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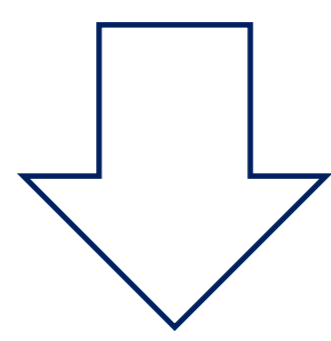
What is Ethical Leadership?

"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)



(Bandura, 1977)
(Brown et al, 2005)



What is the impact of ethical and unethical leaders on followers' perceptions regarding their Organization?

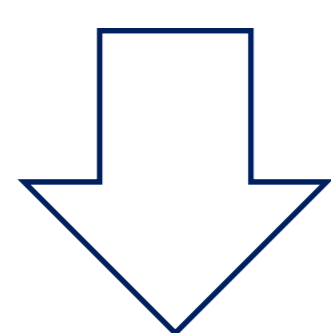
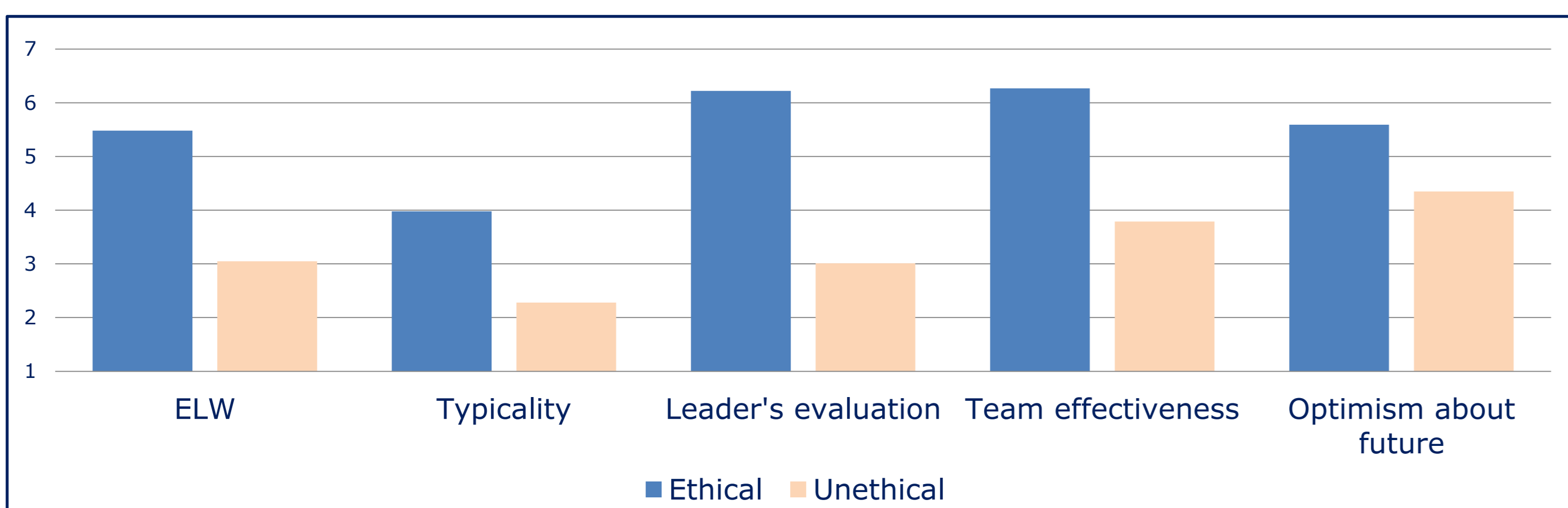
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Study 1

