3910	4.873	9.554	45.625	4.421	8.668	42.393	7.176
4	2.2600	3.435	6.736	52.360	3.202	6.277	48.670	5.447
5	2.1482	2.450	4.803	57.164	1.960	3.844	52.514	7.750
6	2.0577	1.847	3.621	60.785				
7	1.9682	1.763	3.456	64.241				
8	1.8817	1.329	2.606	66.847				
9	1.8012	1.320	2.588	69.435				
10	1.7253	1.219	2.390	71.825				
11	1.6489	1.138	2.232	74.057				
12	1.5774	1.067	2.092	76.149				
13	1.5029	.960	1.882	78.031				
…	…	…	…	…				
50		.014	.027	99.978				
51		.011	.022	100.000				

*) Random eigenvalues were calculated using MonteCarloPA software (Pallant 2011)

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Table A 6.5. Unrotated Factor Matrix

	Factor				
	1	2	3	4	5
TEL1Rev	.703	-.298	.209	-.089	-.132
TEL2Rev	.762	-.169	.147	-.144	-.088
TEL3Rev	.752	-.394	.159	.083	.034
TEL4Rev	.660	-.212	.283	-.069	-.058
TEL5Rev	.767	-.384	.206	.130	.050
TEL6Rev	.716	-.332	.215	.177	-.111
TEL7Rev	.702	-.404	.126	-.015	-.119
TEL8Rev	.775	-.387	.055	-.009	-.090
TEL9Rev	.711	-.494	.143	.012	-.039
TEL10Rev	.661	-.439	.257	-.046	-.001
TScenarioA_OwnMoralEquityJudge_FairUnfair	.404	.256	-.311	.143	.105
TScenarioA_OwnMoralEquityJudge_MorallyRightorNot	.418	.217	-.440	.267	-.052
TScenarioA_OwnMoralEquityJudge_JustUnjust	.443	.025	-.349	.337	.111
TScenarioA_OwnMoralEquityJudge_FamilyAccept	.385	.126	-.464	.341	-.047
TScenarioA_PeerMoralEquityJudge_FairUnfair	.352	.196	-.441	.263	-.028
TSccenarioA_PeerMoralEquityJudge_MorallyRightorNot	.618	.272	-.493	.233	-.055
TScenarioA_PeerMoralEquityJudge_JustUnjust	.614	.201	-.414	.413	.042
TScenarioA_PeerMoralEquityJudge_FamilyAccept	.519	.309	-.524	.327	-.099
TRQ1rSatisf	.187	.710	.322	.021	-.174
TRQ2rSatisf	.371	.597	.240	-.227	-.103
TRQ3rSatisf	.362	.645	.393	.085	-.109
TRQ4SatisfNeg	.388	.262	-.074	-.085	-.019
TRQ5rTrust	.357	.525	.118	-.013	-.040
TRQ6rTrust	.315	.551	.338	.075	-.080
TRQ7rTrust	.222	.408	.333	.026	-.128
TRQ8rTrust	.370	.532	.247	-.108	.004
TRQ9rTrust	.412	.540	.303	-.044	-.091
TRQ10rCommit	.436	.511	.217	-.024	-.214
TRQ11rCommit	.266	.417	.122	.035	-.004
TRQ12rCommit	.296	.538	.311	-.108	-.229
TRQ13rCommit	.305	.598	.297	.023	-.159
TOCB1r	.551	.337	-.015	-.027	.310
TOCB2r	.576	.176	-.004	-.149	.394
TOCB3r	.454	.282	.071	-.171	.218
TOCB4r	.368	.131	-.198	-.235	.393
TOCB5r	.388	.332	.148	-.305	.523
TOCB6r	.515	.174	-.058	-.264	.291
TOCB7r	.611	.205	-.091	-.262	.444
TCOD1r	-.387	-.059	.487	.327	.176
TCOD2r	-.439	-.029	.305	.378	-.064
TCOD3r	-.444	-.055	.409	.280	-.088
TCOD4r	-.293	-.068	.372	.455	.232
TCOD5r	-.230	.003	.370	.534	-.056
TCOD6r	-.271	.150	.278	.447	.220
TCOD7r	-.192	-.034	.198	.345	.232
TCOD8r	-.004	.132	.334	.377	-.001
TCOD9r	-.090	-.132	.356	.437	.306
TCOD10r	-.154	.038	.174	.384	.441
TCOD11r	.122	.094	.310	.331	.252
TCOD12r	-.179	.082	.357	.299	.197
TCOD13r	-.285	-.023	.357	.362	.195

7.   Confirmatory Factor Analysis of the Ethical Leadership effect on Customer Relationship Quality

This appendix provides information on the confirmatory factor analysis results of the ethical leadership effect on customer relationship quality (the EL to CRQ model). Model Fit Criteria: Chi-square/df = 1.218, p-value = 0.721, RMSEA = 0.055, PCLOSE = 0.349, CFI = 0.945, SRMS = 0.0783.

Table A 7.1. The parameter of the model

	Composite Reliability (CR)	Average Variance Extracted (AVE)	Maximum Shared Variance (MSV)
CustOrientDev	0.748	0.501	0.194
EthLead	0.900	0.818	0.120
MoralEquityJudge	0.925	0.758	0.026
CustOrientOCB	0.862	0.511	0.228
CustRelQual	0.883	0.523	0.228
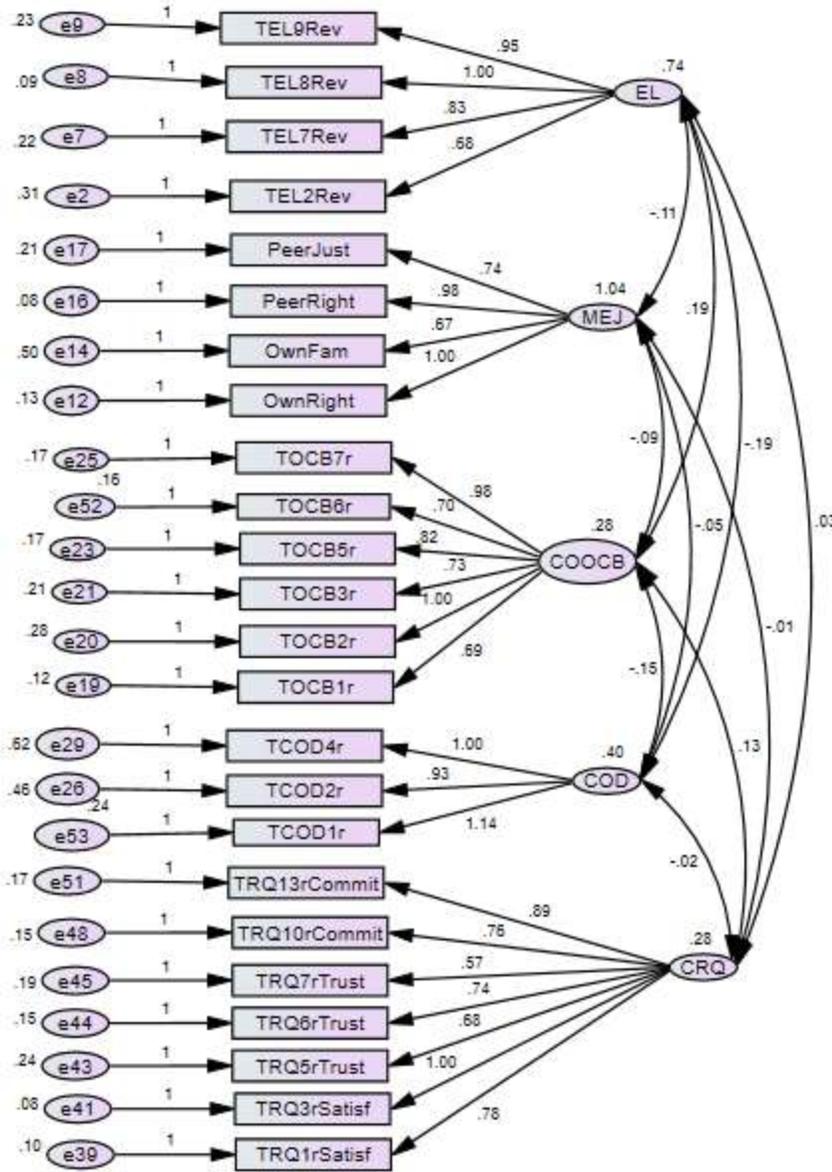
Figure A 7.1. The CFA model with coefficients

8.   *Measurement analysis of the EL to Ethicality model – single construct, all reflective measures (MDS ethical judgment items excluded)*

