Evaluating the link between Values and Ethical Leadership Behaviour
with attention given to the moderating effect of Person-Organization Fit

By

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Abstract

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Given the emergence of unethical leaders in both the civilian and military sectors over the years, it is imperative that research investigate the nature of ethical leadership behaviour. This study contributes to research on exploring the antecedents of ethical leadership behaviour, specifically the values of benevolence, universalism, achievement, and conformity, the values congruence of person-organization fit (P-O Fit), as well as the interaction between the aforementioned variables. Using a sample of military personnel, leaders matched with their followers, these relationships were evaluated. The sample was split into one-to-one ratio (1:1) for hierarchical moderated regression, and nested for multilevel modelling. Values and P-O Fit, both self-reported by leaders, were evaluated as predictors of ethical leadership behaviour, as rated by followers. The main effect of P-O Fit was found to be positively and significantly associated to ethical leadership behaviour. Leaders who self-report P-O Fit are rated favourably on their ethical leadership behaviour. Conformity (dual item) produced a significant interaction effect with P-O Fit. Simple slopes revealed that self-reported high P-O Fit improves the relationship between conformity and ethical leadership behaviour. Leaders who feel their values are congruent with those of the organization foster a synergistic environment across values of conformity. Followers are influenced by this congruence and behaviour which leads to favourable ratings of ethical leadership behaviour.

Keywords: ethical leadership, values, person-organization fit, moderation

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Author's Note

In fond memory of my thesis supervisor, Dr Victor Catano, for his commitment to my

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Evaluating the link between Values and Ethical Leadership Behaviour with attention
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Several occurrences over the years have inspired the need for research on

ethical leadership behaviour. Examples of unethical leadership behaviour ranged from

heads of companies such as Volkswagen's chief executive Martin Winterkorn, with the

outright lies told to customers regarding its vehicle capabilities (Hotten, 2015), to

associations such as the Fédération Internationale de Football Association (FIFA),

from which many of its members were arrested for corruption (BBC News, 2015).

Beyond these non-governmental organizations, the military, namely the Canadian

Armed Forces (CAF), has also experienced some questionable ethical behaviour from

its leaders. Issues of inappropriate sexual behaviour and harassment have been found

throughout the ranks (CBC News, 2015; Deschamps, 2015). Further issues of fraud

(Government of Canada, 2018), improper and unprofessional sexual relationships

(The Star, 2018), and selling top secret information to foreign countries (CBC News,

2019). As a result of this negative pattern of unethical behaviour amongst our military

members, with most of them being leaders, it is not only imperative that research focus

on ethical leadership behaviour in a civilian context, but also in the military context.

The present study aims to contribute to this research.

Ethical leadership behaviour, as an emerging style of leadership behaviour, is

of particular importance to organizations. Organizational leaders are typically

responsible for many things such as managing budgets, evaluating performance of

personnel, maintaining professional boundaries and relationships at work and treating

co-workers appropriately. Despite this ethical style desired in organizational leaders, to date researchers have focused on hypothesized outcomes, rather than predictors, of ethical leadership behaviour (Brown & Treviño, 2005; Brown, Treviño, & Harrison, 2005; Lee, Choi, Youn, & Chun, 2017; Mayer, Kuenzi, & Greenbaum, 2010; van Gils, Van Quaquebeke, van Knippenberg, van Dijke, & De Cremer, 2015). Additionally, there is a volume of research which has shown that employees working under the guidance of ethical leaders will not only go above and beyond the requirements of the job, but they will emulate their leaders (Mo & Shi, 2017a, 2017b; McCann & Holt 2009; Neubert, Carlson, Kacmar, Roberts, & Chonko, 2009). To date, there is little research focused on the antecedents of ethical leadership behaviour, or how we can predict ethical leadership behaviours in our prospective leaders (Brown & Treviño, 2005).

In contrast, my research is focused on hypothesized antecedents of ethical leadership behaviour. Specifically, using data from defense leaders and their direct reports, I examined the links between leaders' self-reported personal values and their followers' ratings of their ethical leadership. Moreover, I investigated the role of a potential moderator of these relationships – person-organization fit.

Brown, Treviño, and Harrison (2005) defined ethical leadership behaviour 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). Research by Treviño, Brown, and Hartman (2000, 2003) found that ethical leaders were thought to be honest and trustworthy, to be fair and principled decision-makers and to behave

ethically in both their personal and professional lives. Accordingly, it is important for

the individual to conduct oneself in the highest moral fashion both at and outside of

work, but it is also imperative that they maintain moral interactions with and influence

their followers using effective communication, reinforcement techniques, and decision-

making (Brown & Treviño, 2005; Treviño, et al., 2000, 2003; Brown, et al., 2005).

In 2016, O'Keefe, Catano, Kelloway, Charbonneau, and MacIntyre, using the

theory and definition predicated by Brown, et al. (2005), proposed several antecedents

of ethical leadership behaviour. They proposed that ethical leadership behaviour is a

function of individual and situational factors and that these factors may interact to

predict ethical leadership behaviour. Individual factors included aspects such as

occupational personality, values, psychological capital, and moral reasoning. The

situational factors of ethical leadership behaviour identified by O'Keefe, et al. (2016)

included perceptions of organizational ethical climate, and organizational justice. Their

model included these factors as well as moral licensing but did not look at the

influence of P-O Fit. Existing research has been conducted on evaluating the links

between organizational ethical climate and justice (O'Keefe, Howell, & Squires, 2019)

as well as moral identity, organizational identification, and workplace behaviour

(O'Keefe, Peach, & Messervey, 2019), but the specific area of values and P-O Fit as

predictors of ethical leadership behaviour has yet to be researched. P-O Fit, as a

situational factor which focuses on the compatibility between the individual and the

organization (in terms of their personal characteristics), has shown to positively

influence factors such as job satisfaction, affective commitment but also negatively

influence turnover (Ahmad, Muhammad, & Hassan (2010) Chatman, 1989; O'Reilly, Chatman, & Caldwell, 1991; Chatman & Barsade, 1995; Harris & Mossholder, 1996; Holtom, Smith, Lindsay, & Burton, 2014; Kristoff-Brown, Zimmerman, & Johnson, 2005; Silverhart & Hinchliffe, 1996). I expect the values of ethical leaders identify with the values of the organization and foster an ethical environment for their employees to support the organization in achieving its objectives, which deems it crucial for my adapted model. The current study aims to fill this gap in the research on values and P-O Fit as predictors of ethical leadership behaviour. As an adaptation from the O'Keefe, et al., model, a hypothesized model of the following proposed relationships between the individual factor of values and the situational factor of P-O Fit to ethical leadership behaviour, as well as P-O Fit being a moderator of the relationship between values and ethical leadership is presented in Figure 1.
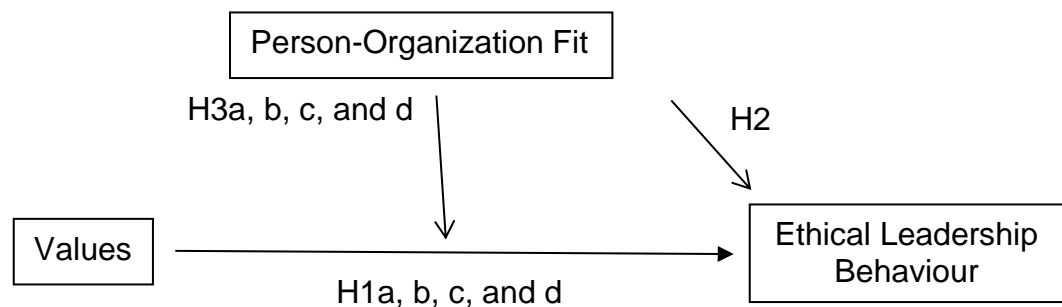