Aim: Empirically show that EL has a positive impact on teams

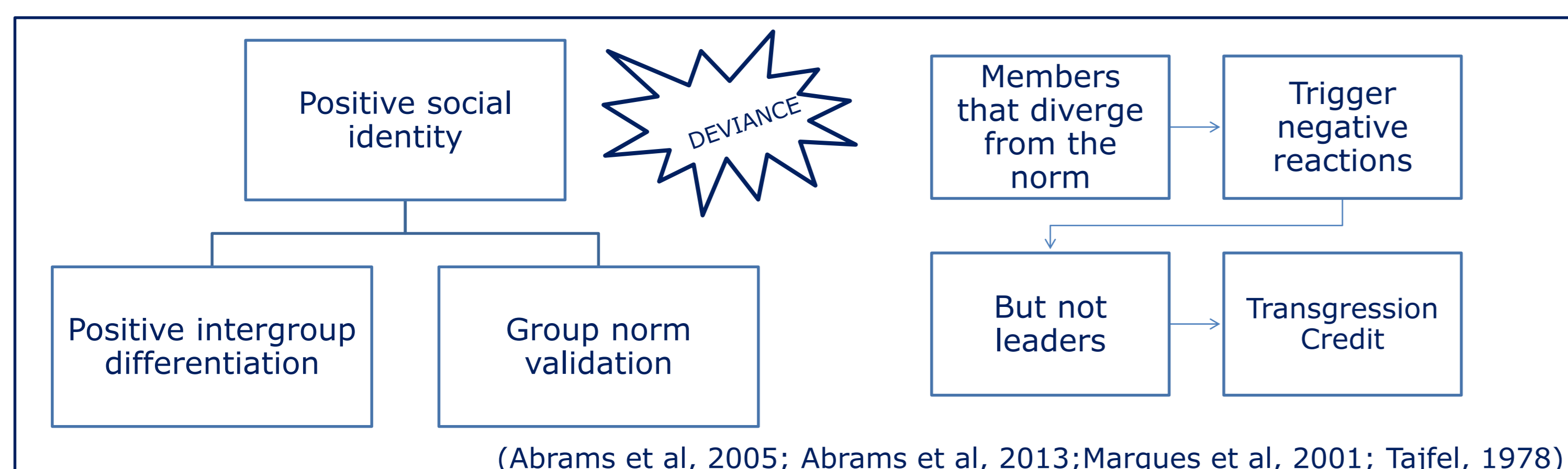
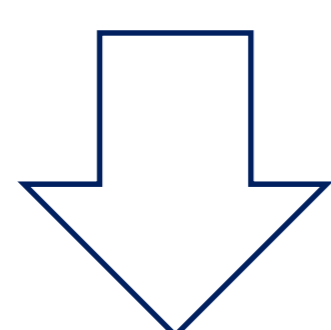
Design: 2 (Leadership: Ethical vs Unethical)

Sample: $N = 60$ (40M, 20F); $M_{age} = 31.05$, $SD = 8.19$



Not taken into account
intergroup context

Group membership affects cognitions, emotions and behaviours



(Abrams et al, 2005; Abrams et al, 2013; Marques et al, 2001; Tajfel, 1978)