Table A 8.1. Coefficient of the measurement part of the model

Item (outer) loading with bootstrapping	Mean	Standard Deviation	T Statistics	P Values	Confidence intervals	
					2.50%	97.50%
TEL10Rev <- EL	0.82	0.026	31.211	<0.01	0.765	0.871
TEL1Rev <- EL	0.763	0.029	25.976	<0.01	0.704	0.818
TEL2Rev <- EL	0.748	0.033	22.491	<0.01	0.683	0.811
TEL3Rev <- EL	0.828	0.025	33.652	<0.01	0.777	0.872
TEL4Rev <- EL	0.705	0.043	16.391	<0.01	0.615	0.782
TEL5Rev <- EL	0.875	0.018	48.74	<0.01	0.836	0.903
TEL6Rev <- EL	0.867	0.015	56.889	<0.01	0.834	0.893
TEL7Rev <- EL	0.776	0.037	21.143	<0.01	0.701	0.841
TEL8Rev <- EL	0.858	0.019	44.478	<0.01	0.817	0.892
TEL9Rev <- EL	0.859	0.018	46.815	<0.01	0.821	0.892
TSceA_EAOwnRev <- Eth_onBribery	0.431	0.114	3.799	<0.01	0.193	0.63
TSceA_EAPeerRev <- Eth_onBribery	0.645	0.065	9.978	<0.01	0.496	0.749
TScenarioA_OwnEthIntention <- Eth_onBribery	0.82	0.041	20.295	<0.01	0.719	0.882
TScenarioA_OwnEthJudge <- Eth_onBribery	0.797	0.045	17.898	<0.01	0.677	0.863
TScenarioA_PeerEthIntention <- Eth_onBribery	0.789	0.045	17.55	<0.01	0.684	0.865
TScenarioA_PeerEthJudge <- Eth_onBribery	0.813	0.046	17.966	<0.01	0.7	0.879
TSceB_EAOwnRev <- Eth_onOverPromised	0.941	0.149	6.463	<0.01	0.739	0.995
TSceB_EAPeerRev <- Eth_onOverPromised	0.96	0.138	7.096	<0.01	0.834	0.999

Table A 8.2. Reliability and Validity Analysis of the model constructs

Construct Reliability and Validity	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EL	0.943	0.95	0.951	0.662
Eth_onBribery	0.819	0.836	0.873	0.542
Eth_onOverPromised	0.942	1.054	0.971	0.944

Table A 8.3. Cross-loadings analysis of the items

Cross-Loadings	EL	Eth_onBribery	Eth_onOverPromised
TEL10Rev	0.823	0.222	0.072
TEL1Rev	0.766	0.255	0.068
TEL2Rev	0.75	0.218	0.056
TEL3Rev	0.83	0.228	0.065
TEL4Rev	0.705	0.181	0.033
TEL5Rev	0.875	0.254	0.059
TEL6Rev	0.868	0.317	0.088
TEL7Rev	0.779	0.223	0.093
TEL8Rev	0.859	0.266	0.02
TEL9Rev	0.86	0.229	0.096
TSceA_EAOwnRev	0.174	0.435	0.013
TSceA_EAPeerRev	0.221	0.653	0.101
TScenarioA_OwnEthIntention	0.21	0.83	0.037
TScenarioA_OwnEthJudge	0.208	0.805	0.018
TScenarioA_PeerEthIntention	0.278	0.793	0.002
TScenarioA_PeerEthJudge	0.192	0.821	-0.06
TSceB_EAOwnRev	0.061	0.012	0.96
TSceB_EAPeerRev	0.091	0.035	0.982

Table A 8.4. Fornell-Larcker Criterion of the model constructs

Fornell-Larcker Criterion	EL	Eth_onBribery	Eth_onOverPromised
EL	0.813		
Eth_onBribery	0.299	0.737	
Eth_onOverPromised	0.081	0.026	0.971

Table A 8.5. Heterotrait-Monotrait Ratio of the model

Heterotrait-Monotrait Ratio (HTMT)	EL	Eth_onBribery	Eth_onOverPromised
EL			
Eth_onBribery	0.331		
Eth_onOverPromised	0.082	0.066	

9.   *Path analysis of the EL to Ethicality model – single construct, all reflective measures (MDS ethical judgment items excluded)*

Table A 9.1. Path Coefficient of the model

	Path Coefficients					Confidence intervals		f-square
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	2.50%	97.50 %	square
EL -> Eth_onBribery	0.299	0.317	0.059	5.041	0	0.192	0.438	0.098
EL -> Eth_onOverPromised	0.081	0.086	0.075	1.076	0.283	-0.073	0.221	0.007

Table A 9.2. The R-square of the model

	R Square	R Square Adjusted
Eth_onBribery	0.089	0.086
Eth_onOverPromised	0.007	0.003

10.   Multi-group analysis of the EL to Ethicality model

10.a.   Evaluation of the age level effect

Table A 10.1. Path coefficient of each age group

AGE GROUP			EL -> Ethicality_onBribery	EL -> Ethicality_onOverPromised
All		Path Coefficients	0.284	0.018
Young, <=30yo (N=76)	Original	Path Coefficients	0.333	-0.222
	Bootstrapping	Mean	0.357	-0.262
		STDEV	0.3	0.247
		t-Values	1.111	0.898
		p-Values	0.267	0.37
Mid, 31-40yo (N=95)	Original	Path Coefficients	0.391	0.281
	Bootstrapping	Mean	0.457	0.332
		STDEV	0.065	0.095
		t-Values	5.968	2.945
		p-Values	<0.001	0.003
Old, >40yo (N=87)	Original	Path Coefficients	0.381	-0.126
	Bootstrapping	Mean	0.42	-0.089
		STDEV	0.08	0.231
		t-Values	4.78	0.544
		p-Values	<0.001	0.587

Table A 10.2. Path coefficient differences for each age group pair

Multi Group Analysis		EL -> Ethicality_onBribery	EL -> Ethicality_onOverPromised
PLS Multi Group Analysis	Path Coefficients-diff (| AgeYoung (<=30yo) - AgeOld(>40yo) |)	0.048	0.096
	p-Value(AgeYoung (<=30yo) vs AgeOld(>40yo))	0.408	0.64
	Path Coefficients-diff (| AgeMid(31-40yo) - AgeOld(>40yo) |)	0.01	0.407
	p-Value(AgeMid(31-40yo) vs AgeOld(>40yo))	0.459	0.072
	Path Coefficients-diff (| AgeYoung (<=30yo) - AgeMid(31-40yo) |)	0.058	0.503
	p-Value(AgeYoung (<=30yo) vs AgeMid(31-40yo))	0.407	0.883
Confidence Intervals bias corrected	2.5% (AgeYoung (<=30yo))	-0.71	-0.316
	97.5% (AgeYoung (<=30yo))	0.436	0.596
	2.5% (AgeMid(31-40yo))	0.282	-0.445
	97.5% (AgeMid(31-40yo))	0.463	0.378
	2.5% (AgeOld(>40yo))	-0.381	-0.285
	97.5% (AgeOld(>40yo))	0.48	0.414

Table A 10.3. The effect size of the path coefficient for each age group

	Effect size			
	f-square (All)	f-square (Young)	f-square (Mid)	f-square (Old)
EL -> Ethicality_onBribery	0.111	0.125	0.18	0.169
EL -> Ethicality_onOverPromised	0.013	0.052	0.086	0.016

Table A 10.4. The coefficient determinant (R square) for each age group pair

	All	Young	Mid	Old
Ethicality_onBribery	0.1	0.111	0.153	0.145
Ethicality_onOverPromised	0.012	0.049	0.079	0.016

10.b.   Evaluation of the gender effect

Table A 10.5. Path coefficient of each gender group

GENDER GROUP			EL -> Ethicality_onBribery	EL -> Ethicality_onOverPromised
All		Path Coefficients	0.316	0.111
Female (N=73)	Original	Path Coefficients	0.305	0.223
	Bootstrapping	Mean	0.357	0.269
		STDEV	0.261	0.207
		t-Values	1.167	1.074
		p-Values	0.243	0.283
Male (N=185)	Original	Path Coefficients	0.35	-0.116
	Bootstrapping	Mean	0.374	-0.066
		STDEV	0.061	0.208
		t-Values	5.704	0.558
		p-Values	<0.001	0.577

Table A 10.6. Path coefficient difference between gender groups and effect size

		EL -> Ethicality_onBribery	EL -> Ethicality_onOverPromised
PLS Multi-Group Analysis	Path Coefficients-diff (| G_Female - G_Male |)	0.045	0.339
	p-Value	0.439	0.129
Confidence Intervals bias corrected	2.5% (G_Female)	-0.701	-0.669
	97.5% (G_Female)	0.382	0.297
	2.5% (G_Male)	0.211	-0.249
	97.5% (G_Male)	0.452	0.427
Effect size	f-square (All)	0.111	0.013
	f-square (Female)	0.103	0.052
	f-square (Male)	0.14	0.014

Table A 10.7. Coefficient determinant (R-square) of each gender group

	All	Female	Male
Ethicality_onBribery	0.1	0.093	0.123
Ethicality_onOverPromised	0.012	0.05	0.013

10.c.   *Evaluation of the education level effect*

Table A 10.8. Path coefficient of each education group

EDUCATION GROUP			EL -> Ethicality_ onBribery	EL -> Ethicality_ onOverPromised
All		Path Coefficients	0.316	0.111
Undergrad+College (N=184)	Original	Path Coefficients	0.318	0.129
	Bootstrapping	Mean	0.351	0.047
		STDEV	0.059	0.223
		t-Values	5.417	0.576
		p-Values	<0.001	0.565
Master (N=74)	Original	Path Coefficients	0.428	0.197
	Bootstrapping	Mean	0.476	0.073
		STDEV	0.067	0.299
		t-Values	6.388	0.657
		p-Values	<0.001	0.511