Figure 1. Model of predictors of Ethical Leadership Behaviour

Predictors of Ethical Leadership Behaviour

Values

Research has evaluated the link between values and both transformational and transactional leadership behaviours, both of which share similarities with ethical leadership behaviour. A study in 2011 by Groves and LaRocca showed that the ethical values (either altruistic or utilitarian) held by leaders would determine how followers perceived their leadership style: either transformational (altruistic values) or transactional (utilitarian values). Transactional leaders were found to value reciprocity norms or rules (i.e., conformity), the maximization of mutual interests, and judging the ethical content of leadership acts according to their consequences (Groves & LaRocca, 2011). This relates to their leadership style in that they reward followers for good work and punish for bad work, all the while noting what followers desire in exchange for their work. There is little research beyond this focused on values as they relate to transactional leadership; one study found that employees who valued achievement and power preferred a transactional leadership style (Fein, Vasiliu, & Tziner, 2011). Engelbrecht, Van Aswegen, and Theron (2004) determined that leader altruism was strongly related to transformational leadership, and that this relationship demonstrated a positive effect on an ethical climate within an organization. Hood (2003) found that transformational leaders would adopt morality-based values (forgiveness, politeness, helpfulness, affection, and responsibility), personal values (honesty, self-respect, courage, and broadmindedness), and social values (freedom,

equality, and world at peace) significantly more than transactional leaders. A study conducted by Sosik (2005) found that specific leader values, which included self-transcendence (benevolence and universalism), and self-enhancement (achievement and power) values, were strongly associated with an aggregate measure of three transformational leadership components (inspirational motivation, idealized influence, and idealized behavior). Other research has shown how the values held by a leader can influence employee perceptions of the ethical climate and organizational justice, as well as influence employee misbehaviour (Demirtas, 2015; Sessa, Kabacoff, Deal, & Brown, 2007). Ethical leaders, given they share similarities with both transformational and transactional leaders, would hold comparable values in terms of their personal characteristics to foster an ethical environment which followers are influenced by and favourably rate their ethical leadership behaviour.

Schwartz specifically operationalized personal values into meaningful clusters as behavioural goals to fulfill human need (Oyserman, 2002; Schwartz, 1992). According to Schwartz & Bilsky's original research in 1987, values are "(a) concepts or beliefs, (b) about desirable end states or behaviors, (c) that transcend specific situations, (d) guide selection or evaluation of behavior and events, and (e) are ordered by relative importance." (p. 878) This definition of personal values can be linked back that of Brown, et al., on ethical leadership behaviour in that "desirable end states or behaviours" relates to "appropriate conduct through personal actions" as well as "guide selection or evaluation of behaviour and events" relates to "promotion of

such conduct to followers through two-way communication, reinforcement, and decision-making."

Research conducted by Schwartz and Bilsky's research (1987) established the following set of personal values: achievement (pursuit of personal success through demonstrating competence according to social standards); benevolence (concern for and enhancement of the welfare of others in one's life); conformity (restraint of actions and impulses that are likely to upset others or violate social expectations and norms); hedonism (personal pleasure and gratification); power (dominance over others and resources); self-direction (independent thought); security (safety and stability of society, relationships, and of self); stimulation (excitement and challenge); tradition (moderation and preservation of customs and culture); and universalism (concern for and protection of the welfare of all people and nature) (O'Keefe, et al., 2016). Based on the model articulated by O'Keefe, et al., the values, as defined by Schwartz and Bilsky, of achievement, benevolence, conformity, and universalism are proposed to be related to ethical leadership behaviour. Essentially, ethical leaders are expected to have discipline and demonstrate restraint (conformity), to display personal growth and development (achievement), and to show concern for the health and well-being for others (benevolence and universalism) (O'Keefe, et al., 2016). Should leaders self-report these values, they create an environment which embraces these values and followers should be influenced by and emulate these values, according to Brown, et al. They will then rate their respective leaders favourably on ethical leadership behaviour. Based on this, I hypothesize the following:

Hypothesis 1a: Department of National Defence (DND)/CAF leaders' self-reported

values of benevolence, (*H1b*) universalism, (*H1c*) achievement and (*H1d*) conformity

will be positively associated with subordinate ratings of ethical leadership behaviour.

Person-Organization Fit (P-O Fit)

Few, if any, studies have shown relationships between leader behaviours and

P-O Fit which presents a gap in the research. Research has shown that P-O Fit affects

job satisfaction, involvement, cooperation, communication, and commitment of

employees (Alstine, 2005; Chatman, 1989; O'Reilly, et al., 1991; Chatman & Barsade,

1995; Harris & Mossholder, 1996; Levesque, 2005; Silverhart & Hinchliffe, 1996; Taris,

Feij, & van Vianen, 2005; Wang, 2004). Specifically, research on P-O Fit by O'Reilly

III, Chatman, and Caldwell (1991) has shown that it can predict job satisfaction and

organizational commitment a year after fit was measured, and actual turnover after two

years. This evidence attests to the importance of understanding the fit between

individuals' preferences and organizational cultures (O'Reilly, et al., 1991). Only a few

studies have tested the relationship between transformational leader behaviours,

rather than employee behaviours, and P-O Fit (Dilka, 2014; Guay, 2013; Raja,

Bouckenooghe, Syed, & Naseer, 2018). These studies found that transformational

leaders who report P-O Fit establish an environment reflective of this congruence in

that they promote stability, encourage innovation, and empower followers. However,

no studies to date have looked at the relationship between P-O Fit and ethical leadership behaviour.

Although broadly, P-O Fit is the compatibility between people and organizations, as established by Kristof (1996), there are a few operationalizations of this construct. Kristof (1996) formulated four different operationalizations of P-O Fit from past research. One operationalization specifically focused on the similarity between fundamental characteristics of people and organizations, with the most prominent being values (Boxx, Odom, & Dunn, 1991; Chatman, 1989; O'Reilly, et al., 1991; Judge & Bretz, 1992; Posner, 1992). As the current study aims to fill the gap on values congruence as it is associated with ethical leadership and personal values, the operationalization of P-O Fit values congruence was used.

The present study intends to evaluate this relationship and fill this gap in the research. I theorize that leaders will demonstrate compatibility with their organization's values in order to foster an environment of congruence and ethical influence for their employees who will see and emulate this behaviour, and thus, rate their leaders favourably on their ethical leadership behaviour. Thus, I hypothesize the following:

Hypothesis 2: DND/CAF leaders' self-reported P-O Fit will be positively associated with subordinate ratings of ethical leadership.

Person-Environment fit, and its sub-facets of Person-Job Fit and P-O Fit, involve both behaviours of the person and factors of the environment (or organization in the case of this study). Lewin's (1951) research on the interactionist theory showed

that behaviour is a function of both the person and the situation, or environment. Essentially, neither personal characteristics nor the situation alone can adequately explain the variance in behavioural and attitudinal variables (Sekiguchi, 2003). Given I expect followers to favourably rate leaders' who self-report the hypothesized values as well as leaders' who self-report P-O Fit, I would also expect this relationship to have a combined force multiplied positive effect. In this study's case, the relationship between a leader's self-reported values and their followers' ratings of their ethical leadership behaviour would be influenced by the degree of their P-O Fit. Specifically, I hypothesize that P-O fit will moderate the relationship between values and ethical leadership, such that among leaders who report higher P-O fit the relationship between the earlier hypothesized values and ratings of their ethical leadership behaviour will be significant and positive. In contrast, among leaders who report a lower P-O fit the relationship between values and ethical leadership behaviour will negative and significant.

Hypothesis 3a: The relationship between benevolence, (*H3b*) universalism, (*H3c*) achievement, and (*H3d*) conformity and predicted ethical leadership will be stronger by leaders self-reported high P-O Fit.

Hypothesis 4a: The relationship between benevolence, (*H4b*) universalism, (*H4c*) achievement, and (*H4d*) conformity and predicted ethical leadership behaviour will be weaker as a result of leaders self-reported low P-O Fit.

Methods

Participants

A sample of DND/CAF members had previously been collated by colleagues at the Director General for Military Personnel Research and Analysis (DGMPRA). The sample included 315 followers matched with 166 leaders. Demographics of this sample are presented in Table 1. The ratio of followers to leaders ranged from 1:1 to 1:11 (leader : subordinate), with just over 50% of the data being 1:1. Due to this large percentage of 1:1 data, the sample was split in two: one sample of 1:1 matched data, and another of nested data with ratios of two followers for every one leader (2:1) or more. In the 1:1 sample, there are 166 matched leaders and followers, and in the nested sample, there are 71 leaders matched to 220 followers.