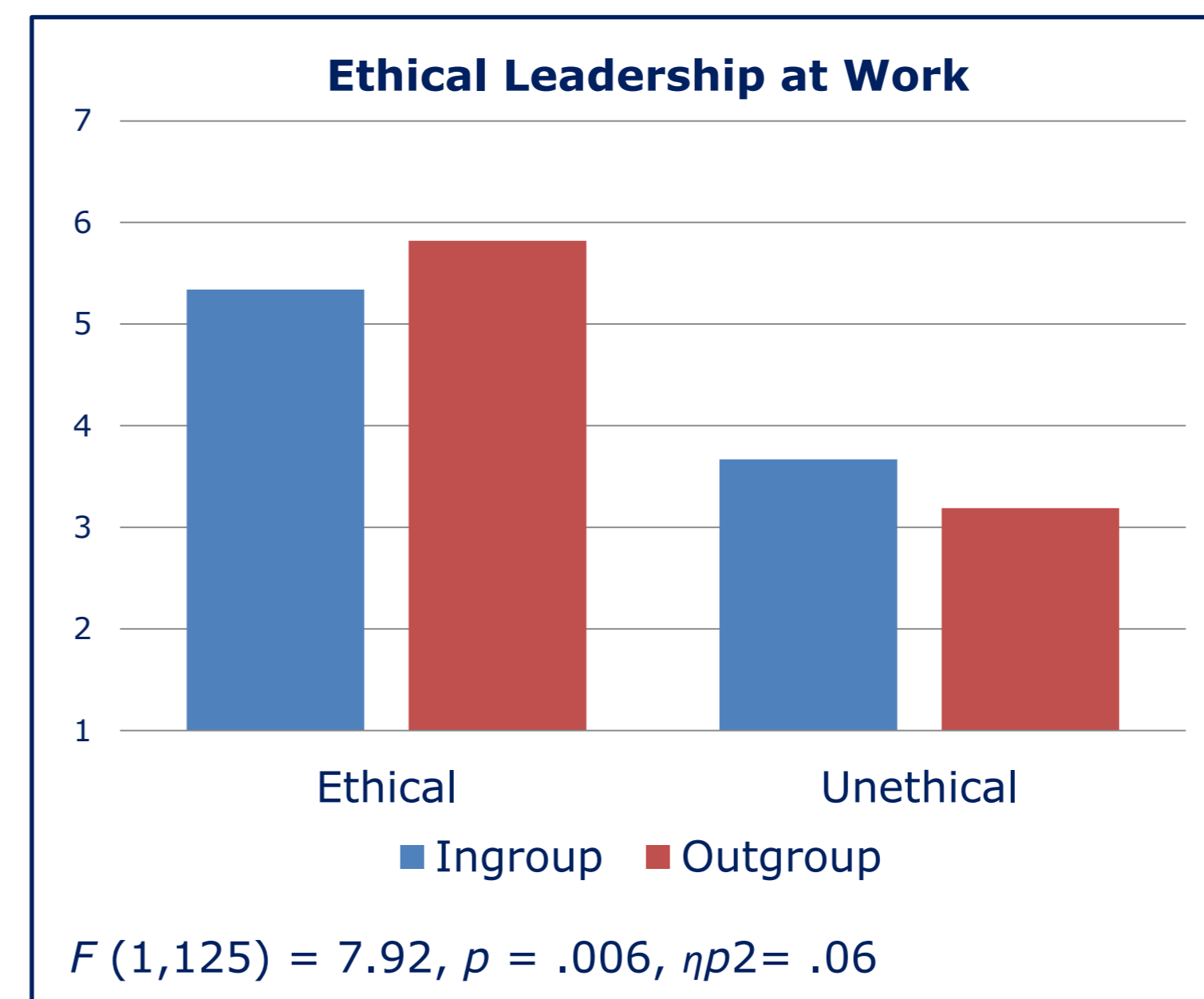
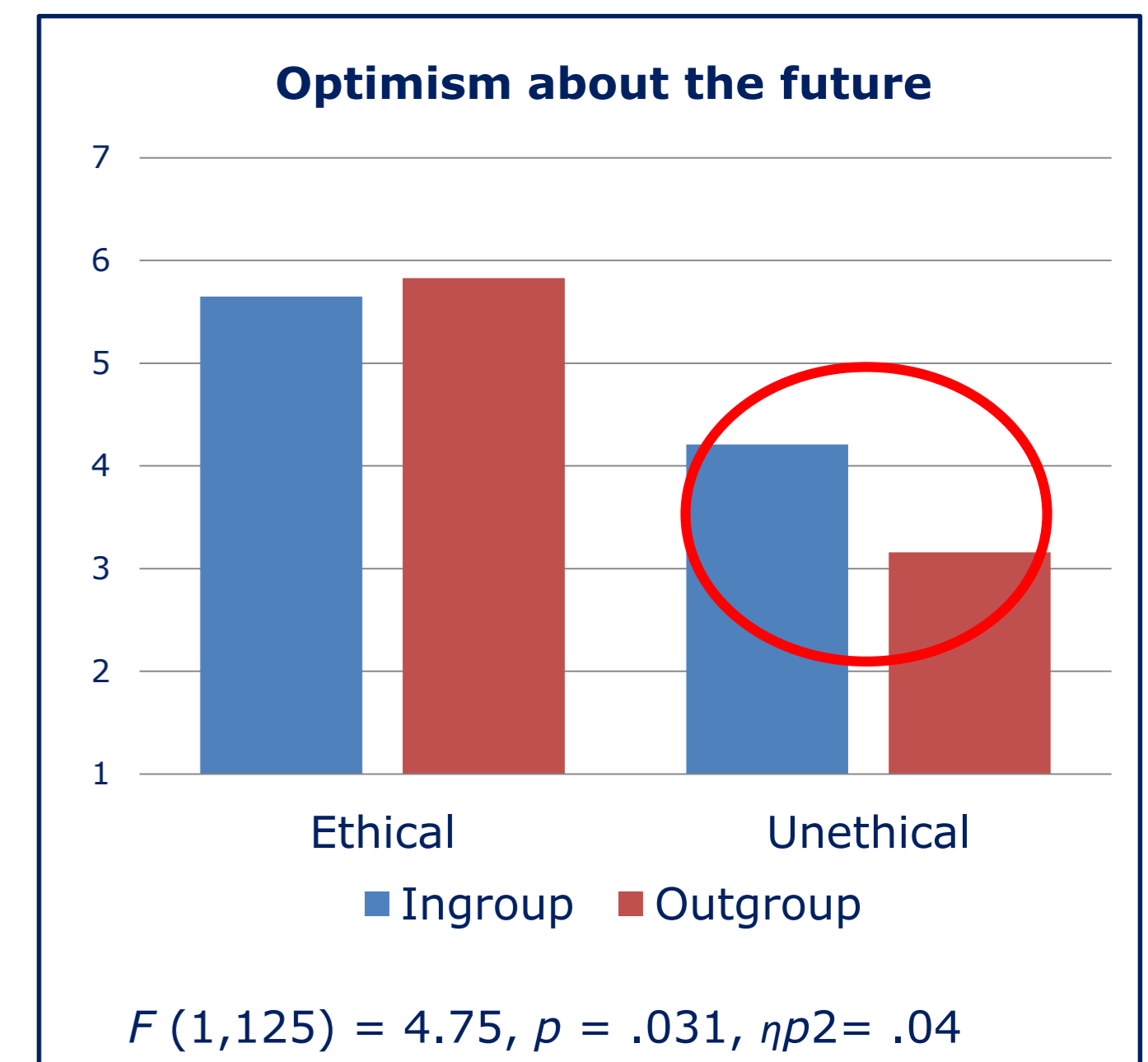