Table A 10.9. Path coefficient difference between education groups and effect size

		EL -> Ethicality_onBribery	EL -> Ethicality_onOverPromised
PLS Multi-Group Analysis	Path Coefficients-diff (| Edu_Undergrad+College - Edu_Master |)	0.111	0.068
	p-Value(Edu_Undergrad+College vs Edu_Master)	0.894	0.642
Confidence Intervals bias corrected	2.5% (Edu_Undergrad+College)	0.193	-0.417
	97.5% (Edu_Undergrad+College)	0.402	0.294
	2.5% (Edu_Master)	0.284	-0.483
	97.5% (Edu_Master)	0.509	0.402
Effect size	f-square (All)	0.111	0.013
	f-square (Undergrad+College)	0.112	0.017
	f-square (Master)	0.224	0.04

Table A 10.10. Coefficient determinant (R-square) of each education group

	All	Undergrad+College	Master
Ethicality_onBribery	0.1	0.101	0.183
Ethicality_onOverPromised	0.012	0.017	0.039

10.d. *Evaluation of the level of tenure1 effect: years with supervisor*

Table A 10.11. Path coefficient of each tenure1 group

GROUP OF TENURE1: Years with the supervisor			EL -> Ethicality_ onBribery	EL -> Ethicality_ onOverPromised
All		Path Coefficients	0.316	0.111
Short,1yr (N=123)	Original	Path Coefficients	0.212	-0.18
	Bootstrapping	Mean	0.28	-0.212
		STDEV	0.158	0.181
		t-Values	1.345	0.994
		p-Values	0.179	0.321
Mid,2yr (N=69)	Original	Path Coefficients	0.509	0.296
	Bootstrapping	Mean	0.564	0.31
		STDEV	0.074	0.286
		t-Values	6.836	1.034
		p-Values	<0.001	0.302
Long,2+yr (N=66)	Original	Path Coefficients	0.371	0.27
	Bootstrapping	Mean	0.406	0.085
		STDEV	0.151	0.35
		t-Values	2.462	0.773
		p-Values	0.014	0.44

Table A 10.12. Path coefficient difference between tenure1 groups and effect size

		EL -> Ethicality_ onBribery	EL -> Ethicality_ onOverPromised
PLS Multi-Group Analysis	Path Coefficients-diff (| WithSup_Short(1yr) - WithSup_Mid(2yr) |)	0.296	0.476
	p-Value(WithSup_Short(1yr) vs WithSup_Mid(2yr))	0.993	0.861
	Path Coefficients-diff (| WithSup_Short(1yr) - WithSup_Long(2+yr) |)	0.158	0.45
	p-Value(WithSup_Short(1yr) vs WithSup_Long(2+yr))	0.863	0.882
	Path Coefficients-diff (| WithSup_Mid(2yr) - WithSup_Long(2+yr) |)	0.138	0.026
	p-Value(WithSup_Mid(2yr) vs WithSup_Long(2+yr))	0.174	0.586
Confidence Intervals bias corrected	2.5% (WithSup_Short(1yr))	-0.533	-0.235
	97.5% (WithSup_Short(1yr))	0.255	0.512
	2.5% (WithSup_Mid(2yr))	0.354	-0.621
	97.5% (WithSup_Mid(2yr))	0.607	0.405
	2.5% (WithSup_Long(2+yr))	-0.377	-0.495
	97.5% (WithSup_Long(2+yr))	0.581	0.543
Effect size	f-square (All)	0.111	0.013
	f-square (Short,1yr)	0.047	0.033
	f-square (Mid,2yr)	0.349	0.096
	f-square (Long,2+yr)	0.159	0.079

Table A 10.13. Coefficient determinant (R-square) of each group

	All	Short,1yr	Mid,2yr	Long,2+yr
Ethicality_onBribery	0.1	0.045	0.259	0.138
Ethicality_onOverPromised	0.012	0.032	0.088	0.073

10.e.   *Evaluation of the tenure2 level effect: years in position*

Table A 10.14. Path coefficient of each tenure2 group

GROUP OF TENURE2: Years in the position			EL -> Ethicality_ onBribery	EL -> Ethicality_ onOverPromised
All		Path Coefficients	0.316	0.111
Newer,2yr (N=125)	Original	Path Coefficients	0.302	-0.136
	Bootstrapping	Mean	0.351	-0.182
		STDEV	0.062	0.174
		t-Values	4.891	0.778
		p-Values	<0.001	0.437
Longer,2+ yr (N=133)	Original	Path Coefficients	0.353	0.216
	Bootstrapping	Mean	0.391	0.255
		STDEV	0.068	0.175
		t-Values	5.182	1.231
		p-Values	<0.001	0.219

Table A 10.15. Path coefficient difference between tenure2 groups and effect size

		EL -> Ethicality_ onBribery	EL -> Ethicality_ onOverPromised
PLS Multi-Group Analysis	Path Coefficients-diff (| InPos_newer(<2yr) - InPos_longer(2+yr) |)	0.051	0.351
	p-Value(InPos_newer(<2yr) vs InPos_longer(2+yr))	0.709	0.857
Confidence Intervals bias corrected	2.5% (InPos_newer(<2yr))	0.199	-0.208
	97.5% (InPos_newer(<2yr))	0.376	0.397
	2.5% (InPos_longer(2+yr))	0.206	-0.538
	97.5% (InPos_longer(2+yr))	0.454	0.269
Effect size	f-square (All)	0.111	0.013
	f-square (Newert,2yr)	0.1	0.019
	f-square (Longer,2+yr)	0.142	0.049

Table A 10.16. Coefficient determinant (R-square) of each tenure2 group

	All	Newer,2yr	Longer,2+yr
Ethicality_onBribery	0.1	0.091	0.125
Ethicality_onOverPromised	0.012	0.018	0.046

10.f. Evaluation of the tenure3 level effect: years in the company

Table A 10.17. Path coefficient of each tenure3 group

GROUP OF TENURE3: Years in the company			EL -> Ethicality_ onBribery	EL -> Ethicality_ onOverPromised
All		Path Coefficients	0.316	0.111
Newer,<2yr (N=76)	Original	Path Coefficients	0.28	0.355
	Bootstrapping	Mean	0.345	0.004
		STDEV	0.23	0.374
		t-Values	1.218	0.949
		p-Values	0.224	0.343
Mid1,2-5yr (N=45)	Original	Path Coefficients	0.543	0.362
	Bootstrapping	Mean	0.595	0.385
		STDEV	0.223	0.328
		t-Values	2.436	1.105
		p-Values	0.015	0.27
Mid2,5-10yr (N=57)	Original	Path Coefficients	0.44	0.313
	Bootstrapping	Mean	0.467	0.09
		STDEV	0.12	0.351
		t-Values	3.665	0.891
		p-Values	<0.001	0.373
Long,10+yr (N=83)	Original	Path Coefficients	0.407	-0.206
	Bootstrapping	Mean	0.455	-0.112
		STDEV	0.161	0.315
		t-Values	2.527	0.655
		p-Values	0.012	0.513

Table A 10.18. Path coefficient difference between tenure3 groups and effect size

		EL -> Ethicality_ onBribery	EL -> Ethicality_ onOverPromised
PLS Multi-Group Analysis	Path Coefficients-diff (| InComp_newer(<2yr) - InComp_mid1(2-5yr) |)	0.262	0.007
	p-Value(InComp_newer(<2yr) vs InComp_mid1(2-5yr))	0.951	0.456
	Path Coefficients-diff (| InComp_newer(<2yr) - InComp_mid2(5-10yr) |)	0.159	0.042
	p-Value(InComp_newer(<2yr) vs InComp_mid2(5-10yr))	0.787	0.388
	Path Coefficients-diff (| InComp_newer(<2yr) - InComp_long(10+yr) |)	0.126	0.561
	p-Value(InComp_newer(<2yr) vs InComp_long(10+yr))	0.779	0.152
	Path Coefficients-diff (| InComp_mid1(2-5yr) - InComp_mid2(5-10yr) |)	0.103	0.05
	p-Value(InComp_mid1(2-5yr) vs InComp_mid2(5-10yr))	0.171	0.568
	Path Coefficients-diff (| InComp_mid1(2-5yr) - InComp_long(10+yr) |)	0.136	0.568
	p-Value(InComp_mid1(2-5yr) vs InComp_long(10+yr))	0.154	0.106
	Path Coefficients-diff (| InComp_mid2(5-10yr) - InComp_long(10+yr) |)	0.033	0.519
	p-Value(InComp_mid2(5-10yr) vs InComp_long(10+yr))	0.467	0.126
Confidence Intervals bias corrected	2.5% (InComp_newer(<2yr))	-0.601	-0.266
	97.5% (InComp_newer(<2yr))	0.385	0.605
	2.5% (InComp_mid1(2-5yr))	-0.812	-0.776
	97.5% (InComp_mid1(2-5yr))	0.674	0.458
	2.5% (InComp_mid2(5-10yr))	0.239	-0.396
	97.5% (InComp_mid2(5-10yr))	0.606	0.598
	2.5% (InComp_long(10+yr))	-0.607	-0.433
	97.5% (InComp_long(10+yr))	0.477	0.573
Effect size	f-square (All)	0.111	0.013
	f-square (Newer,<2yr)	0.085	0.144
	f-square (Mid1,2-5yr)	0.418	0.151
	f-square (Mid2,5-10yr)	0.24	0.108
	f-square (Long,10+yr)	0.198	0.044

