Supplementary materials (survey questions)

Variable	Item No.	Item Content
EL	EL1	My leader conducts his/her personal life in an ethical manner.
	EL2	My leader defines success not just by results but also the way that they are obtained.
	EL3	My leader listens to what employees have to say.
	EL4	My leader disciplines employees who violate ethical standards.
	EL5	My leader makes fair and balanced decisions.
	EL6	My leader can be trusted.
	EL7	My leader discusses business ethics or values with employees.
	EL8	My leader sets an example of how to do things the right way in terms of ethics.
	EL9	My leader has the best interests of employees in mind.
	EL10	My leader when making decisions, asks "what is the right thing to do?"
PS	PS1	I am able to bring up problems and tough issues.
	PS2	People in this organisation sometimes reject others for being different.
	PS3	It is safe to take risk in this organisation.
	PS4	It is easy for me to ask other member of this organisation for help.
	PS5	No one in this organisation would deliberately act in a way that undermines my effort
WE	WE1	At my work, I feel bursting with energy.
	WE2	At my job, I feel strong and vigorous.
	WE3	I am enthusiastic about my job
	WE4	My job inspires me.
	WE5	When I get up in the morning, I feel like going to work.
	WE6	I feel happy when I am working intensely.
	WE7	I am proud of the work that I do.
	WE8	I am immersed in my work.
	WE9	I get carried away when I am working.
IWB	IWB1	I Search out new technologies, processes, techniques, and/or product ideas.
	IWB2	I generate creative ideas.
	IWB3	I promote and champion ideas to others.
	IWB4	I investigates and secure funds needed to implement new ideas.
	IWB5	I develops adequate plans and schedules for the implementation of new ideas.
	IWB6	I am innovative.
OTE	OTE	Get excited by new ideas.
	OTE	Enjoy thinking about things.
	OTE	Believe in the importance of art.
	OTE	Enjoy hearing new ideas.