Work–Family Effects of Ethical Leadership

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Abstract This study examined the relationship between ethical leadership as perceived by employees and the family satisfaction of the employees' spouses. It also considered the mediating role of the employees' ethical leadership in the family domain as perceived by their spouses, and the moderating role of the employees' identification with leader. The results, which were based on a sample of 193 employee–spouse dyads in China, indicated that employees' perceptions of ethical leadership in the workplace positively influenced their spouses' family satisfaction. Moreover, employees' ethical leadership in the family domain mediated this relationship. Furthermore, whereas identification with leader strengthened the relationship between the employees' perceptions of ethical leadership in the workplace and their ethical leadership demonstrations in the family domain, it weakened the relationship between their ethical leadership demonstrations in the family domain and their spouses' family satisfaction. The theoretical and managerial implications of these findings are discussed.

The past decade has witnessed an increasing number of studies on ethical leadership, which is defined 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" (Brown et al. 2005, p. 120). It is generally accepted that employees' perceptions of ethical leadership can influence various workplace outcomes, such as task significance, job autonomy, effort (Piccolo et al. 2010), job security (Loi et al. 2012), interactional justice, supervisor effectiveness, satisfaction with supervisors (Brown et al. 2005), leader–member exchanges, self-efficacy, organizational identification (Walumbwa et al. 2011), moral efficacy (Schaubroeck et al. 2012), task performance (Liu et al. 2013a), citizenship behavior (Liu et al. 2013a; Mayer et al. 2009), and voice behavior (Walumbwa and Schaubroeck 2009).

Despite the wealth of research on the effects of ethical leadership, family consequences have been ignored in the ethical leadership literature. This is unfortunate because the family is arguably the most critical non-work domain (Liu et al. 2013b). Recent research has called for an understanding of the work–family effects of ethical leadership (Zhang et al. 2012). To link ethical leadership and family outcomes, this study draws on work–family enrichment theory, which suggests that the resources generated in the workplace can be exported to the family domain, thereby enhancing the quality of family life (Greenhaus and Powell

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2006). Family members' skills and perspectives are important work–family resources (Greenhaus and Powell 2006). Skills refer to the broad knowledge and wisdom that individuals derive from their role experiences, while perspectives contribute to how individuals understand and handle situations. Social learning theory suggests that individuals can learn both skills and perspectives from their role models (Bandura 1986). Informed by work–family enrichment theory (Greenhaus and Powell 2006) and social learning theory (Bandura 1986), we suggest that employees who perceive ethical leadership in the workplace may exhibit similar ethical leadership in the family domain through social learning. Hence, the primary aim of this study was to examine the relationship between employees' perceptions of ethical leadership in the workplace and the ethical leadership they demonstrate in the family domain.

Moreover, the research on the effect of leadership on families has ignored the crossover effects between family members (e.g., Zhang et al. 2012). This ignorance is unfortunate because there is evidence that an individual's positive experiences can improve the well-being of others (Carlson et al. 2011). To understand the crossover effects of ethical leadership on other family members, this study sheds light on spouses' family satisfaction. Spouses have been examined frequently because they have the highest level of interaction with the focal individual in the family domain (Hammer et al. 2005). In addition, family satisfaction is one of the most important indicators of well-being in both the East and West (Lu et al. 2010). Consequently, the second purpose of this study was to test the relationship between ethical leadership in the family domain and spouses' family satisfaction. To further integrate work–family enrichment theory with the crossover perspective, this study also tested how employees' ethical leadership in the family domain mediates the relationship between ethical leadership in the workplace and their spouses' family satisfaction.

Furthermore, the contingency perspective argues that leadership is a social construct and that follower differences could create boundary conditions for leadership effects (Yukl 2006). As Liu et al. (2013a) observed, an ethical leader's role is influential in terms of citizenship behavior only when the followers are highly traditional. This indicates that examining whether follower characteristics provide boundary conditions for ethical leadership effects is a promising research direction. Social learning theory suggests that followers' identification could influence the attention they pay to their role models, which could in turn strengthen or alleviate the role models' effects (Bandura 1986). Brown et al. (2005) argued that ethical leadership affects followers more when the followers pay greater attention to the leader. As such, identification with leader, which is defined as the extent to which employees

experience intense affective attachment and integrate their beliefs about their leaders into their identities (Wang and Rode 2010), represents a theoretically appropriate moderator of the effects of ethical leadership in the family domain. Hence, the final purpose of this study was to examine the moderating role of identification with leader in the relationships between employees' perceptions of ethical leadership in the workplace, their demonstration of ethical leadership in the family domain, and their spouses' family satisfaction.