Table 1. *Demographics for leaders for both samples*

Demographic	n (1:1)	n (nested)
Leaders	166	71
Followers	166	220
Age		
16-34 yrs	34	18
35-44 yrs	49	21
45 + yrs	83	32
Gender		
Male	118	49
Female	47	22
Language		
English	112	41
French	54	30
Education		
High School Diploma or below	35	11
College Diploma	33	12

University Certificate (below Bachelor's Degree)	16	7
Bachelor's Degree	39	20
University Certificate (above Bachelor's Degree)	9	3
Master's Degree (or higher)	34	18
Employment Status		
Regular Force	82	38
Class A	19	4
Class B or C	28	10
DND Supervisors and Managers	37	19
Rank Group		
Jr NCM (Pte/OS/AB to MCpl/MS)	20	7
Sr NCM (Sgt/PO2 to CWO/CPO1)	34	10
Jr Officer	31	15
Lt/SLt	5	4
Capt/Lt(N)	26	11
Sr Officer	44	20
Maj/LCdr	18	8
LCol/Cdr	21	10
Col/Capt (N) to General/Flag	4	2
In position for < 6 mths		
Yes	49	30
No	116	41
Years Served		
0-5 yrs	9	5
6-10 yrs	22	11
11-15 yrs	26	13
16-20 yrs	18	7
21-25 yrs	27	11
25+ yrs	64	24

Note. Cases with missing values were excluded listwise.

Design

The DND/CAF data sample was recruited and collected by DGMPRA in two phases as part of a broader research survey specifically to serve the Defence Ethics Program research. In the first phase, personnel in the regular force (Reg F = full-time military), reserve force (Res F = part-time military), and civilians known as DND employees were randomly selected through a stratification variable system using

emails available through the military internal network. These personnel were emailed a link to the first set of surveys. Any personnel on deployment (i.e., likely serving outside of the country), with less than one year of service (i.e., not enough experience to show values congruence), in the rank of officer cadet (i.e., not likely serving in a leadership position yet), or those not considered part of the effective strength (i.e., still in the training system), were excluded. Survey responses, including demographics, as well as informed consent, were collected from 3671 participants across the CAF. To increase response rates for those serving in Res F positions, an additional postcard and endorsement letter, which included the survey link, were sent to their employing unit (i.e., place of work). If leaders chose to participate, the link would take them to a consent form and following their agreement with the form, they would carry on with the demographics and survey questions. This survey took approximately 20-30 minutes to complete. To increase survey response rate, two additional reminder emails were sent.

For phase two, once these participants had completed their survey, if they had staff working for them they were asked to provide two or more emails of their followers. Following their submission of these emails, they were provided with a survey debriefing. As part of a purposive selection strategy, a further survey link was then sent to all staff emails provided by leaders in order to match staff to their leaders. Leaders were informed that their staff responses would in no way be able to identify them or be connected to them other than for research purposes. Staff who agreed to participate were provided a consent form to agree to prior to the survey, as well as a

debriefing upon completion. The survey was estimated to take approximately five minutes. Three hundred and seventeen followers responded to survey questions on their leaders' ethical leadership and no demographics were collected. Emails of followers were not retained for identification purposes.

Measures

Followers linked to leaders were surveyed on their perception of ethical leadership in their leaders using the Ethical Leadership Scale (ELS) developed by Brown, et al., (2005). Leaders were surveyed on both their values orientation, using Schwartz (2003) Portrait Values Questionnaire (PVQ), and their P-O Fit, using Cable and DeRue's (2002) scale.

Ethical Leadership. Brown, et al., (2005) defined, developed, and validated a self-report measure of perceptions of ethical leadership, known as the ELS. The 10-item ELS captures the breadth of the definition established by Brown, et al., (2005) mentioned earlier, which included a high standard of moral behaviour, influencing followers in a positively moral fashion, and holding followers to a high moral standard. Items for this measure are in Appendix A – Ethical Leadership Questionnaire. Participants were asked to rate statements on a 5-point Likert scale: *1 = Strongly Disagree to 5 = Strongly Agree*. Reliability yielded from this study was high, $α = 0.96$ (Cronbach, 1951).

Leaders provided a self-report of both their values and their P-O Fit.

Values. Schwartz (2003) created a portrait oriented, short form (21 item) of his values scale, known as the Portrait Values Questionnaire (PVQ). The items on this scale were worded in a gender-specific way. For example, for male leaders, the item would be coded as *"It is very important to him to show his abilities. He wants people to admire what he does."*, whereas for a female leader, it would appear as such: *"It is very important to her to show her abilities. She wants people to admire what she does."* However, prior to analysis these items were combined (i.e., the individual male and female items for benevolence were combined) as gender was not the focus of the current study. Each value was measured using two items excluding universalism, which was measured with three items. This 21-item scale is in Appendix B – Personal Values Questionnaire. Participants were asked to rate statements on a 6-point Likert scale: *1 = Very much like me to 6 = Not at all like me.* Reliabilities ranged from unacceptable, $\alpha = 45$ (conformity), poor, $\alpha = 0.52$ (universalism), and $\alpha = 0.57$ (benevolence), to higher and more acceptable, $\alpha = 0.79$ (achievement) (Cronbach, 1951). The manner in which the unacceptable and poor reliabilities were addressed is detailed in the preliminary sub-section of the results.

P-O Fit. Cable and DeRue (2002) developed a scale of perceived fit which included P-O Fit using values congruence, needs-supplies fit, and demands-abilities fit. For the purposes of this study, only those items used for the P-O Fit related to values congruence were included in our survey. This three-item survey is in Appendix C – Person-Organization Fit – Values Congruence. Participants were asked to rate

statements on a 6-point Likert scale: *1 = Strongly Disagree to 6 = Strongly Agree.* The

reliability yielded for this study was high, α = 0.96 (Cronbach, 1951).

Results

Preliminary Analysis

Tables 2a and 2b provide the means, standard deviations, correlations, and

reliabilities (diagonal) for each sample. Prior to data analysis, both before and

following the split of the main sample into 1:1 and nested samples, all variables were

screened for coding errors and assumption violations. Initial cleaning verified that all

variables were within normal published ranges and no variables were coded

incorrectly.

Additionally, all variables in both samples satisfied the assumptions of both

univariate and multivariate outliers, normality, multicollinearity, linearity,

homoscedasticity, and remaining assumptions associated with each analysis. Values

responses were recoded so that they progressed from negative responses to positive

responses as per the P-O Fit and ethical leadership scale for interpretability purposes.

All cases with missing data were excluded listwise.

Reliabilities for certain scales were lower than acceptable. Specifically, the

reliability of items for conformity was low for the 1:1 sample, α = 0.45, and the nested

sample, α = 0.26 (Cronbach, 1951). Some research supports reporting the correlations

between two-item scales and subscales (Sainfort & Booske, 2000; Verhoef, 2003); the

threshold generally being $r = 0.30$, for which the two conformity items meet in the 1:1

sample, $r = 0.30$, $p < .01$, but not in the nested sample, $r = 0.15$, $p = .22$. The

reliabilities for the benevolence and universalism items were also below acceptable

levels, $\alpha = 0.57$, $r = 0.40$, $p < .01$ and $\alpha = 0.52$, respectively (Cronbach, 1951).

However, more recent research on the PVQ has shown that the combination of

the items from benevolence and universalism form a higher factor known as self-

transcendence (Cieciuch & Schwartz, 2012; Jacques, Bacher, & Wetzelhütter, 2016;

Table 2a. *Means, standard deviations, correlations and reliabilities for 1:1 sample.*

Variable	M	SD	1	2	3	4	5	6
1. Self-transcendence	5.20	0.57	(0.69)					
2. Achievement	3.65	1.16	**0.23****	(0.79)				
3. Conformity (dual item)	4.60	0.97	**0.26****	**0.26****	(0.45)			
4. Conformity (single item)	4.82	1.09	**0.27****	**0.20***	**0.77****			
5. P-O Fit	4.87	1.16	**0.20***	0.13	**0.24****	**0.22****	(0.96)	
6. ELS	4.16	0.81	0.08	0.07	0.03	0.01	**0.22****	(0.97)

Note. N = 158; cases were excluded listwise; P-O Fit = Person-Organization Fit; ELS = Ethical Leadership Scale; $p<.01$** $p<.05$* in boldface; Alpha reliabilities in parentheses on the diagonal; Pearson correlations are presented.

Table 2b. *Means, standard deviations, correlations and reliabilities for nested sample.*

Variable	M	SD	1	2	3	4	5
1. Self-transcendence	5.05	0.69	(0.70)				
2. Achievement	3.52	1.12	0.07	(0.81)			
3. Conformity	4.65	0.87	0.19	0.09	(0.26)		
4. P-O Fit	4.85	1.16	**0.31****	-0.07	-0.03	(0.95)	
5. ELS	4.21	0.81	0.12	0.07	0.03	0.09	(0.96)

Note. n for leaders = 66; n for followers = 220; cases were excluded listwise; P-O Fit = Person-Organization Fit; ELS = Ethical Leadership Scale; $p<.01$** in boldface; Alpha reliabilities in parentheses on the diagonal; Pearson correlations are presented

Schwartz, Cieciuch, Vecchione, Davidov, Fischer, Beierlein, Ramos, Verkasalo, Lönnqvist, Demirutku, & Dirilen-Gumus, 2012). Given this, I conducted an exploratory factor analysis (EFA) to see if the values scale items loaded in such a way to show support for using self-transcendence as a combined scale. Results from the EFA for each sample are presented in Tables 3a and 3b.