Table A 10.19. Coefficient determinant (R-square) of each tenure3 group

	All	Newer,<2yr	Mid1,2-5yr	Mid2,5-10yr	Long,10+yr
Ethicality_onBribery	0.1	0.079	0.295	0.193	0.165
Ethicality_onOverPromised	0.012	0.126	0.131	0.098	0.042

11.   *Model of EL to Ethicality with moderation effect of Positive Affect and Negative Affect*
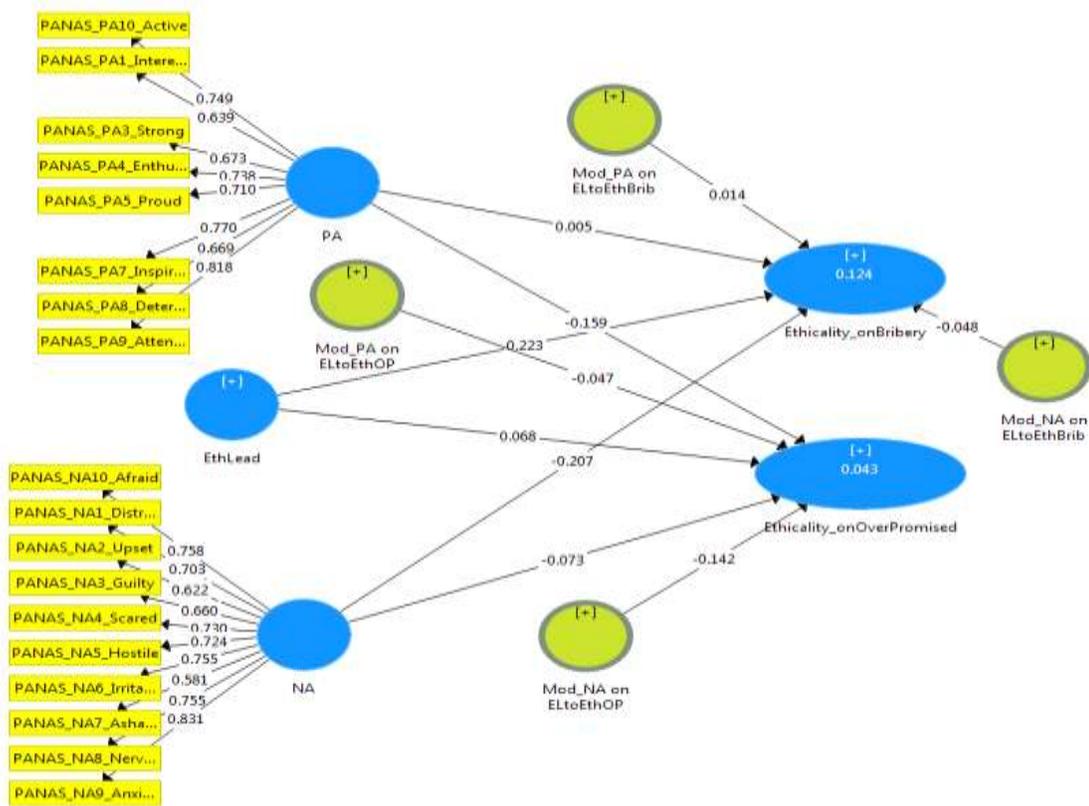
Figure A 11.1. The model with measurement and path coefficients

Figure A 11.2. The moderation of Positive Affect on the EL effect to ethicality on bribery
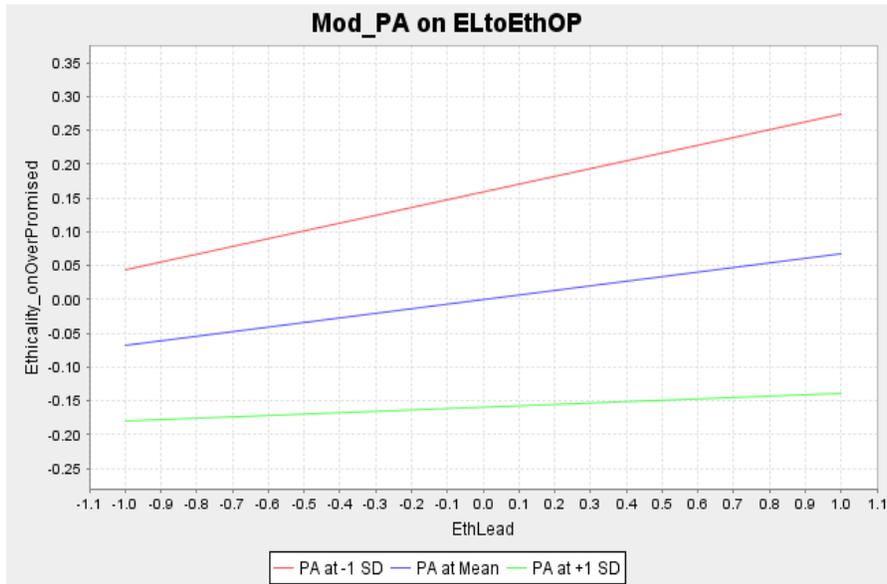
Figure A 11.3. The moderation of Positive Affect on the EL effect to ethicality on over promise

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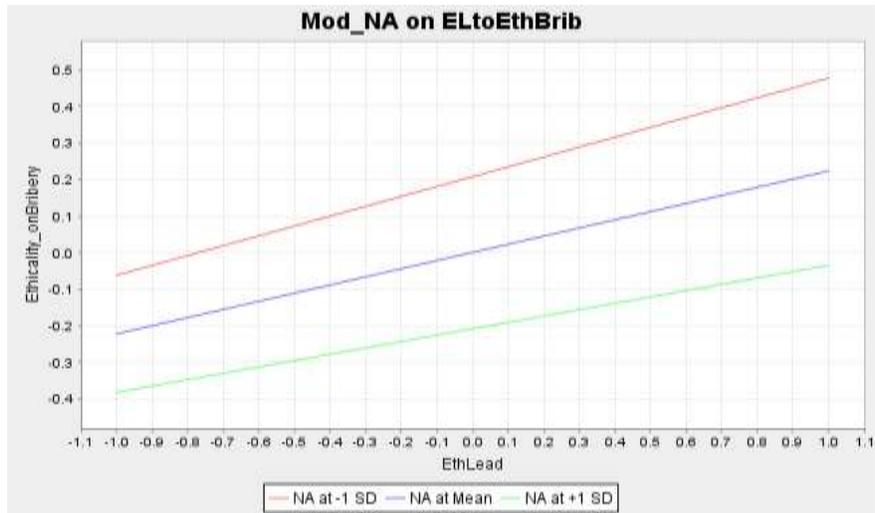
Figure A 11.4. The moderation of Negative Affect on the EL effect to ethicality on bribery
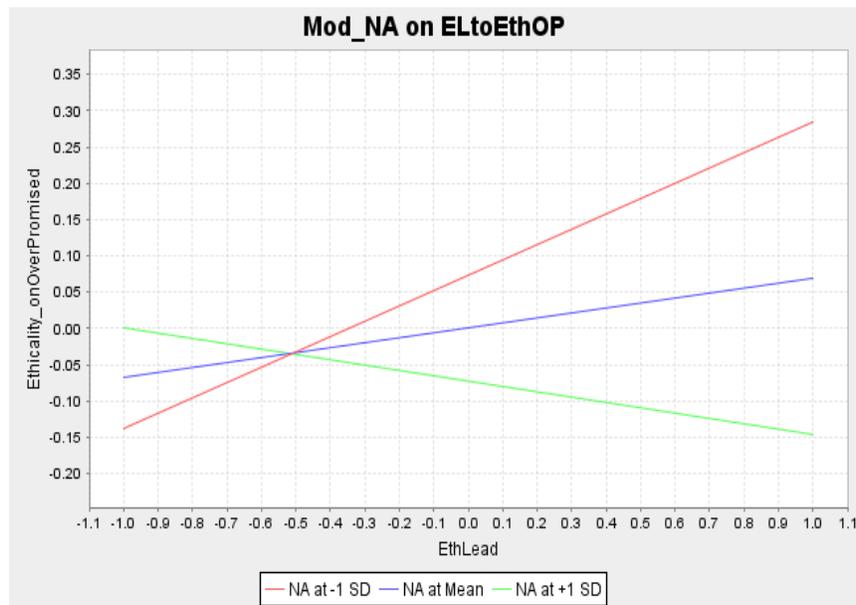
Figure A 11.5. The moderation of Negative Affect on the EL effect to ethicality on over promise