This study provides two major contributions. First, it extends the leadership and work–family spillover and crossover literature by theoretically constructing and empirically testing a model that links the perception and demonstration of ethical leadership with spouses' family satisfaction in a field setting. Our approach could guide researchers to explore the relationships between ethical leaders' behavior, followers' family behavior and their spouses' well-being. This convergence is very important because work–family spillover frequently affects employees and their families (Hammer et al. 2005) and because ethical leadership has been a commonly examined topic in the organizational behavior literature (Brown and Treviño 2006). Second, this study explored the moderating role of identification with leader from a contingency perspective to determine the effect of ethical leadership on families, which could further direct researchers and managers to understand when such an effect occurs. To the best of our knowledge, identification with leader has not been investigated in the ethical leadership or work–family interface literature. In particular, we present a mediated moderation model that positions ethical leadership in the family domain as a mediator of the relationship between the ethical leadership perceived by employees and their spouses' family satisfaction, and identification with leader as a moderator of the effect of ethical leadership. Figure 1 provides a heuristic figure of our study. We develop the hypotheses and present the results of a multi-wave, multi-source study from a Chinese sample as follows.

Hypothesis Development

Work–family Spillover of Ethical Leadership

Work–family enrichment theory and social learning theory are able to explain why employees who perceive ethical leadership in the workplace are likely to exhibit ethical leadership in the family domain. Work–family enrichment theory posits that the skills and perspectives acquired in the workplace are capable of being transferred to the family domain, either directly or mediated by schemas, thereby helping employees to enrich their family
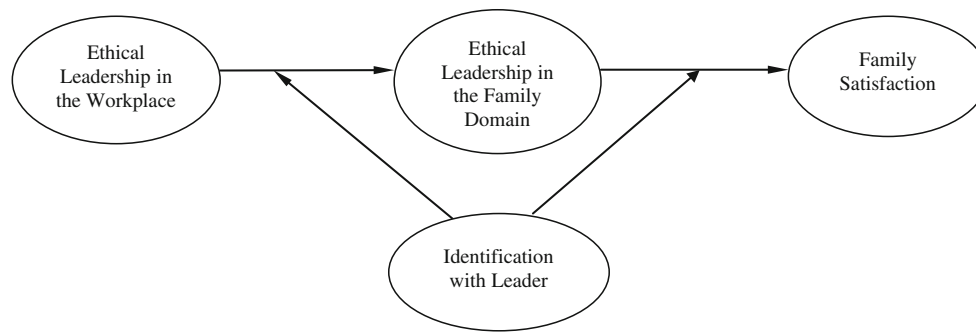
Fig. 1 The conceptual model

lives (Greenhaus and Powell 2006). In other words, employees who acquire skills and perspectives in the workplace tend to use those skills and perspectives in fulfilling the requirements of their familial roles. Leadership is considered to be an important source from which employees can obtain transferrable resources that enrich their family lives (Zhang et al. 2012). In this study, we draw on work–family enrichment theory to explain the work–family spillover effects of ethical leadership. We propose that ethical leadership in the workplace is a key source for employees to learn how to become ethical leaders and exhibit ethical leadership in the family domain. When developing the measure of value-based instrumental positive spillover, Hanson et al. (2006) posited that the values learned at work may have a socializing influence on general life values, and thus vicariously influence what is valued in the family context. Accordingly, perceptions of ethical leadership may also guide individuals to emphasize ethical values and exhibit ethical behavior at home. To effectively fulfill their family roles, individuals need to exhibit fairness, warmth, consideration, and trust (Greenhaus and Powell 2006). Concomitantly, the core themes of ethical leadership are fairness, consideration, and character, including trustworthiness (Resick et al. 2011). Hence, employees who learn from ethical leaders in the workplace are inclined to display ethical leadership in the family domain, which can help them to improve their family lives.

In addition, social learning theory suggests that individuals learn various kinds of behavior by paying attention to, observing and imitating role models (Bandura 1986). By observing a role model's behavior, people establish schemas (i.e., mental knowledge structures) that guide them to imitate the behavior of the role model. Because ethical leaders exhibit accountability, honesty, openness, flexibility, fair treatment and consideration and respect for others, they are generally considered attractive, credible, trustworthy and legitimate, and are likely to stand out in their organizations (Brown et al. 2005). Consequently, employees tend to consider ethical leaders as role models

and emulate their behavior. When these employees return home, their values and schemas on ethical leadership guide them to demonstrate ethical leadership. Hence, we propose the following hypothesis.

Hypothesis 1 Employees' perception of ethical leadership in the workplace relates positively to their demonstration of ethical leadership in the family domain.

