

Appendix 1: Variables, items, and AVE calculation

Constructs and items	Factor Loadings	AVE
<i>ETHICAL LEADERSHIP (Brown et al., 2005)</i>		
Listens to what employees have to say	0.810	0.656
Disciplines employees who violate ethical standards	0.533	0.284
Conducts personal life in an ethical manner	0.781	0.610
Has employees' best interests in mind	0.850	0.723
Makes fair and balanced decisions	0.895	0.801
Can be trusted	0.899	0.809
Discusses business ethics or values with employees	0.884	0.781
Sets an example of how to do things right in terms of ethics	0.887	0.787
Defines success not just by results but also how results are obtained	0.864	0.746
When making decisions, asks "what is the right thing to do?"	0.817	0.667
		0.690
<i>AFFECTIVE COMMITMENT (Meyer et al., 1993)</i>		
I do not feel emotionally committed to my organization	0.883	0.779
I do not feel fully integrated in my organization	0.871	0.758
I really feel the organization's problems as my own	0.850	0.723
This organization means a lot to me personally	0.778	0.606
I would be happy to spend the rest of my career in this organization.	0.858	0.736
I do not feel a strong sense of belonging to my organization.	0.734	0.539
		0.690
<i>NORMATIVE COMMITMENT (Meyer et al., 1993)</i>		
I would feel guilty if I left my organization now	0.683	0.466
I would not leave my organization now because I have a sense of obligation to my colleagues	0.671	0.450
I owe a lot to my organization	0.830	0.689
This organization deserves my loyalty	0.751	0.564
Even if it were in my best interest, I feel it would not be right to leave my organization	0.800	0.640
I feel no obligation to remain in this organization	0.714	0.510
		0.550
<i>CONTINUANCE COMMITMENT 1 (Meyer et al., 1993)</i>		
I feel as if I have very few job options	0.663	0.440
One of the few negative consequences of leaving this organization is the scarcity of available alternatives	0.681	0.464
Today, staying in my organization is as much a matter of necessity as it is of desire	0.700	0.624
		0.510
<i>CONTINUANCE COMMITMENT 2 (Meyer et al., 1993)</i>		
If I had not put so much of myself into this organization, I might consider working somewhere else	0.763	0.582
It would be very hard for me to leave the organization, even if I wanted to	0.651	0.423
Much of my life would be affected if I changed organizations	0.780	0.610
		0.540

Constructs and items	Factor Loadings	AVE
<i>WORK SELF-EFFICACY (Schaufeli et al., 1996)</i>		
I can effectively solve problems that arise in my work	0.812	0.659
I contribute effectively to the work of my organization	0.801	0.641
In think I am good at my job	0.810	0.656
I am motivated to achieve objectives in my job	0.758	0.575
I have achieved many valuable things in my job	0.849	0.721
I am confident that I can get things done effectively in my job	0.790	0.624
		0.650