12. Measurement and Path Analysis of EL to Ethicality, Model-2: Three constructs representing ethicality

12.a. Measurement Analysis

Table A 12.1. Items Loading, Construct Reliability and Validity

Construct	Items	Loading	Construct Reliability (Cronbach's Alpha)	AVE (Average Variance Extracted)	t-value
Ethical Leadership (EL)	TEL1Rev	0.768	0.943	0.661	25.976
	TEL2Rev	0.753			25.985
	TEL3Rev	0.833			22.703
	TEL4Rev	0.703			34.921
	TEL5Rev	0.874			15.999
	TEL6Rev	0.868			49.337
	TEL7Rev	0.778			53.805
	TEL8Rev	0.858			22.042
	TEL9Rev	0.858			46.797
	TEL10Rev	0.823			43.726
EA1	TSceA_EAOwnRev	0.704	0.575	0.684	6.854
	TSceA_EAPeerRev	0.934			32.143
EJ1	TScenarioA_OwnEthJudge	0.937	0.864	0.88	77.109
	TScenarioA_PeerEthJudge	0.94			73.635
EI1	TScenarioA_OwnEthIntention	0.918	0.79	0.826	72.263
	TScenarioA_PeerEthIntention	0.899			49.633
EA2	TSceB_EAOwnRev	0.973	0.942	0.945	148.005
	TSceB_EAPeerRev	0.971			136.451
EJ2	TScenarioB_OwnEthJudge	0.955	0.892	0.902	95.916
	TScenarioB_PeerEthJudge	0.945			62.666
EI2	TScenarioB_OwnEthIntention	0.947	0.876	0.889	93.955
	TScenarioB_PeerEthIntention	0.939			73.319

Table A 12.2. Discriminant Validity

Cross Loadings	EL	EA1	EJ1	EI1	EA2	EJ2	EI2
TEL1Rev	0.768	0.232	0.16	0.231	0.066	0.056	-0.028
TEL2Rev	0.753	0.173	0.13	0.226	0.053	0.056	-0.056
TEL3Rev	0.833	0.206	0.168	0.191	0.067	0.08	-0.036
TEL4Rev	0.703	0.11	0.109	0.186	0.029	-0.042	-0.096
TEL5Rev	0.874	0.185	0.199	0.217	0.057	0.056	-0.038
TEL6Rev	0.868	0.276	0.22	0.275	0.085	0.118	0.029
TEL7Rev	0.778	0.197	0.144	0.2	0.087	0.038	-0.017
TEL8Rev	0.858	0.187	0.215	0.228	0.018	0.035	-0.077
TEL9Rev	0.858	0.159	0.198	0.187	0.091	-0.015	-0.091
TEL10Rev	0.823	0.179	0.155	0.208	0.068	-0.019	-0.088
TSceA_EAOwnRev	0.174	0.704	0.165	0.197	0.005	-0.064	-0.033
TSceA_EAPeerRev	0.222	0.934	0.4	0.398	0.091	0.078	0.081
TScenarioA_OwnEthJudge	0.208	0.345	0.937	0.679	0.021	0.179	0.138
TScenarioA_PeerEthJudge	0.192	0.359	0.94	0.694	-0.057	0.143	0.115
TScenarioA_OwnEthIntention	0.211	0.394	0.698	0.918	0.038	0.182	0.19
TScenarioA_PeerEthIntention	0.278	0.302	0.629	0.899	-0.001	0.204	0.239
TSceB_EAOwnRev	0.061	0.024	-0.002	0.02	0.973	0.161	0.253
TSceB_EAPeerRev	0.091	0.12	-0.036	0.022	0.971	0.155	0.234
TScenarioB_OwnEthJudge	0.027	0.051	0.13	0.188	0.185	0.955	0.757
TScenarioB_PeerEthJudge	0.072	0.015	0.199	0.216	0.122	0.945	0.696
TScenarioB_OwnEthIntention	-0.073	0.053	0.094	0.191	0.275	0.735	0.947
TScenarioB_PeerEthIntention	-0.031	0.041	0.162	0.253	0.195	0.709	0.939

Table A 12.3. Fornell-Larcker Criterion

Fornell-Larcker Criterion	EL	EA1	EJ1	EI1	EA2	EJ2	EI2
EL	0.813						
EA1	0.24	0.827					
EJ1	0.213	0.375	0.938				
EI1	0.267	0.386	0.732	0.909			
EA2	0.078	0.073	-0.019	0.022	0.972		
EJ2	0.051	0.036	0.172	0.212	0.163	0.95	
EI2	-0.056	0.05	0.135	0.235	0.251	0.766	0.943

Table A 12.4. Heterotrait-Monotrait (HTMT)

Heterotrait-Monotrait (HTMT)	EL	EA1	EJ1	EI1	EA2	EJ2	EI2
EL							
EA1	0.313						
EJ1	0.232	0.478					
EI1	0.309	0.523	0.883				
EA2	0.082	0.102	0.046	0.031			
EJ2	0.078	0.117	0.198	0.254	0.176		
EI2	0.077	0.095	0.157	0.285	0.274	0.865	

12.b. Path Analysis

Table A 12.5. Path Coefficients and Effect Size (f-square)

	Path Coefficients					Confidence intervals		f-square
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	2.50%	97.50%	
EL -> EA1	0.24	0.247	0.071	3.38	0.001	0.111	0.384	0.061
EL -> EJ1	0.131	0.133	0.066	1.983	0.047	0.002	0.262	0.019
EL -> EI1	0.098	0.099	0.05	1.966	0.049	0.003	0.2	0.02
EA1 -> EJ1	0.344	0.347	0.068	5.028	0	0.211	0.478	0.132
EA1 -> EI1	0.111	0.111	0.046	2.428	0.015	0.026	0.203	0.023
EJ1 -> EI1	0.669	0.668	0.042	15.864	0	0.581	0.746	0.856
EL -> EA2	0.078	0.08	0.071	1.102	0.271	-0.055	0.214	0.006
EL -> EJ2	0.039	0.037	0.075	0.516	0.606	-0.113	0.182	0.002
EL -> EI2	-0.105	-0.104	0.043	2.411	0.016	-0.189	-0.019	0.028
EA2 -> EJ2	0.16	0.163	0.083	1.93	0.054	-0.004	0.318	0.026
EA2 -> EI2	0.137	0.136	0.054	2.555	0.011	0.037	0.244	0.047
EJ2 -> EI2	0.749	0.751	0.045	16.482	0	0.658	0.835	1.413

Table A 12.6. Coefficient determinant (R-square)

	R-square	R-square adjusted
EA1	0.058	0.054
EJ1	0.157	0.15
EI1	0.559	0.553
EA2	0.006	0.002
EJ2	0.028	0.02
EI2	0.614	0.609

13. Measurement and path estimates analysis of the EL to Ethicality: Model-3, ethicality as a 2nd order construct

13.a. Measurement Analysis

Table A 13.1. Items Loading, Construct Reliability and Validity

Construct	Items	Loading	Construct Reliability (Cronbach's Alpha)	AVE (Average Variance Exacted)	t-value
Ethical Leadership (EL)	TEL1Rev	0.766	0.943	0.661	25.249
	TEL2Rev	0.751			21.084
	TEL3Rev	0.831			32.154
	TEL4Rev	0.703			15.139
	TEL5Rev	0.875			47.998
	TEL6Rev	0.869			53.958
	TEL7Rev	0.777			21.825
	TEL8Rev	0.86			46.364
	TEL9Rev	0.859			43.372
	TEL10Rev	0.822			29.255
Ethical Awareness on Bribery (EA1)	TSceA_EAOwnRev	0.733	0.575	0.69	7.974
	TSceA_EAPeerRev	0.918			37.257
Ethical Judgment on Bribery (EJ1)	TScenarioA_OwnEthJudge	0.938	0.864	0.881	76.579
	TScenarioA_PeerEthJudge	0.939			76.382
Ethical Intention on Bribery (EI1)	TScenarioA_OwnEthIntention	0.916	0.79	0.826	78.924
	TScenarioA_PeerEthIntention	0.902			53.829
Ethicality on Bribery (Eth_onBribery)	TSceA_EAOwnRev	0.349	0.819	0.548	3.476
	TSceA_EAPeerRev	0.601			9.176
	TScenarioA_OwnEthJudge	0.848			38.709
	TScenarioA_PeerEthJudge	0.859			40.066
	TScenarioA_OwnEthIntention	0.852			38.683
	TScenarioA_PeerEthIntention	0.789			26.176
Ethical Awareness on OverPromised (EA2)	TScenarioA_OwnEthIntention	0.973	0.942	0.945	11.857
	TScenarioA_OwnEthJudge	0.972			11.973
Ethical Judgment on OverPromised (EJ2)	TScenarioB_OwnEthJudge	0.953	0.892	0.902	91.209
	TScenarioA_PeerEthJudge	0.947			66.286
Ethical Intention on OverPromised (EI2)	TScenarioB_OwnEthIntention	0.945	0.876	0.889	94.134
	TScenarioB_PeerEthIntention	0.941			76.02
Ethicality on OverPromised (Eth_onOverPromised)	TScenarioA_OwnEthIntention	0.451	0.83	0.56	3.773
	TScenarioA_OwnEthJudge	0.44			3.534
	TScenarioB_OwnEthJudge	0.875			39.678
	TScenarioA_PeerEthJudge	0.828			23.288
	TScenarioB_OwnEthIntention	0.885			51.827
	TScenarioB_PeerEthIntention	0.851			33.663

