**Appendix (Optional)**

**Manipulation for the variable Performance evaluation schemes (Chong et al. 2018)**.

**Total Compensation (Competitive)**

“Your performance is assessed by senior management based on your division's performance and efficiency. Your total compensation consists of a fixed salary and a bonus. The bonus is tied to your division's profits.”

**Total Compensation (Cooperative)**

“Your performance is assessed by senior management based on your division's performance and efficiency. Your total compensation consists of a fixed salary and a bonus. The bonus is tied to overall company profits.”

**Manipulation for the Ethical Leadership variable (Brown, Treviño, and Harrison 2005)**

**High ethical leadership**

"Your leader lives his personal life in an ethical way. He is a reliable person and asks himself what is the right thing to do before making decisions. Your leader also takes honest and balanced decisions in his work. He listens to what employees have to say and keeps their interests in mind when deciding. At work he discusses the importance of ethical norms and disciplines employees who violate ethical standards. He defines success not only in terms of results, but also in the way the results are obtained. All in all, your leader sets an example of how to do things the right way in terms of ethics."

**Low ethical leadership**

"In his personal life, your leader does not care about living life in an ethical way. He is not really a reliable person and rarely asks himself what is the right thing to do before making decisions. In his work, your leader does not always take honest and balanced decisions either. He does not listen to what employees have to say and does not keep their interests in mind when deciding. At work he never discusses the importance of ethical norms and does not pay attention to whether employees behave in accordance with the ethical standards. He defines success only in terms of results, and does not care about the way results are obtained. All in all, your leader is not a good example of how to do things the right way in terms of ethics."