For the 1:1 sample, and for the most part in the nested sample, the items from both benevolence and universalism loaded on the same factor, which provides support for the higher order factor of self-transcendence. Achievement items and conformity items loaded each on separate factors, which suggests that they are capturing their own values. Addressing the issues regarding the two conformity items, support from previous research suggests the possibility of using one item to capture a particular construct (Gilbert, & Kelloway, 2014; Wanous, Reichers, & Hudy, 1997). Given the item that is worded to reflect a personal attribute (I should conform) loaded more strongly on the conformity factor than the other item worded to reflect (other people should conform), the former was retained in analysis. Thus, analyses for the 1:1 sample were conducted including both items of conformity, as well as just the single item of conformity: *"It is important to him to always behave properly. He wants to avoid doing anything people would say is wrong."*

All demographics were tested using independent sample t-tests and ANOVAs to identify if there are any differences in scores on all scales for the 1:1 sample. Except for self-transcendence and language (French and English), there were no differences found for gender, age, rank, education, and years of service on all remaining scales.

Table 3a. *EFA results for 1:1 sample*

Factors and Variables (items)	M	SD	H²	Factor Loadings	Eigenvalue	Variance (%)
Factor 1: Self-transcendence					1.86	23.91
It's very important to him to help other people around him. He wants to care for other people (Benevolence)	1.77	0.89	.43	.62	-	-
It is important to him to be loyal to his friends. He wants to devote himself to people close to him (Benevolence)	1.70	0.80	.38	.63	-	-
He thinks it is important that every person in the world be treated equally. He wants justice for everybody, even for people he doesn't know (Universalism)	1.77	1.02	.44	.56	-	-
It is important to him to listen to people who are different from him. Even when he disagrees with them, he still wants to understand them (Universalism)	1.70	0.74	.20	.34	-	-
He strongly believes that people should care for nature. Looking after the environment is important to him (Universalism)	2.15	1.05	.36	.62	-	-
Factor 2: Achievement					1.48	13.29
It is very important to him to show his abilities. He wants people to admire what he does.	3.05	1.31	.69	.78	-	-
Being very successful is important to him. He likes to impress other people.	3.65	1.22	.62	.79	-	-
Factor 3: Conformity					1.27	6.43
He believes that people should do what they're told. He thinks people should follow rules at all times, even when no one is watching.	2.18	1.10	.15	.34	-	-
It is important to him to always behave properly. He wants to avoid doing anything people would say is wrong.	2.62	1.29	.66	.82	-	-
Total Variance Explained						76.80

Note. EFA was conducted using principal axis factoring with oblimin rotation; rotation converged in five iterations.

Table 3b. *EFA results for nested sample*

Factors and Variables (items)	M	SD	H²	Factor Loadings	Eigenvalue	Variance (%)
Factor 1: Self-transcendence					1.90	23.07
It's very important to him to help other people around him. He wants to care for other people (Benevolence)	1.92	0.98	.42	.56	-	-
It is important to him to be loyal to his friends. He wants to devote himself to people close to him (Benevolence)	1.68	0.94	.41	.66	-	-
He thinks it is important that every person in the world be treated equally. He wants justice for everybody, even for people he doesn't know (Universalism)	2.06	1.26	.57	.40	-	-
It is important to him to listen to people who are different from him. Even when he disagrees with them, he still wants to understand them (Universalism)	1.80	0.73	.12	-	-	-
He strongly believes that people should care for nature. Looking after the environment is important to him (Universalism)	2.32	1.13	.66	.84	-	-
Factor 2: Achievement					1.52	16.94
It is very important to him to show his abilities. He wants people to admire what he does.	3.17	1.22	.75	.87	-	-
Being very successful is important to him. He likes to impress other people.	3.79	1.22	.65	.80	-	-
Factor 3: Conformity					1.37	7.87
He believes that people should do what they're told. He thinks people should follow rules at all times, even when no one is watching.	2.46	1.22	.03	-	-	-
It is important to him to always behave properly. He wants to avoid doing anything people would say is wrong.	2.24	1.06	.67	.86	-	-
Total Variance Explained						47.88

Note. EFA was conducted using principal axis factoring with oblimin rotation; rotation converged in six iterations.

For language, English leaders (*M* = 9.36, *SD* = 3.08) valued self-transcendence more than French leaders (*M* = 8.28, *SD* = 2.89), equal variances assumed (*F* = .17, *p* = .68), *t* (162) = -2.17, *p* = .03 (2-tailed) *CI* [-2.08, -0.10], *g* = 0.35. However, as participants responded to the survey in their first official language, these differences are likely language based and not substantive.

Additionally, all variables were included in a regression analysis to determine if P-O Fit and other significant outcomes found in the main analyses maintained the results found when controlling for demographics. Across all models, P-O Fit was still positively and significantly associated with ethical leadership when controlling for gender, age, rank, language, education, and years of service. The interaction between conformity (dual item) and P-O Fit also maintained significance.

For the nested sample, similar independent sample *t*-tests variables and ANOVAs were conducted to see if there are any differences in scores on all scales. Except for self-transcendence and language (French and English), there were no differences found for gender, age, rank, education, and years of service on all remaining scales. For language, English leaders (*M* = 10.60, *SD* = 3.50) valued self-transcendence more than French leaders (*M* = 8.60, *SD* = 3.08), equal variances assumed (*F* = .02, *p* = .89, *t* (69) = -2.54, *p* = .01 (2-tailed), *CI* [-3.63, -0.44], *g* = 0.61.

Hierarchical Moderated Regression

For the 1:1 sample, two-step hierarchical moderated regression analyses were conducted for to evaluate the association between main effects, as well as the interactions

of the hypothesized values and P-O Fit, and ethical leadership. All variables were centred using their respective grand means prior to analysis for ease of interpretability of results. Separate regression models involving two steps were conducted to evaluate self-transcendence, achievement, and conformity, respectively, with P-O Fit included. Results from this analysis are presented in Tables 4a, b, c, and d.

Self-transcendence and P-O Fit. At step one, the main effects of self-transcendence and P-O Fit were found to be significant indicators of ethical leadership, $F (2, 155) = 4.03$, $p = .02$, explaining 5% of the variance with an R^2 of 0.05. Similar results were found at step two for inclusion of the interaction effect between self-transcendence and P-O Fit, $F (3, 154) = 2.91$, $p = .04$. The interaction explained an additional 1% of the variance beyond the main effects with an R^2 of 0.06. Within the regression model at step one, P-O Fit was both positively and significantly associated to ethical leadership, $\beta = 0.21$, $SE = 0.19$, $CI [0.12, 0.85]$, $p = 0.01$, $r_{\text{semi partial}} = 0.21$.

Table 4a. *Results of Self-transcendence regressed on Ethical Leadership Behaviour*

| Variable | Self-Transcendence | | | | | | |
	β	SE	CI		r	R^2	R^2 Change
Block 1	-	-	-	-	-	0.05	0.05
P-O Fit	**0.21****	**0.19**	**0.12**	**0.85**	**0.21**	**-**	**-**
Self-Transcendence	0.04	0.23	-0.33	0.56	0.04	-	-
Block 2	-	-	-	-	-	0.06	0.01
P-O Fit	**0.21****	**0.19**	**0.12**	**0.85**	**0.20**	**-**	**-**
Self-Transcendence	0.06	0.23	-0.28	0.64	0.06	-	-
Self-Transcendence x P-O Fit	0.09	0.05	-0.04	0.17	0.07	-	-

Note. p<.05 = *; p<.01 = **; P-O Fit = Person-Organization Fit; β = standardized betas represent the value of change in the DV given one *SD* change in the IV; in this case, all IVs were centred prior to analysis, thus the *SD* represents the *M* of that variable; *r* represents the partial correlations for the respective variable and the outcome variable (effect size).