Table A 13.2. Discriminant Validity

Cross Loadings	EL	EA1	EJ1	EI1	Eth_on Bribery	EA2	EJ2	EI2	Eth_onOver Promised
TEL1Rev	0.766	0.233	0.16	0.231	0.24	0.066	0.056	-0.029	0.03
TEL2Rev	0.751	0.169	0.13	0.227	0.208	0.053	0.056	-0.056	0.014
TEL3Rev	0.831	0.205	0.168	0.191	0.218	0.066	0.079	-0.036	0.038
TEL4Rev	0.703	0.109	0.109	0.187	0.165	0.029	-0.041	-0.096	-0.059
TEL5Rev	0.875	0.188	0.199	0.218	0.242	0.057	0.056	-0.037	0.024
TEL6Rev	0.869	0.277	0.22	0.275	0.3	0.085	0.118	0.029	0.093
TEL7Rev	0.777	0.196	0.144	0.2	0.209	0.088	0.038	-0.016	0.033
TEL8Rev	0.86	0.189	0.215	0.228	0.255	0.018	0.036	-0.076	-0.015
TEL9Rev	0.859	0.161	0.198	0.188	0.221	0.092	-0.014	-0.09	-0.027
TEL10Rev	0.822	0.176	0.155	0.208	0.213	0.069	-0.019	-0.088	-0.035
TSceA_EAOwnRev	0.175	0.733	0.165	0.196	0.349	0.006	-0.064	-0.033	-0.045
TSceA_EAPeerRev	0.221	0.918	0.4	0.397	0.601	0.091	0.078	0.081	0.101
TScenarioA_OwnEthJudge	0.209	0.339	0.938	0.678	0.848	0.021	0.179	0.138	0.159
TScenarioA_PeerEthJudge	0.192	0.353	0.939	0.694	0.859	-0.057	0.145	0.116	0.112
TScenarioA_OwnEthIntention	0.211	0.391	0.698	0.916	0.852	0.038	0.182	0.19	0.19
TScenarioA_PeerEthIntention	0.278	0.298	0.629	0.902	0.789	0	0.206	0.24	0.216
TSceB_EAOwnRev	0.061	0.021	-0.002	0.02	0.013	0.973	0.16	0.252	0.451
TSceB_EAPeerRev	0.09	0.117	-0.036	0.022	0.022	0.972	0.155	0.234	0.44
TScenarioB_OwnEthJudge	0.027	0.045	0.131	0.187	0.16	0.185	0.953	0.756	0.875
TScenarioB_PeerEthJudge	0.072	0.011	0.199	0.217	0.198	0.122	0.947	0.697	0.828
TScenarioB_OwnEthIntention	-0.073	0.048	0.095	0.191	0.145	0.275	0.733	0.945	0.885
TScenarioB_PeerEthIntention	-0.031	0.039	0.162	0.254	0.204	0.196	0.71	0.941	0.851

Table A 13.3. Fornell-Larcker Criterion

Fornell-Larcker Criterion	EL	EA1	EJ1	EI1	Eth_on Bribery	EA2	EJ2	EI2	Eth_onOver Promised
EL	0.813								
EA1	0.24	0.831							
EJ1	0.214	0.369	0.938						
EI1	0.267	0.38	0.731	0.909					
Eth_onBribery	0.284	0.598	0.91	0.904	0.74				
EA2	0.077	0.07	-0.019	0.022	0.018	0.972			
EJ2	0.052	0.03	0.172	0.212	0.188	0.162	0.95		
EI2	-0.055	0.046	0.136	0.235	0.184	0.25	0.765	0.943	
Eth_onOverPromised	0.018	0.055	0.144	0.223	0.185	0.458	0.897	0.921	0.748

Table A 13.4. Heterotrait-Monotrait (HTMT)

Heterotrait-Monotrait (HTMT)	EL	EA1	EJ1	EI1	Eth_on Bribery	EA2	EJ2	EI2	Eth_onOver Promised
EL									
EA1	0.313								
EJ1	0.232	0.478							
EI1	0.309	0.523	0.883						
Eth_onBribery	0.331	0.989	1.031	1.081					
EA2	0.082	0.102	0.046	0.031	0.066				
EJ2	0.078	0.117	0.198	0.254	0.23	0.176			
EI2	0.077	0.095	0.157	0.285	0.218	0.274	0.865		
Eth_onOverPromised	0.107	0.142	0.179	0.253	0.229	0.698	0.964	1.017	

Table A 13.5. Collinearity Statistics (VIF)

Collinearity Statistics (VIF)	Eth_onBribery	Eth_onOverPromised
EL	1.104	1.036
EA1	1.222	
EJ1	2.196	
EI1	2.262	
EA2		1.08
EJ2		2.477
EI2		2.585

13.b. Path Analysis

Table A 13.6. Path Coefficients and Effect Size (f-square)

	Path Estimates					Confidence intervals		f-square
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	2.50%	97.50%	f-square
EthLead -> Ethicality_onBribery	0.284	0.289	0.067	4.259	0	0.152	0.41	0.088
EthLead -> Ethicality_onOverPromised	0.018	0.011	0.065	0.272	0.785	-0.113	0.131	0

Table A 13.7. Coefficient determinant (R-square)

	R-square	R-square adjusted
Ethicality_onBribery	0.081	0.077
Ethicality_onOverPromised	0	-0.004

14. *Measurement analysis of the EL to CRQ model*

Table A 14.1. Items Loading

	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Confidence Intervals	
					2.50%	97.50%
CODrT1 <- COD	0.763	0.13	6.146	<0.001	0.452	0.892
CODrT13 <- COD	0.576	0.148	4.084	<0.001	0.213	0.776
CODrT2 <- COD	0.774	0.13	6.151	<0.001	0.556	0.896
CODrT3 <- COD	0.735	0.14	5.456	<0.001	0.453	0.879
CODrT4 <- COD	0.656	0.157	4.342	<0.001	0.256	0.832
CODrT5 <- COD	0.596	0.175	3.553	<0.001	0.149	0.815
CODrT6 <- COD	0.638	0.151	4.364	<0.001	0.286	0.833
ELrT1 <- EL	0.832	0.057	14.594	<0.001	0.707	0.915
ELrT10 <- EL	0.822	0.056	14.774	<0.001	0.704	0.903
ELrT2 <- EL	0.821	0.043	19.21	<0.001	0.742	0.882
ELrT3 <- EL	0.866	0.035	24.591	<0.001	0.802	0.914
ELrT4 <- EL	0.772	0.057	13.55	<0.001	0.657	0.864
ELrT5 <- EL	0.871	0.045	19.302	<0.001	0.776	0.932
ELrT6 <- EL	0.824	0.057	14.584	<0.001	0.704	0.908
ELrT7 <- EL	0.842	0.048	17.479	<0.001	0.744	0.912
ELrT8 <- EL	0.876	0.043	20.474	<0.001	0.797	0.931
ELrT9 <- EL	0.863	0.05	17.448	<0.001	0.766	0.93
OCBrT1 <- COOCB	0.788	0.051	15.613	<0.001	0.677	0.87
OCBrT2 <- COOCB	0.743	0.067	11.172	<0.001	0.589	0.845
OCBrT3 <- COOCB	0.714	0.075	9.547	<0.001	0.551	0.833
OCBrT4 <- COOCB	0.595	0.111	5.453	<0.001	0.342	0.767
OCBrT5 <- COOCB	0.772	0.062	12.603	<0.001	0.622	0.866
OCBrT6 <- COOCB	0.743	0.082	9.154	<0.001	0.552	0.869
OCBrT7 <- COOCB	0.814	0.05	16.411	<0.001	0.697	0.891
RQrT1 <- CRQ	0.767	0.066	11.778	<0.001	0.615	0.87
RQrT10 <- CRQ	0.757	0.057	13.261	<0.001	0.629	0.849
RQrT11 <- CRQ	0.55	0.103	5.392	<0.001	0.329	0.723
RQrT12 <- CRQ	0.737	0.076	9.76	<0.001	0.558	0.852
RQrT13 <- CRQ	0.743	0.062	12.187	<0.001	0.609	0.843
RQrT2 <- CRQ	0.761	0.063	12.081	<0.001	0.614	0.858
RQrT3 <- CRQ	0.83	0.045	18.51	<0.001	0.729	0.898
RQrT5 <- CRQ	0.67	0.085	7.996	<0.001	0.472	0.804
RQrT6 <- CRQ	0.753	0.082	9.304	<0.001	0.562	0.871
RQrT7 <- CRQ	0.607	0.098	6.288	<0.001	0.376	0.758
RQrT8 <- CRQ	0.72	0.055	13.087	<0.001	0.603	0.813
RQrT9 <- CRQ	0.783	0.051	15.546	<0.001	0.676	0.86