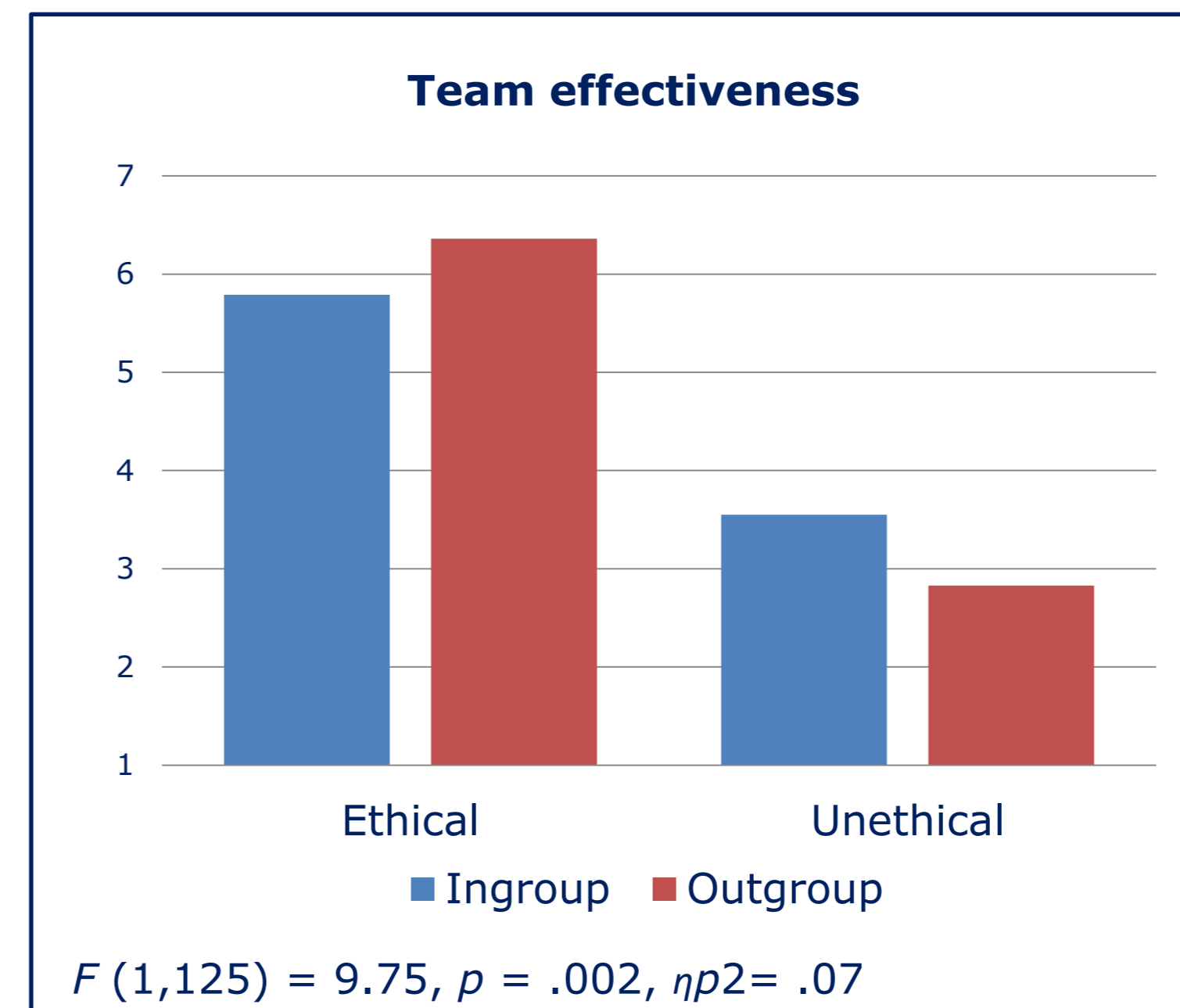
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Study 2