Achievement and P-O Fit. At block one, the main effects of achievement and P-O

Fit were found to be significant indicators of ethical leadership, $F(2, 156) = 4.03$, $p = .02$,

explaining 5% of the variance with an R^2 of 0.05. Similar results were found at block two

with the inclusion of the interaction effect between achievement and P-O Fit, $F(3, 154) =$

2.93, $p = .04$, $R^2 = 0.05$. The interaction explained approximately 1% of the variance of

ethical leadership beyond the main effects of achievement and P-O Fit but was not found

to be significant. P-O Fit was both positively and significantly associated with ethical

leadership, $\beta = 0.21$, $SE = 0.18$, CI [0.13, 0.86], $p < 0.01$, $r_{\text{semi partial}} = 0.21$.

Table 4b. *Results of Achievement regressed on Ethical Leadership Behaviour*

Variable	Achievement						
	β	SE	CI	r	R^2	R^2 Change
Block 1	-	-	-	-	-	0.05	0.05
P-O Fit	**0.21****	**0.18**	**0.13**	**0.86**	**0.21**	-	-
Achievement	0.04	0.28	-0.39	0.70	0.05	-	-
Block 2	-	-	-	-	-	0.05	0.01
P-O Fit	**0.19***	**0.19**	**0.06**	**0.82**	**0.18**	-	-
Achievement	0.05	0.28	-0.38	0.71	0.05	-	-
Achievement x P-O Fit	-0.07	0.08	-0.23	0.09	-0.07	-	-

Note. p<.05 = *; p<.01 = **; P-O Fit = Person-Organization Fit; β = standardized betas
represent the value of change in the DV given one *SD* change in the IV; in this case, all IVs
were centered prior to analysis, thus the *SD* represents the *M* of that variable; *r* represents
the partial correlations for the respective variable and the outcome variable (effect size).

Conformity (dual item). At step one, the main effects of conformity (dual item) and

P-O Fit were found to be significant indicators of ethical leadership, $F(2, 156) = 3.87$, $p =$

.02, accounting for 5% of variance with an R^2 of 0.05. Similar results were found at step

two for the inclusion of the interaction effect between conformity (dual item) and P-O Fit, F

$(3, 154) = 4.65$, $p = .004$. The interaction accounted for an additional 3% of variance

beyond the main effects with an R^2 of 0.08. At step one, P-O Fit was both positively and

significantly associated with ethical leadership, β = 0.22, SE = 0.19, CI [0.15, 0.89], $p <$ 0.01, r semi partial = 0.22.

The interaction between conformity (dual item) and P-O Fit was significant and explained an additional 3% of variance of ethical leadership beyond the main effects, β = 0.20, SE = 0.07, t = 2.44, p = .02, CI [0.03, 0.32], r semi partial = 0.19. Simple slopes were plotted using Jeremy Dawson's website (Dawson, retrieved 1 Apr 2019). The nature of the interaction was such that, among leaders who reported lower P-O fit, the relationship between conformity (dual item) and ethical leadership was improved, but not significantly. However, among leaders who reported lower P-O fit, the relationship between conformity (dual item) and ethical leadership was significantly improved, b = 1.23, t (162) = 1.98, p = 0.05. This interaction is presented in Figure 3.

Table 4c. *Results of Conformity (dual item) regressed on Ethical Leadership Behaviour*

Variable	Conformity (dual item)						
	β	SE	CI		r	R^2	R^2 Change
Block 1	-	-	-	-		0.05	0.05
P-O Fit	**0.22****	**0.19**	**0.15**	**0.89**	**0.22**	-	-
Conformity (dual item)	-0.02	0.34	-0.75	0.59	-0.02	-	-
Block 2	-	-	-	-	-	0.08	0.04
P-O Fit	**0.22****	**0.19**	**0.16**	**0.89**	**0.22**	-	-
Conformity (dual item)	0.04	0.35	-0.52	0.85	0.04	-	-
Conformity (DI) x P-O Fit	**0.20***	**0.07**	**0.03**	**0.32**	**0.19**	-	-

Note. p<.05 = *; p<.01 = **; P-O Fit = Person-Organization Fit; β = standardized betas represent the value of change in the DV given one SD change in the IV; in this case, all IVs were centered prior to analysis, thus the SD represents the M of that variable; r represents the partial correlations for the respective variable and the outcome variable (effect size).
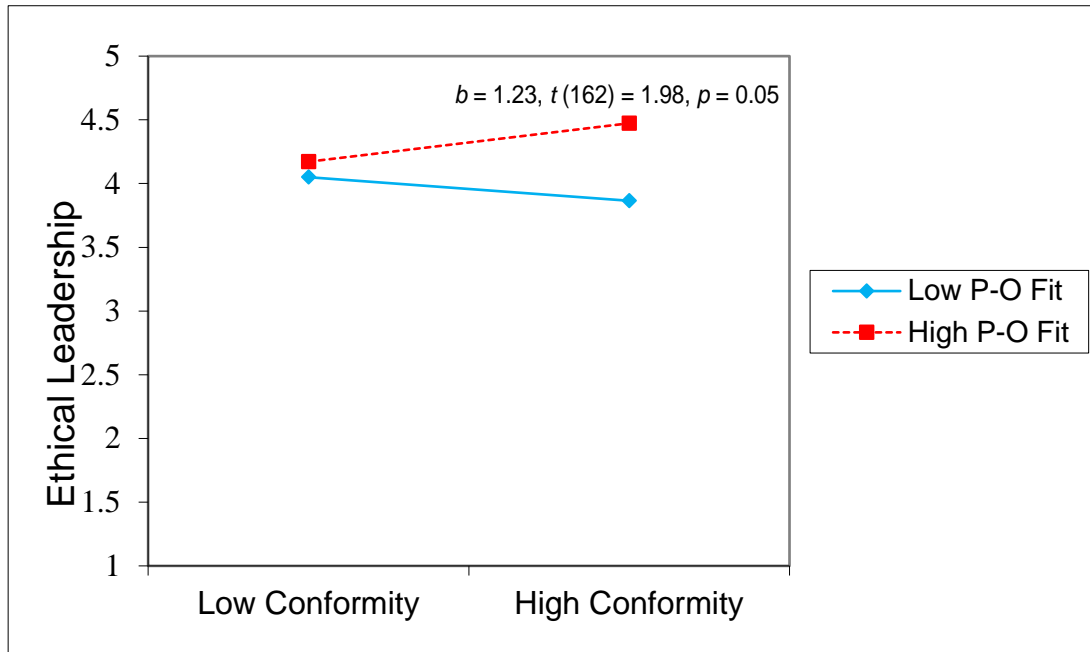
Figure 5. Interaction of Conformity and P-O Fit. P-O Fit = Person-Organization Fit (Values Congruence); For predicted Ethical Leadership, 1 = Strongly Disagree and 5 = Strongly Agree

Conformity (Single Item). At step one, the main effects of conformity (single item) and P-O Fit were found to be significant indicators of ethical leadership, $F(2, 155) = 3.95$, $p = .02$, explaining 5 % of the variance of ethical leadership with an R^2 of 0.05. Similar results were found at step two for the inclusion of the interaction effect between conformity and P-O Fit, $F(3, 154) = 3.74$, $p = .012$, explaining 7% of the variance of ethical leadership with an R^2 of 0.07. P-O Fit was both positively and significantly associated with ethical leadership, $\beta = 0.22$, $SE = 0.19$, CI [0.15, 0.89], $p < 0.01$, $r_{semi\ partial} = 0.22$.

Table 4d. *Results of Conformity (single item) regressed on Ethical Leadership Behaviour*

| Variable | Conformity (single item) | | | | | | |
	β	SE	CI	r	R^2	R^2 Change
Block 1	-	-	-	-	-	0.05	0.05
P-O Fit	**0.23****	**0.19**	**0.16**	**0.90**	**0.22**	**-**	**-**
Conformity (SI)	-0.04	0.60	-1.46	0.92	-0.04	-	-
Block 2	-	-	-	-	-	0.07	0.02
P-O Fit	**0.23****	**0.19**	**0.18**	**0.91**	**0.23**	**-**	**-**
Conformity (SI)	-0.01	0.61	-1.27	1.13	-0.01	-	-
Conformity (SI) x P-O Fit	0.14	0.14	-0.03	0.52	0.14	-	-

Note. p<.05 = *; p<.01 = **; P-O Fit = Person-Organization Fit; β = standardized betas represent the value of change in the DV given one *SD* change in the IV; in this case, all IVs were centered prior to analysis, thus the *SD* represents the *M* of that variable; *r* represents the partial correlations for the respective variable and the outcome variable (effect size).