Table A 14.2. Cross Loadings

	COD	EL	COOCB	CRQ
CODrT1	0.799	-0.228	-0.29	-0.058
CODrT13	0.604	-0.172	-0.204	-0.068
CODrT2	0.801	-0.296	-0.403	-0.108
CODrT3	0.763	-0.271	-0.422	-0.081
CODrT4	0.68	-0.152	-0.241	-0.113
CODrT5	0.62	-0.117	-0.312	0.01
CODrT6	0.661	-0.266	-0.149	0.057
ELrT1	-0.297	0.835	0.34	0.184
ELrT10	-0.222	0.827	0.321	0.07
ELrT2	-0.377	0.821	0.46	0.292
ELrT3	-0.23	0.865	0.352	0.108
ELrT4	-0.205	0.775	0.358	0.26
ELrT5	-0.203	0.874	0.356	0.135
ELrT6	-0.201	0.829	0.274	0.161
ELrT7	-0.269	0.844	0.281	0.078
ELrT8	-0.366	0.877	0.378	0.089
ELrT9	-0.248	0.866	0.312	0.018
OCBrT1	-0.23	0.316	0.79	0.442
OCBrT2	-0.34	0.404	0.748	0.333
OCBrT3	-0.224	0.266	0.713	0.435
OCBrT4	-0.327	0.204	0.604	0.157
OCBrT5	-0.216	0.19	0.775	0.418
OCBrT6	-0.416	0.346	0.749	0.303
OCBrT7	-0.447	0.397	0.816	0.35
RQrT1	0.042	-0.04	0.242	0.777
RQrT10	-0.121	0.218	0.405	0.76
RQrT11	-0.058	0.078	0.332	0.555
RQrT12	-0.057	0.113	0.259	0.743
RQrT13	-0.061	0.086	0.322	0.75
RQrT2	-0.2	0.149	0.408	0.765
RQrT3	0.041	0.131	0.369	0.836
RQrT5	-0.107	0.116	0.355	0.682
RQrT6	0.038	0.117	0.317	0.765
RQrT7	0.069	0.105	0.226	0.617
RQrT8	-0.148	0.148	0.444	0.717
RQrT9	-0.051	0.209	0.432	0.785

Table A 14.3. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
COD	0.837	0.859	0.874	0.502
COOCB	0.866	0.877	0.897	0.555
CRQ	0.92	0.927	0.932	0.538
EL	0.954	0.963	0.96	0.709

Table A 14.4. Fornell-Larcker Criterion

	COD	COOCB	CRQ	EL
COD	0.708			
COOCB	-0.416	0.745		
CRQ	-0.078	0.483	0.733	
EL	-0.322	0.417	0.173	0.842

Table A 14.5. Heterotrait-Monotrait (HTMT) Ratio

	COD	COOCB	CRQ	EL
COD				
COOCB	0.485			
CRQ	0.167	0.511		
EL	0.328	0.438	0.195	

15. *Path analysis of the EL to CRQ model*

Table A 15.1. Path Coefficients and Effect Size (f-square)

		COD -> CRQ	COOCB -> CRQ	EL -> COD	EL -> COOCB
Path Coefficients	Original Sample (O)	0.148	0.544	-0.322	0.417
	Sample Mean (M)	0.131	0.561	-0.367	0.428
	Standard Deviation (STDEV)	0.153	0.117	0.122	0.101
	T Statistics (|O/STDEV|)	0.97	4.664	2.629	4.126
	P Values	0.332	<0.001	0.009	<0.001
Confidence Intervals	Original Sample (O)	0.148	0.544	-0.322	0.417
	Sample Mean (M)	0.131	0.561	-0.365	0.428
	2.50%	-0.192	0.314	-0.562	0.209
	97.50%	0.418	0.764	-0.131	0.615
f-square		0.024	0.327	0.116	0.21

Table A 15.2. Coefficient determinant (R-square)

	R Square	R Square Adjusted
COD	0.104	0.091
COOCB	0.174	0.162
CRQ	0.251	0.23

16. Multi-group analysis of the EL to CRQ model

16.a. Evaluation of the age level effect

Table A 16.1. Path coefficient of each age group

	All	Younger (N=31)					Older (N=42)				
		Original	Bootstrapping				Original	Bootstrapping			
	Path Coeff	Path Coeff	Mean	STDEV	t-Values	p-Values	Path Coeff	Mean	STDEV	t-Values	p-Values
COD -> CRQ	0.148	0.205	0.124	0.33	0.622	0.534	0.147	0.107	0.174	0.843	0.399
COOCB -> CRQ	0.544	0.441	0.332	0.382	1.154	0.248	0.789	0.777	0.104	7.553	<0.01
EL -> COD	-0.322	-0.391	-0.368	0.338	1.159	0.247	-0.36	-0.417	0.154	2.337	0.019
EL -> COOCB	0.417	0.232	0.171	0.398	0.582	0.56	0.564	0.571	0.107	5.288	<0.01

Table A 16.2. Path coefficient differences for each age group pair and effect size (f-square)

	PLS Multi Group Analysis		Confidence Intervals bias corrected				Effect size	
	Path Coefficients-diff (| Younger - Older |)	p-Value(Younger vs Older)	2.5% (Older)	97.5% (Older)	2.5% (Younger)	97.5% (Younger)	f-square (Younger)	f-square (Older)
COD -> CRQ	0.059	0.41	-0.19	0.483	-0.52	0.671	0.038	0.04
COOCB -> CRQ	0.348	0.857	0.506	0.929	-0.673	0.748	0.176	1.145
EL -> COD	0.032	0.659	-0.506	0.551	-0.684	0.648	0.181	0.148
EL -> COOCB	0.332	0.783	0.295	0.736	-0.756	0.604	0.057	0.466

Table A 16.3. The coefficient determinant (R square) for each age group pair

	All	Younger	Older
COD	0.104	0.153	0.129
COOCB	0.174	0.054	0.318
CRQ	0.251	0.149	0.549

16.b.   Evaluation of the gender effect

Table A 16.4. Path coefficient of each gender group

	All	Female (N=26)					Male (N=47)				
		Original	Bootstrapping				Original	Bootstrapping			
	Path Coeff	Path Coeff	Mean	STDEV	t-Values	p-Values	Path Coeff	Mean	STDEV	t-Values	p-Values
COD -> CRQ	0.148	-0.309	-0.075	0.519	0.595	0.552	0.218	0.179	0.15	1.452	0.146
COOCB -> CRQ	0.544	0.185	0.153	0.433	0.429	0.668	0.69	0.709	0.087	7.924	0
EL -> COD	-0.322	-0.358	-0.4	0.26	1.372	0.17	-0.324	-0.38	0.209	1.55	0.121
EL -> COOCB	0.417	0.502	0.536	0.242	2.077	0.038	0.372	0.377	0.146	2.556	0.011

Table A 16.5. Path coefficient difference between gender groups and effect size

	PLS Multi Group Analysis		Confidence Intervals bias corrected				Effect size	
	Path Coefficients-diff (| Male - Female |)	p-Value(Male vs Female)	2.5% (Female)	97.5% (Female)	2.5% (Male)	97.5% (Male)	f-square (Female)	f-square (Male)
COD -> CRQ	0.526	0.21	-1.044	0.669	-0.081	0.478	0.07	0.082
COOCB -> CRQ	0.504	0.134	-0.663	0.924	0.432	0.819	0.025	0.823
EL -> COD	0.033	0.437	-0.642	0.718	-0.46	0.66	0.147	0.117
EL -> COOCB	0.13	0.784	-0.724	0.697	-0.052	0.582	0.337	0.161

Table A 16.6. Coefficient determinant (R-square) of each gender group

	All	Female	Male
COD	0.104	0.128	0.105
COOCB	0.174	0.252	0.139
CRQ	0.251	0.204	0.453

16.c. Evaluation of the education level effect

Table A 16.7. Path coefficient of each education group

			COD -> CRQ	COOCB -> CRQ	EL -> COD	EL -> COOCB
All		Path Coefficients	0.148	0.544	-0.322	0.417
Undergrad+College (N=31)	Original	Path Coefficients	0.126	0.547	-0.455	0.39
	Bootstrapping	Mean	0.101	0.573	-0.506	0.402
		STDEV	0.192	0.155	0.123	0.133
		t-Values	0.658	3.521	3.699	2.925
		p-Values	0.511	0	0	0.003
Master degree (N=42)	Original	Path Coefficients	-0.136	0.628	-0.184	0.583
	Bootstrapping	Mean	0.096	0.641	0.006	0.601
		STDEV	0.305	0.315	0.415	0.174
		t-Values	0.446	1.994	0.443	3.359
		p-Values	0.656	0.046	0.658	0.001

Table A 16.8. Path coefficient difference between education groups and effect size

		COD -> CRQ	COOCB -> CRQ	EL -> COD	EL -> COOCB
PLS Multi Group Analysis	Path Coefficients-diff (| UnderGrad+College - Master |)	0.262	0.081	0.271	0.194
	p-Value(UnderGrad+College vs Master)	0.234	0.696	0.66	0.858
Confidence Intervals bias corrected	2.5% (UnderGrad+College)	-0.275	-0.017	-0.649	0.05
	97.5% (UnderGrad+College)	0.472	0.762	-0.065	0.603
	2.5% (Master)	-0.988	-0.802	-0.713	-0.421
	97.5% (Master)	0.211	0.902	0.61	0.777
Effect size	f-square (Undergrad+College)	0.017	0.317	0.261	0.179
	f-square (Master)	0.031	0.667	0.035	0.516

