

Appendix SA

Study 1 questionnaire

In the first part of the study, we will present a number of characteristics that may or may not apply to your manager. For example, do you agree that your manager is someone who likes to spend time with others? Please write a number next to each statement to indicate the extent to which you agree or disagree with that statement about your manager:

Disagree strongly (1) Disagree a little (2) Neither agree nor disagree (3) Agree a little (4) Agree Strongly (5)

I see my manager as someone who...

- 1. Is talkative**
- 2. Tends to find fault with others**
- 3. Does a thorough job**
- 4. Is depressed, blue**
- 5. Is original, comes up with new ideas**
- 6. Is reserved**
- 7. Is helpful and unselfish with others**
- 8. Can be somewhat careless**
- 9. Is relaxed, handles stress well**
- 10. Is curious about many different things**
- 11. Is full of energy**
- 12. Starts quarrels with others**
- 13. Is a reliable worker**
- 14. Can be tense**
- 15. Is ingenious, a deep thinker**
- 16. Generates a lot of enthusiasm**
- 17. Has a forgiving nature**
- 18. Tends to be disorganized**
- 19. Worries a lot**
- 20. Has an active imagination**

21. Tends to be quiet
22. Is generally trusting
23. Tends to be lazy
24. Is emotionally stable, not easily upset
25. Is inventive
26. Has an assertive personality
27. Can be cold and aloof
28. Perseveres until the task is finished
29. Can be moody
30. Values artistic, aesthetic experiences
31. Is sometimes shy, inhibited
32. Is considerate and kind to almost everyone
33. Does things efficiently
34. Remains calm in tense situations
35. Prefers work that is routine
36. Is outgoing, sociable
37. Is sometimes rude to others
38. Makes plans and follows through with them
39. Gets nervous easily
40. Likes to reflect, play with ideas
41. Has few artistic interests
42. Likes to cooperate with others
43. Is easily distracted
44. Is sophisticated in art, music, or Literature

In the second part, you will present several descriptions of managers. For each description, please indicate to what extent you agree it characterizes your manager and his/her behavior during the corona crisis, on a scale from 1 (strongly disagree) to 7 (strongly agree):

1. Makes sure that his/her actions are always ethical

2. Means what he/she says, is earnest
3. Deserves trust, can be believed and relied upon to keep his/her word
4. Can be trusted to serve the interests of his/her subordinates rather than him/herself
5. Does not criticize subordinates without good reason
6. Pursues own best interest at the expense of others
7. Explains who is responsible for what
8. Explains what is expected of each member of the group
9. Explains each individual group members' scope of authority
10. Communicates his/her performance expectations for group members
11. Clarifies priorities
12. Allows subordinates to have influence on critical decisions
13. Will reconsider decisions on the basis of recommendations by those who report to him/her
14. Delegates challenging responsibilities to subordinates
15. Does not allow others to participate in decision-making (reverse coded)
16. Seeks advice concerning organizational strategy from subordinates
17. Allows subordinates to take a strong hand in setting their performance goals

In the third part too, we will present several descriptions of managers. Again, please indicate to what extent you agree each description characterizes your manager and his/her behavior during the corona crisis, this time on a scale from 1 (strongly disagree) to 5 (strongly agree):

1. Listens to what employees have to say
2. Disciplines employees who violate ethical standards
3. Conducts his/her personal life in an ethical manner
4. Has the best interests of employees in mind
5. Makes fair and balanced decisions

6. Can be trusted
7. Discusses business ethics or values with employees
8. Sets an example of how to do things the right way in terms of ethics
9. Defines success not just by results but also the way that they are obtained
10. When making decisions, asks “what is the right thing to do?”

In the fourth and final part of the study, we will ask you demographic questions for statistical purposes only:

Gender: Male/Female

Age: _____

Marital status:

- Single
- Married
- Divorced

Work seniority _____

Appendix SB

Study 2 questionnaire

In the first part of the study, we will present a number of characteristics that may or may not apply to your manager. For example, do you agree that your manager is someone who likes to spend time with others? Please write a number next to each statement to indicate the extent to which you agree or disagree with that statement about your manager:

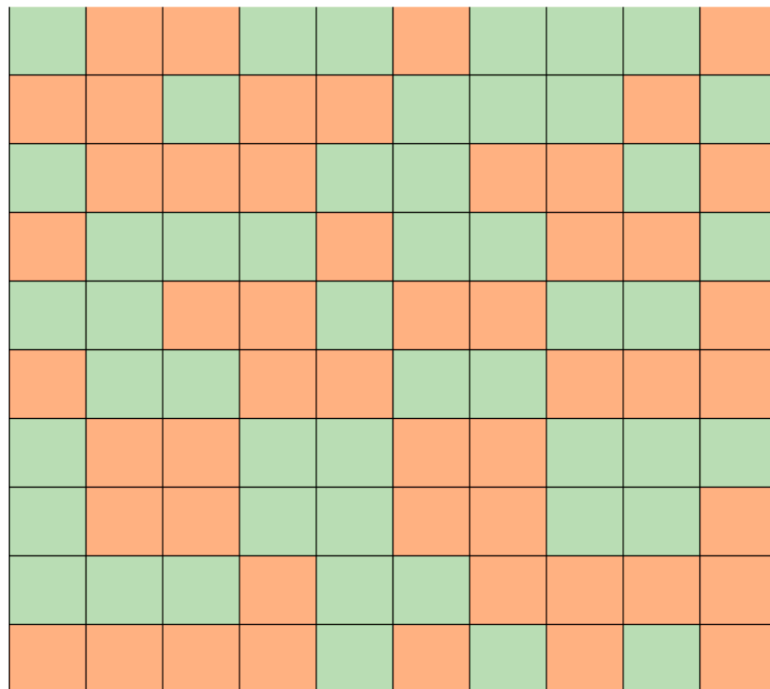
[same questions as in the first part of Study 1]

In the second part, we will present several descriptions of managers. Please indicate to what extent you agree each description characterizes your manager and his/her behavior during the corona crisis, this time on a scale from 1 (strongly disagree) to 5 (strongly agree):

1. Listens to what employees have to say
2. Disciplines employees who violate ethical standards
3. Conducts his/her personal life in an ethical manner
4. Has the best interests of employees in mind

5. Makes fair and balanced decisions
6. Can be trusted
7. Discusses business ethics or values with employees
8. Sets an example of how to do things the right way in terms of ethics
9. Defines success not just by results but also the way that they are obtained
10. When making decisions, asks “what is the right thing to do?”

In the third part, we will present matrices composed of green and orange squares. Each matrix will appear for only 3 seconds. After the matrix disappears, you will need to indicate which color was more dominant (included more squares)



More Orange

More Green

In the fourth part too, we will present several descriptions of managers. Again, please indicate to what extent you agree each description characterizes your manager and his/her behavior before the corona crisis, this time on a scale from 1 (strongly disagree) to 5 (strongly agree):

1. Listens to what employees have to say
2. Disciplines employees who violate ethical standards

- 3. Conducts his/her personal life in an ethical manner**
- 4. Has the best interests of employees in mind**
- 5. Makes fair and balanced decisions**
- 6. Can be trusted**
- 7. Discusses business ethics or values with employees**
- 8. Sets an example of how to do things the right way in terms of ethics**
- 9. Defines success not just by results but also the way that they are obtained**
- 10. When making decisions, asks "what is the right thing to do?"**