Multilevel Modelling

In a sample of 220 followers nested within 71 leaders, multilevel modelling was used to evaluate the same hypotheses. All predictors for the nested sample were centred using level 2 grand mean centring given the focus of this research is on the level two variables of leaders' self-reported values and P-O Fit in predicting the level 1 variable of subordinate ratings of leaders' ethical leadership. The unconditional model yielded a statistically significant estimated leader variance of 24.58, Wald Z = 3.10, p = .002, CI [13.06, 46.29]. The interclass correlation coefficient (ICC) was calculated to be 0.35, indicating that 35% of the total variance of ethical leadership is associated with leader groupings, and the assumption of independence is violated. Unfortunately, none of the conditional models which included a random intercept were able to converge. Since these models were unable to converge (on multiple programs, including SPSS, MPlus, and Stata), I decided to run the analysis looking at fixed main effects only and remove the random components of the model. A review of the fixed effects indicated variability at the

leader level (level 2) and does not account for the variability at the subordinate level (level

1). Across all models of fixed effects, hypothesized values and P-O Fit were positively, but

not significantly, associated with ethical leadership. None of the interactions were

significant indicators of ethical leadership. These results are presented in Tables 5.

Table 5. *Multilevel modelling results*

	Self-Transcendence				Achievement			
Variable	*b*	*SE*	*CI*		*p*	*b*	*SE*	*CI*		*p*
Self-Transcendence	0.17	0.20	-0.23	0.57	.39	-	-	-	-	-
Achievement	-	-	-	-	-	0.07	0.10	-0.13	0.27	.46
P-O Fit	0.08	0.12	-0.15	0.57	.50	0.02	0.11	-0.20	0.24	.87
Self-Transcendence x P-O Fit	0.08	0.14	-0.19	0.35	.56	-	-	-	-	-
Achievement x P-O Fit	-	-	-	-	-	-0.09	0.09	-0.27	0.08	.30

Note. P-O Fit = Person-Organization Fit;

Tests of Hypotheses

H1a to H3d proposed a series of relationships as proposed in Figure 1. These

hypotheses were tested using hierarchical regression for the 1:1 sample and multilevel

modelling for the nested sample. As none of the main effects of the hypothesized values

(i.e., self-transcendence, achievement, and conformity) were found to be significantly and

positively associated with ethical leadership in their respective models across both

analyses, H1a to d is not supported.

As proposed in H2, there is a significant and positive association between P-O Fit

and ethical leadership. All main effects for P-O Fit were found to be both significantly and

positively associated to ethical leadership across all models and analyses. H2 is, thus,

supported.

H3 suggested that self-reported high P-O Fit would improve the relationship between the hypothesized values and ethical leadership. As a second step in the respective regression analyses for each value, only the interaction between conformity (dual item) and P-O Fit was significant. Simple slopes revealed that leaders' self-reported high P-O Fit improved followers' ratings of ethical leadership across levels of conformity.

H4 suggested that self-reported low P-O Fit would decrease the relationship between the hypothesized values and ethical leadership. As a second step in the respective regression analyses for each value, P-O Fit was evaluated as a moderator. However, only the interaction between conformity (dual item) and P-O Fit was significant, but simple slopes only revealed self-reported high P-O Fit improved the relationship between values and ethical leadership. Thus, H4 is not supported.

Discussion

The purpose of this study was to establish foundational links between leaders' self-reported values and P-O Fit (values congruence) and their predicted ethical leadership as rated by their followers. Results from this study offer some unique contributions in a few areas.

First, P-O Fit was found to be both positively and significantly associated with ethical leadership, across all models, showing support for H2. This suggests that leaders' behaviour is rated more ethical by followers if leaders feel their values are congruent with the organization. Previous research has shown that military samples tend to report P-O Fit (Ahmad, et al., 2010; Holtom, et al., 2014). In terms of its relationship to ethical leadership,

research by Kristoff-Brown and colleagues (2005) have shown links between P-O Fit and job satisfaction, organizational commitment, turnover intentions, overall job performance, task performance, and contextual performance. These links have also been replicated in research involving transformational and authentic leadership, both of which share similarities with ethical leadership (Kammerhoff, Lauenstein, & Schütz, 2019; Chun, Cho, & Sosik, 2016; Montano, Reeske, Franke, & Hüffmeier, 2016; Bacha, 2014). As stated in the literature review, previous research has shown that followers' ratings of transformational leaders are positively associated with P-O Fit, specifically, values congruence (Raja, et al., 2018). One could say that the relationship between P-O Fit and ethical leadership is expected given the above results for previous research. Leaders who report values congruence with their organization tend to create an environment of congruence or synergy which fosters positive employee outcomes, such as empowerment, motivation, and encouraged innovation. The same can be suggested here in that followers are responding to the environment established by leaders who report values congruence with their organization.

Interactions were found to account for some variance in ethical leadership, with only the interaction of conformity (dual item) and P-O Fit found to be significant. Simple slopes revealed that leaders' self-reported high P-O Fit improved followers' ratings of ethical leadership across levels of conformity, as shown in Figure 4. Given the problems associated with the reliability of this particular scale prior to analysis, these results should be interpreted with caution. However, in line with this study's theory, leaders who value conformity of behaviour to societal norms (i.e., normatively appropriate conduct (Brown, et al., 2005)) and who report values congruence with their organization (i.e., they have no

conflict with the values of organization) will be rated more favourably on their ethical leadership behaviour. If leaders feel their values fit with the organization, but do not value conformity, then a conflict arises where followers are impacted by this conflict between a low self-reported theorized ethical leadership value yet emphasis from their leader that their values are congruent with the organization. Followers will then rate their leaders' ethical leadership behaviour unfavourably.

A more specific argument for this finding could be made by looking at the items of conformity. One item reflects what people or others should do, and it focuses on following rules: He believes that people should do what they're told. He thinks people should follow rules at all times, even when no-one is watching. The other item reflects what is important for him to do and focuses on interpersonal behaviour: It is important to him always to behave properly. He wants to avoid doing anything people would say is wrong. If we consider leaders and their functions within the organization, as well as the definition of ethical leadership predicated by Brown, et al., (2005), ethical leaders will demonstrate "normatively appropriate conduct through personal actions and interpersonal relationships". To deem something as "normative" means something set as a standard, rule, practice, or custom within society (Norm. 2011). Research by Gini (1998) found that ethical leaders will set clear standards and hold employees accountable to those standards through their interpersonal relationships. If the above research is correct, then the values targeted in this study through the items of conformity appeared to have captured this construct which focuses on rules, compliance to those rules, and reinforcing this behaviour in employees through interpersonal relationships. The further refinement of Schwartz values PVQ (Schwartz, et al., 2012) splits the conformity value into two sub-

facets: interpersonal and rules. The rules facet of conformity specifically targets

behavioural compliance to rules, law and authority. The interpersonal facet of conformity

focuses on being tactful and conforming behaviour so as not to upset others.

The above results were only found in the 1:1 sample and did not replicate in the

nested sample. However, 35% of the variance in ethical leadership behaviour was

explained by the leader grouping effect for this sample. Limitations on this outcome are

noted in the following section.

Limitations and Recommendations for Future Research

The manner in which participants were recruited yielded a data sample of over

3000 personnel. However, when personnel were then asked to forward on the next survey

link to their followers, the attrition rate from leader to subordinate was substantial. Only

400 leaders agreed to send a link to followers and of that response rate a further fall to

300 leaders occurred. Additionally, for over 50% of the sample only one subordinate per

leader responded, requiring the researcher to split the sample into 1:1 and 2 or more:10.

A further limitation as a result of the large degree of attrition would be the concerns

that come from having a primarily 1:1 sample, but also due to the selection bias of leaders

providing their staff's emails. If the leader decides whose emails to provide, they could

select only those employees who would rate them favourably. If only one subordinate

opted to complete the survey, they may prefer their leader and only has a positive view of

them. On the other hand, that one subordinate could also have only a negative impression

of their leader. Either way, the results could end up skewed and either causing

significances to occur which aren't there or not capturing possible significant results which otherwise exist. However, the method of recruitment attempted to mitigate this effect by informing leaders that their followers' ratings of their ethical leadership would not be linked back to them. Additionally, followers were informed that these ratings would not be seen by their leaders.

There are two possible reasons as to why this attrition rate occurred. The first could simply be that leaders responded to the survey, but either forgot to send along their followers' emails or opted not to send. Secondly, followers may have received the survey, but forgot to complete or opted not to complete it and deleted it outright. Both are related to survey fatigue or that participants felt they had no time to complete within their workday.