Table A 16.9. Coefficient determinant (R-square) of each education group

	All	Undergrad+College	Master
COD	0.104	0.207	0.034
COOCB	0.174	0.152	0.34
CRQ	0.251	0.252	0.466

16.d. Evaluation of the level of tenure1 effect: years with supervisor

Table A 16.10. Path coefficient of each tenure1 group

			COD -> CRQ	COOCB -> CRQ	EL -> COD	EL -> COOCB
All		Path Coefficients	0.148	0.544	-0.322	0.417
1yr_withSup (N=29)	Original	Path Coefficients	-0.059	0.585	-0.576	0.367
	Bootstrapping	Mean	-0.068	0.609	-0.607	0.37
		STDEV	0.199	0.227	0.199	0.218
		t-Values	0.295	2.574	2.89	1.684
		p-Values	0.768	0.01	0.004	0.092
2yr_withSup (N=20)	Original	Path Coefficients	-0.338	0.396	-0.253	0.658
	Bootstrapping	Mean	-0.473	0.311	-0.305	0.675
		STDEV	0.319	0.326	0.197	0.132
		t-Values	1.06	1.214	1.289	4.98
		p-Values	0.289	0.225	0.198	<0.001
5yr+_withSup (N=17)	Original	Path Coefficients	0.463	0.637	-0.484	0.446
	Bootstrapping	Mean	0.374	0.632	-0.512	0.386
		STDEV	0.42	0.345	0.328	0.388
		t-Values	1.101	1.849	1.476	1.148
		p-Values	0.271	0.065	0.14	0.251

Table A 16.11. Path coefficient difference between tenure1 groups and effect size

		COD -> CRQ	COOCB -> CRQ	EL -> COD	EL -> COOCB
PLS Multi Group Analysis	Path Coefficients-diff (| 1YearWithSup - 2YrsWithSup |)	0.279	0.188	0.323	0.291
	p-Value(1YearWithSup vs 2YrsWithSup)	0.213	0.311	0.929	0.914
	Path Coefficients-diff (| 1YearWithSup - 5yrs+WithSup |)	0.521	0.052	0.092	0.079
	p-Value(1YearWithSup vs 5yrs+WithSup)	0.863	0.601	0.596	0.676
	Path Coefficients-diff (| 2YrsWithSup - 5yrs+WithSup |)	0.801	0.24	0.231	0.213
	p-Value(2YrsWithSup vs 5yrs+WithSup)	0.92	0.749	0.16	0.33
Confidence Intervals bias corrected	2.5% (1YearWithSup)	-0.471	-0.392	-0.716	-0.348
	97.5% (1YearWithSup)	0.387	0.87	0.725	0.643
	2.5% (2YrsWithSup)	-0.814	-0.303	-0.532	0.239
	97.5% (2YrsWithSup)	0.886	0.926	0.374	0.815
	2.5% (5yrs+WithSup)	-0.584	-0.883	-0.682	-0.804
	97.5% (5yrs+WithSup)	1.087	1.005	0.877	0.738
Effect size	f-square (1YearWithSup)	0.005	0.486	0.496	0.156
	f-square (2YrsWithSup)	0.12	0.164	0.069	0.765
	f-square (5yrs+WithSup)	0.382	0.725	0.306	0.248

Table A 16.12. Coefficient determinant (R-square) of each tenure1 group

	All	1YearWithSup	2YrsWithSup	5yrs+WithSup
COD	0.104	0.332	0.064	0.235
COOCB	0.174	0.135	0.433	0.199
CRQ	0.251	0.367	0.445	0.474

16.e. *Evaluation of the tenure2 level effect: years in position*

Table A 16.13. Path coefficient of each tenure2 group

			COD -> CRQ	COOCB -> CRQ	EL -> COD	EL -> COOCB
All		Path Coefficients	0.148	0.544	-0.322	0.417
Newer_inPosition (N=40)	Original	Path Coefficients	0.151	0.557	-0.395	0.491
	Bootstrapping	Mean	0.097	0.534	-0.433	0.503
		STDEV	0.28	0.24	0.168	0.139
		t-Values	0.538	2.325	2.346	3.53
		p-Values	0.591	0.02	0.019	<0.001
Longer_inPosition (N=33)	Original	Path Coefficients	0.145	0.638	-0.437	0.329
	Bootstrapping	Mean	0.097	0.67	-0.39	0.334
		STDEV	0.233	0.121	0.347	0.166
		t-Values	0.622	5.279	1.259	1.986
		p-Values	0.534	<0.001	0.208	0.047

Table A 16.14. Path coefficient difference between tenure2 groups and effect size

		COD -> CRQ	COOCB -> CRQ	EL -> COD	EL -> COOCB
PLS Multi Group Analysis	Path Coefficients-diff (| Newer_inPosition - Longer_inPosition |)	0.005	0.08	0.042	0.163
	p-Value(Newer_inPosition vs Longer_inPosition)	0.488	0.61	0.294	0.209
Confidence Intervals bias corrected	2.5% (Newer_inPosition)	-0.445	-0.186	-0.58	0.078
	97.5% (Newer_inPosition)	0.64	0.871	0.519	0.698
	2.5% (Longer_inPosition)	-0.323	-0.414	-0.647	-0.177
	97.5% (Longer_inPosition)	0.567	0.756	0.707	0.554
Effect size	f-square (Newer_inPosition)	0.021	0.284	0.184	0.318
	f-square (Longer_inPosition)	0.034	0.659	0.236	0.121

Table A 16.15. Coefficient determinant (R-square) of each tenure2 group

	All	Newer in position	Longer in position
COD	0.104	0.156	0.191
COOCB	0.174	0.242	0.108
CRQ	0.251	0.241	0.398

16.f. Evaluation of the tenure3 level effect: years in the company

Table A 16.16. Path coefficient of each tenure3 group

			COD -> CRQ	COOCB -> CRQ	EL -> COD	EL -> COOCB
All		Path Coefficients	0.148	0.544	-0.322	0.417
Newer_inCompany (N=26)	Original	Path Coefficients	0.114	0.592	-0.718	0.273
	Bootstrapping	Mean	0.088	0.519	-0.107	0.228
		STDEV	0.29	0.45	0.602	0.338
		t-Values	0.391	1.315	1.192	0.808
		p-Values	0.696	0.189	0.233	0.419
Longer_inCompany (N=47)	Original	Path Coefficients	0.163	0.633	-0.425	0.566
	Bootstrapping	Mean	0.141	0.641	-0.46	0.57
		STDEV	0.19	0.121	0.112	0.098
		t-Values	0.859	5.224	3.805	5.77
		p-Values	0.391	< 0.001	<0.001	<0.001

Table A 16.17. Path coefficient difference between tenure3 groups and effect size

		COD -> CRQ	COOCB -> CRQ	EL -> COD	EL -> COOCB
PLS Multi Group Analysis	Path Coefficients-diff (| Newer_inCompany - Longer_inCompany |)	0.049	0.042	0.293	0.293
	p-Value(Newer_inCompany vs Longer_inCompany)	0.562	0.351	0.614	0.815
Confidence Intervals bias corrected	2.5% (Newer_inCompany)	-0.422	-0.975	-0.948	-0.688
	97.5% (Newer_inCompany)	0.708	0.838	-0.528	0.612
	2.5% (Longer_inCompany)	-0.211	0.312	-0.574	0.312
	97.5% (Longer_inCompany)	0.524	0.811	0.233	0.713
Effect size	f-square (Newer_inCompany)	0.018	0.476	1.062	0.081
	f-square (Longer_inCompany)	0.034	0.517	0.22	0.472

Table A 16.18. Coefficient determinant (R-square) of each tenure3 group

	All	Newer_inCompany	Longer_inCompany
COD	0.104	0.515	0.18
COOCB	0.174	0.075	0.321
CRQ	0.251	0.324	0.346

17.   *Classifications and codes of factors affecting ethicality*

Table A 17.1. Grouping of codes

Classifications and codes	Responses (%)		Classifications and codes	Responses (%)
1 : Perceived acceptable norms and in-role values	39		3 : Significant others	20
Company Policies and code of conduct	10		Peers	8
Organisational Norms	4		Religious model	7
Business Orientation	3		Family	5
Fairness	3		4 : Individual Factors	18
Integrity	3		Self Awareness	6
Ethical awareness	2		Personal Values	4
Respect	2		Motivation to grow	3
Transparency	2		Education	3
Competition among sales person	2		Morality	2
Job Role related expectations	2			
Office politics	2			
Right treatment	2			
Being responsible	2			
2 : Ethical enforcement mechanisms	23			
Reward & Punishment	8			
Obedience on system and law	5			
Consistency in monitoring	4			
Supervisor as Role Model	3			
Communicate about ethics	2			
Performance Review include attitude	1			

Table A 17.2. List of category / classification

Classifications and codes	Responses (%)
1 : Perceived acceptable norms and in-role values	39
2 : Ethical enforcement mechanisms	23
3 : Significant others	20
4 : Individual Factors	18