Ethical Leadership in the Family Domain and Spouses' Family Satisfaction

Interactions with family members are important to family satisfaction (Liu et al. 2013b). Positive treatment can instill positive feelings and emotions in family members, resulting in positive attitude reciprocation among the whole family (Carlson et al. 2011). Individuals who demonstrate ethical leadership are trusted, treat their family members fairly and considerately, and steer their family members' attention toward ethical standards that offer useful values, expectations, and guidelines that enable them to learn about and handle ethical situations. Consequently, the worries of family members are reduced. The family members come to consider the family environment a warm place, which in turn fosters their positive attitudes toward it. Research has shown that employees' work–family positive spillover is negatively related to their spouses' depression (van Steenbergen et al. 2007). Hence, we propose the following hypothesis.

Hypothesis 2 Employees' demonstration of ethical leadership in the family domain relates positively to their spouses' family satisfaction.

Informed by work–family enrichment theory (Greenhaus and Powell 2006) and the crossover perspective (Hammer et al. 2005), positive experiences in the workplace could extend to a greater sense of well-being in employees' family members. Such experiences could enhance their family lives and in turn improve the life quality of their family members. In the context of ethical

leadership, employees experience ethical leadership in the workplace and learn how to demonstrate it in the family domain. Such social learning helps to promote the well-being of other family members. Hence, we propose that ethical leadership in the family domain mediates the relationship between perceived ethical leadership at work and the family satisfaction of spouses. In other words, employees engage in ethical leadership in the family domain by learning from and emulating their ethical leaders in the workplace. This makes the family environment a warm place and thereby increases spouses' family satisfaction. Therefore, we propose the following hypothesis.

Hypothesis 3 Employees' ethical leadership in the family domain mediates the relationship between their ethical leadership perceptions at work and spouses' family satisfaction.

Although we generally expect employees' perceptions of ethical leadership in the workplace to positively influence their ethical leadership demonstrations in the family domain, evidence has shown that employees differ in the extents to which they identify their leaders as role models. This difference could moderate the effect of ethical leadership perceptions on ethical leadership demonstrations.

Identification is fundamentally a social identity construct. Indeed, the early objective of social identification literature was to realize individual differences in psychological states (Albert and Whetten 1985). Categorizing people leads individuals to shape social identification and take part in activities that are congruent with such categories (Ashforth and Mael 1989). In leader–follower dyads, followers who identify highly with their leaders are likely to view their leaders in a favorable light and integrate their leaders' values and beliefs into their identities. As a result, they are likely to view their leaders as role models, consider their leaders' expectations, and apply their leaders' behavior as a guideline for their behavior in turn (Wang and Rode 2010).

In the context of ethical leadership, employees who identify highly with their ethical leaders are likely to wish to become congruent with them. Consequently, they consider ethical leaders as role models and are sensitive to their leaders' values and beliefs. Hence, such employees are likely influenced by their ethical leaders and learn relatively fast. This argument is consistent with social learning theory, which claims that paying attention to a role model facilitates the social learning process (Bandura 1986). As ethical leadership represents leaders' ethical values and beliefs, employees who identify highly with their leaders tend to recognize and imitate their leaders' ethical leadership, which they are likely to demonstrate when they return home. In contrast, employees who do not

identify with their leaders are less likely to view their leaders as role models or pay them any attention. Their social learning process in terms of ethical leadership slows down, alleviating the relationship between their perceptions and exhibition of ethical leadership in turn. Therefore, we propose the following hypothesis.

Hypothesis 4 Employees' identification with their leaders moderates the relationship between their perception of ethical leadership in the workplace and their demonstration of ethical leadership in the family domain, such that the relationship is stronger when the extent to which they identify with their leaders is higher.

However, identification with leader may act as a depressor for the effects of ethical leadership in the family domain on spouses' family satisfaction. Multiple identifications may compete for an individual's time. When employees strongly identify with their leaders, they put a great deal of time and energy into work activities to fulfill their leaders' expectations. Because time and energy are limited, the more time and energy employees spend on their leaders in the workplace, the less time and energy they devote to their families and spouses (Greenhaus and Beutell 1985). This causes leaders and spouses to become enemies rather than allies. When employees demonstrate ethical leadership in the family domain, their spouses may realize that such ethical leadership was learned from a leader in the workplace and be less likely to respond positively to it. The relationship between employees' ethical leadership in the family domain and their spouses' family satisfaction would therefore be weakened.

Hypothesis 5 Employees' identification with their leaders moderates the relationship between their demonstration of ethical leadership in the family domain and their spouses' family satisfaction, such that the relationship is weaker when the extent to which the employees identify with their leaders is higher.