If followers were forwarded the survey to their work email, there is a potential risk of their supervisor seeing them complete the survey. The smaller sizes in both the 1:1 and nested samples led to statistical analysis constraints. Power was affected overall (Faul, Erdfelder, Buchner, & Lang, 2009) and models in multilevel modelling did not converge. Future research using this recruiting method should consider this potential risk and perhaps give employees the option of completing the survey from their home account or find a different method of matching followers to leaders to reduce selection bias. Although, leaders were told that the ratings provided by employees would not be linked back to them and would only be used for research purposes.

An additional limitation in terms of generalizing these results to the broader population, the sample itself had proportionately more female participation than male, in comparison to the CAF population (Women in the Canadian Armed Forces, 2019). Female

leaders, in fact, made up nearly a third of each sample, which is not reflective of current

CAF population. In recent years, females make up just under 20% of the CAF population

(Women in the Canadian Armed Forces, 2019). As such, influences from females in

leadership positions could have had an impact on the results of this study. However,

independent t-tests revealed there were no differences on scores on any scales. What is

more, personnel who work for the CAF tend to self-select or are institutionalized to the

values and other influences of the organization. As such, the values and results from this

study could be specific to the military population and cannot be generalized to larger non-

governmental organizations.

        As covered in the methods section, the values scale taken from Schwartz (2003)

yields unacceptably low reliabilities for the samples in this research. Previous studies have

shown that Schwartz' original PVQ has had low reliabilities and double-barreled items

(Jacques, et al., 2016; Schwartz, et al., 2012). Participants often felt unable to clearly

answer items comprised of two statements. This approach in capturing the item leaves

participants conflicted in how to respond, this introduces possible common method bias.

Recent research has improved and expanded on Schwartz's research by further

separating and refining values previously identified in the original theory, as well as adding

and defining additional ones; they found 19 base values, four second level groupings, two

groupings at the third level, and two at the fourth level. Researchers then placed it on a

circular spectrum, which included higher order values groupings (Ceiciuch & Schwartz,

2012). This circular spectrum with higher orders allows researchers to use values scales

(at the 19-value level or higher) for their research as supported by theory (like the present

study on leaders). In addition, recent research shows support for single sentence items for

each value, or at least splitting the double-barreled items on the original PVQ (Jacques, et al., 2016). It is likely for these reasons that the values scale used in this study experienced the low reliabilities and limited statistical analysis capabilities. Future research in this area is recommended to use the refined scale from Schwartz, et al. 2012, which includes three singular items per value (Appendix D – Schwartz Revised PVQ). This refined scale already yields more acceptable reliabilities for most values using either a 6-point or 11-point Likert rating mechanism. However, despite the promising results from this study, a few of these items were dropped due to poor fit within the model. The researchers recommend that whomever conducts further research using these values items create additional items that more completely capture the hypothesized values.

Schwartz' research also showed that personal values do tend to cluster together and compete in motivating behaviour for both western and eastern cultures, which suggests a universality of personal values cross-culturally, depending on the society (Schwartz, 1992). However, Schwartz' research primarily used students and teachers as their sample to establish these universal general values. The influence of organizational culture is also a potential factor which could influence the values profile of participants in this sample. Research conducted by Selmer and De Leon (1996) showed that multinational corporations can play a role in the transmission of values. Roe and Ester (1999) stated that "the importance of the work role in many cultures makes work values into core values that take a cardinal position in the overall pattern of values." (p. 5) Thus, the influence of organization values could have an impact on our participants, especially considering the strong values culture of the CAF. One study on turnover behaviour in the CAF, conducted by Godlewski and Kline (2012), found that commitment to the CAF values

of loyalty, integrity, duty, courage, and stewardship, as well as to the organization "…is essential in order for the soldier to function effectively in a military environment." (p. 254) Further research is recommended to cross-compare these new refined Schwartz values to those of the CAF organization to best generate relevant items capturing values which may predict ethical leadership behaviour.

Continuing the notion of possible poor scale choices, measures of ethical leadership behaviour have also evolved since the unidimensional measure developed by Brown, et al., (2005). Research conducted by Kalshoven, Den Hartog, and De Hoogh (2011) found multiple dimensions of ethical leadership behaviour as supported by previous studies and developed a measure of ethical leadership at work. These dimensions included fairness, power sharing, role clarification, people orientation, integrity, ethical guidance, and a concern for sustainability. The measure demonstrated good factor structure and high reliabilities, as well as convergent and discriminant validity with similar measures to ethical leadership behaviour and various leadership styles. After controlling for the ELS, this ethical leadership at work (ELW) measure explained additional variance in trust, leader effectiveness, employee effectiveness, and Organizational Citizenship Behaviours (Kolshaven, et al., 2011).

Further research improved upon this measure by developing a new ethical leadership questionnaire (ELQ) which is not confounded by overlapping measures of similar leadership styles, as well as qualities from measures of the Leader Member Exchange (LMX) theory (Yukl, Mahsud, Hassan, & Prussia, 2013). This new measure is still comprised of relevant components including integrity, honesty, fairness, communication of ethical values, consistency of behaviour of espoused values, ethical

guidance, and altruism (Yukl, et al., 2013). After controlling for the effects of task-oriented, relations-oriented and change-oriented leader behaviours, the ELQ explained additional variance in both LMX and overall leader effectiveness (Yukl, et al., 2013). It is recommended that future research in this area consider the new and possibly better measures to capture constructs theorized and hypothesized as in the current study.

A final limitation which could have influenced the outcomes of this study is the notion of leader-employee values congruence. Some research has shown that transformational leadership predicts employee values and that leaders' values moderate this relationship (Groves, 2014). Specifically, transformational leadership was better able to predict employee values if the leaders' values were congruent with employees (Groves, 2014). Further research showed that socialized charismatic leaders were able to achieve values congruence on certain values (self-enhancement, openness to change, and self-transcendence as measured by Schwartz (1999)) (Brown & Treviño, 2009). These altruistically motivated leaders shared similar qualities to those of ethical leaders: specifically, idealized influence and inspirational motivation, both of which have been associated with values-based influence (Brown & Treviño, 2009). If followers feel their values are congruent with their leaders, they may not only rate their leader's behaviour as more ethical, but perhaps also embody these values and mimic their leader's behaviour (as per the social learning theory for ethical leadership behaviour predicated by Brown & Treviño). Future research is recommended to examine the influence of leader-member values congruence on ethical leadership behaviour ratings.

A final limitation regarding the t-tests conducted to evaluate demographics. Over five t-tests were performed on various demographics and as a result, a potential inflation

of Type I error (i.e., a rejection of a true null hypothesis or a "false positive") could have occurred. Applying a correction (i.e., Bonferroni) would likely have deemed the significant result of language to be null.

Conclusion

Most research on ethical leadership behaviour to date has focused on the outcomes or influences of it on employee productivity, behaviour, etc. However, few studies have looked at the antecedents of ethical leadership behaviour. The current study aimed to confirm if relationships exist between values, P-O Fit and ethical leadership behaviour. P-O Fit was found to be positively and significantly associated with ethical leadership behaviour. Leaders receive higher ratings of ethical behaviour if they report higher P-O Fit. P-O Fit has also shown to improve the relationship between conformity and ethical leadership behaviour in that leaders who self-report high P-O Fit will have higher ratings of ethical leadership behaviour across levels of conformity. Implications of this finding include the possibility of using P-O Fit, as well as its interaction with conformity, as indicators of ethical leaders. Cable and De Rue (2002) stated that employees who believe that their values are congruent an organization's values share stronger belief in the mission of the organization. They also foster this mindset in their followers. If followers within this study's military sample emulated their leader's P-O Fit mentality, as well as their leader's value of conformity, thus rating their leader's ethical leadership behaviour favourably as a result, then perhaps evaluating P-O Fit and conformity of leaders is a

mechanism of identifying ethical leadership behaviour, which could be used in either

selection or for training purposes. Selecting ethical leaders or training ethical leaders can

lead to fostering a moral environment where, if you recall, employees will not only go

above and beyond the requirements of the job, but they will emulate their leaders (Mo &

Shi, 2017 & 2017; McCann & Holt 2009; Neubert, et al., 2009). Perhaps we could select

those who score higher on P-O Fit of conformity at recruitment, or possibly conduct

training to boost those with lower scores already part of the CAF. However, further

research is needed to clarify additional predictors as they relate to this population.