Aim: Understand the impact of leaders' group membership on the outcomes

Design: 2 (Leadership: Ethical vs Unethical) x 2 (Group: Ingroup vs Outgroup)

Sample: $N = 140$ (76M, 64F); $M_{age} = 35.55$, $SD = 12.70$

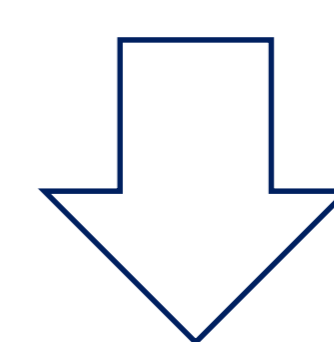


Judgments

The outgroup ethical leader's behaviour was seen as less self-promoted than the ingroup ethical leader.

$F(1,125) = 4.93$, $p = .028$, $\eta p2 = .04$

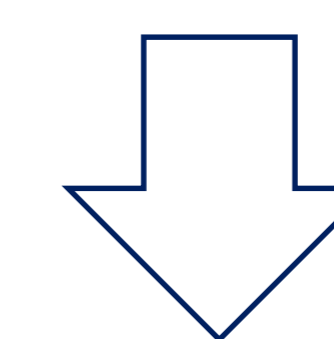
$t(63) = -3.05$, $p = .003$



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General Conclusions

- (1) Ethical leaders reinforce followers' bond and commitment
- (2) Membership affects such outcomes
- (3) Different patterns in judging ethical and unethical leaders



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Next Steps

- (1) Assessing leaders' (un)ethical behaviour – different types of judgments?
- (2) Are the results replicated with ethical and unethical peers or are they unique to leaders?
- (3) Control the different scenarios (for ethical and unethical leaders)

References

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