Specifically, improved and more refined scale choices are recommended to captured

constructs more precisely and thus, their accurate influences on ethical leadership

behaviour.

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Appendix A – Ethical Leadership Scale

Using the rating scale provided, please answer the following questions regarding your immediate supervisor, the person you report to directly.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5

1. My immediate supervisor conducts his/her personal life in an ethical manner.

2. My immediate supervisor defines success not just by results but also the way that they are obtained.

3. My immediate supervisor listens to what subordinates/employees have to say.

4. My immediate supervisor disciplines subordinates/employees who violate ethical standards.

5. My immediate supervisor makes fair and balanced decisions.

6. My immediate supervisor can be trusted.

7. My immediate supervisor discusses ethics or values with subordinates/employees.

8. My immediate supervisor sets an example of how to do things the right way in terms of ethics.

9. My immediate supervisor has the best interests of subordinates/employees in mind.

10. When making decisions, my immediate supervisor asks, "what is the right thing to do?"

Appendix B – Schwartz Portrait Values Questionnaire

Here we briefly describe some people. Please read each description and think about how much each person is or is not like you. Using the scale provided, select the response that shows how much the person in the description is like you.

HOW MUCH LIKE YOU IS THIS PERSON?

Very much like me 1	Like me 2	Somewhat like me 3	A little like me 4	Not like me 5	Not like me at all 6

1.   He strongly believes that people should care for nature. Looking after the environment is important to him.

2.   It is important to him to be loyal to his friends. He wants to devote himself to people close to him.

3.   It is very important to him that his country be safe from threats from within and without. He is concerned that social order be protected.

4.   Having a good time is important to him. He likes to "spoil" himself.

5.   Thinking up new ideas and being creative is important to him. He likes to do things in his own original way.

6.   He looks for adventures and likes to take risks. He wants to have an exciting life.

7.   It is important to him to be in charge and tell others what to do. He wants people to do what he says.

8.   He seeks every chance he can to have fun. It is important to him to do things that give him pleasure.

9.   It's very important to him to help the people around him. He wants to care for other people.

10.   It is important to him always to behave properly. He wants to avoid doing anything people would say is wrong.

11.   He thinks it is important that every person in the world be treated equally. He wants justice for everybody, even for people he doesn't know.

12.   It is very important to him to show his abilities. He wants people to admire what he does.

13.   Religious belief is important to him. He tries hard to do what his religion requires.

14.   It is important to him to be rich. He wants to have a lot of money and expensive things.

15.   He likes surprises and is always looking for new things to do. He thinks it is important to do lots of different things in life.

16.   It is important to him to live in secure surroundings. He avoids anything that might endanger his safety.

17.   He thinks it's important not to ask for more than what you have. He believes that people should be satisfied with what they have.

18.   He believes that people should do what they're told. He thinks people should follow rules at all times, even when no-one is watching.

19.   It is important to him to listen to people who are different from him. Even when he disagrees with them, he still wants to understand them.

20.   Being very successful is important to him. He likes to impress other people.

21.   It is important to him to make his own decisions about what he does. He likes to be

free to plan and to choose his activities for himself.

Appendix C – Person-Organization Fit (P-O Fit) Scale

Please answer the following questions using the rating scale provided.

Strongly Disagree 1	Moderately Disagree 2	Slightly Disagree 3	Slightly Agree 4	Moderately Agree 5	Strongly Agree 6

1.   The things that I value in life are very similar to the things that my organization

values.

2.   My personal values match my organization's values and culture.

3.   My organization's values and culture provide a good fit with the things that I value in

life.

Appendix D – Schwartz Revised PVQ

PVQ5X Value Survey (Male Version) With Alpha Reliabilities

Here we briefly describe some people. Please read each description and think about how much each person is or is not like you. Put an X in the box [Circle the number] to the right that shows how much the person in the description is like you.

HOW MUCH LIKE YOU IS THIS PERSON? [6- or 11-point. response scale placed below]

Value (subvalues)	#	Item	6 point α	11 point α
Self-direction–thought			.60	.69
SDT1	1[a]	Being creative is important to him.		
SDT2	24	It is important to him to form his own opinions and have original ideas.		
SDT3	39	Learning things for himself and improving his abilities is important to him.		
Self-direction–action			.69	.71
SDA1	18	It is important to him to make his own decisions about his life.		
SDA2	33	Doing everything independently is important to him.		
SDA3	49	Freedom to choose what he does is important to him.		
Stimulation			.71	.73
ST1	10	He is always looking for different kinds of things to do.		
ST2	26	Excitement in life is important to him.		
ST3	41	He thinks it is important to have all sorts of new experiences.		
Hedonism			.72	.73
HE1	3	Having a good time is important to him.		
HE2	31	Enjoying life's pleasures is important to him.		
HE3*	46	He takes advantage of every opportunity to have fun.		
Achievement			.72	.63
AC1	16	He thinks it is important to be ambitious.		
AC2	37	Being very successful is important to him.		
AC3	55	He wants people to admire his achievements.		
Power-Resources			.84	.79
POR1	13	Having the feeling of power that money can bring is important to him.		
POR2	22	Being wealthy is important to him.		

POR3	43	He pursues high status and power.		

(Appendix continues)

Power-Dominance			.77	.74
POD1	6	He wants people to do what he says.		
POD2*	27	It is important to him to be the most influential person in any group.		
POD3	35	It is important to him to be the one who tells others what to do.		
Face			.62	.61
FAC1	9	It is important to him that no one should ever shame him.		
FAC2	19	Protecting his public image is important to him.		
FAC3*	51	He wants people always to treat him with respect and dignity.		
Security-Personal			.76	.72
SEP1*	12	He avoids anything that might endanger his safety.		
SEP2	25	His personal security is extremely important to him.		
SEP3	54	It is important to him to live in secure surroundings.		
Security-Societal			.75	.76
SES1	2	It is important to him that his country protect itself against all threats.		
SES2	30	He wants the state to be strong so it can defend its citizens.		
SES3	47	Having order and stability in society is important to him.		
Tradition			.85	.84
TR1	17	It is important to him to maintain traditional values or beliefs.		
TR2	38	Following his family's customs or the customs of a religion is important to him.		
TR2	44	He strongly values the traditional practices of his culture.		
Conformity-Rules			.70	.73
COR1*	15	He believes he should always do what people in authority say.		
COR2	28	It is important to him to follow rules even when no one is watching.		
COR3	40	Obeying all the laws is important to him.		
Conformity-Interpersonal			.71	.69
COI1	4	It is important to him to avoid upsetting other people.		

COI2	21	He thinks it is important never to be annoying to anyone.		
COI3	52	He always tries to be tactful and avoid irritating people.		
Humility			.49	.38
HU1	7	He tries not to draw attention to himself.		
HU2	34	It is important to him to be humble.		
HU3	50	It is important to him to be satisfied with what he has and not to ask for more.		

(Appendix continues)

Benevolence-Dependability			.63	.78
BED1[b]	11	It is important to him to be loyal to those who are close to him.		
BED2	42	He goes out of his way to be a dependable and trustworthy friend.		
BED3	56	He wants those he spends time with to be able to rely on him completely.		
Benevolence-Caring			.76	.83
BEC1	23	It's very important to him to help the people dear to him.		
BEC2	32	Caring for the well-being of people he is close to is important to him.		
BEC3*	48	He tries always to be responsive to the needs of his family and friends.		
Universalism-Concern			.72	.77
UNC1	5	Protecting society's weak and vulnerable members is important to him.		
UNC2	29	He thinks it is important that every person in the world have equal opportunities in life.		
UNC3	53	He wants everyone to be treated justly, even people he doesn't know.		
Universalism-Nature			.85	.88
UNN1	8	He strongly believes that he should care for nature.		
UNN2	20	It is important to him to work against threats to the world of nature.		
UNN3	45	Protecting the natural environment from destruction or pollution is important to him.		
Universalism-Tolerance			.60	.63
UNT1*	14	He works to promote harmony and peace among diverse groups.		

| UNT2 | 36 | It is important to him to listen to people who are different from him. |
| UNT3 | 57 | Even when he disagrees with people, it is important to him to understand them. |

Note. An asterisk denotes items dropped from the comparative fit and multidimensional scaling analyses for both response scales in order to improve the fit of the theoretical model to the observed data. A further revised version of the PVQ5X, the PVQ–R, is available from the first author.

a The number preceding each item indicates its order in the survey.

b Based on the results of the comparative fit analysis and its content, BED1 was moved to BEC and relabeled BEC4.