Method

Sample and Procedures

The participants in this study consisted of employees at a bank in Southwest China. Two waves of data were collected from employees and their spouses over a 4-week period. We targeted 300 married employees and their spouses. In the first-wave survey (T_1), the employees reported on their perceptions of ethical leadership in the workplace, their identification with leader, and their demographic variables. In the second-wave survey (T_2), the employees' spouses reported on their perceptions of ethical

leadership in the family domain, their family satisfaction, and their demographic variables. The final sample comprised 193 employee–spouse dyads for a response rate of 64.33 %.

Of the 193 employees, 56 % were female. Their average age was 30.23 years ($SD = 6.50$) and their average job tenure was 7.62 years ($SD = 6.99$). In addition, 1.04 % of the employees had finished high school or attained a lower education level, 17.10 % had a community college degree, 64.77 % had a bachelor's degree, and 17.10 % had a Master's degree or higher. The average age of the spouses was 30.65 years ($SD = 6.59$). In their cases, 1.04 % had finished middle school or attained a lower education level, 2.59 % had finished high school, 18.65 % had a community college degree, 60.62 % had a bachelor's degree, and 17.10 % had a Master's degree or higher.

Measures

Although all the measures were originally developed in English, they were later translated into Chinese and applied in a Chinese context. With the exception of the demographic variables, all the responses ranged from 1 ("strongly disagree") to 7 ("strongly agree").

Ethical Leadership in the Workplace

The employees' perceptions of ethical leadership in the workplace were measured according to a 10-item scale originally developed by Brown et al. (2005) and later applied by Walumbwa et al. (2011) in China. One sample item read as follows: "My supervisor discusses business ethics or values with employees." Cronbach's alpha was 0.95.

Ethical Leadership in the Family Domain

We adapted the 10-item scale used by Brown et al. (2005) to measure employees' ethical leadership in the family domain as perceived by their spouses (see Appendix). The original measure of ethical leadership was developed for contexts in which leaders are clearly designated. However, in families, leaders are not often clearly designated. We conducted in-depth discussions on the relevance and appropriateness of the measures with focus groups of employees and their spouses and identified items that needed to be modified before the survey. For example, we found that "discipline" is not suitable in the family domain and thus replaced "discipline" with "criticize." A sample item reads, "My spouse discusses ethics or values with family members." Cronbach's alpha was 0.94.

Family Satisfaction

A 3-item scale originally developed by Kopelman et al. (1983) and later applied by Liu et al. (2013b) in China was used to measure family satisfaction. One sample item read as follows: "In general, I am very satisfied with my family." Cronbach's alpha was 0.81.

Identification with Leader

An 8-item scale developed by Kark et al. (2003) and later applied by Wang and Rode (2010) in China was used to measure identification with leader. One sample item read as follows: "I highly identify with my supervisor." Cronbach's alpha was 0.92.

Control Variables

Due to the potential demographic effects on ethical leadership (e.g., Brown et al. 2005) and family satisfaction (e.g., Liu et al. 2013b), we controlled for employee gender, age, and education when ethical leadership in the family domain was an outcome in the regression analysis, and likewise for spouse gender, age, and education when family satisfaction was an outcome.

Results

Confirmatory Factor Analyses

We conducted a series of confirmatory factor analyses (CFAs) using structural equation modeling with LISREL 8.54 to examine the convergent and discriminant validity of the multiple-item variables in our model. The distinctiveness of the four constructs (i.e., ethical leadership in the workplace, ethical leadership in the family domain, family satisfaction, and identification with leader) was tested by contrasting a four-factor model against three three-factor models and one one-factor model. As shown in Table 1, the fit indexes revealed that the proposed four-factor model fit the data well, with $\chi^2 (489) = 1{,}146.35$, $p < 0.01$, RMSEA = 0.08 and CFI = 0.90. Moreover, all the factor loadings were significant, supporting convergent validity. In addition, we ran three three-factor models and one one-factor model, yielding an unacceptable fit and supporting discriminant validity. Based on these results, all the proposed constructs were applied in subsequent analyses.

Descriptive Statistics

Table 2 presents the means, standard deviations, and zero-order Pearson correlations of all the variables. Ethical

Table 1 Results of CFAs

Model	χ^2	df	RMSEA	CFI
Four-factor model	1,146.35	489	0.08	0.90
Three-factor model-1 Ethical leadership in the workplace and ethical leadership in the family domain combined	2,630.08	492	0.15	0.61
Three-factor model-2 Ethical leadership in the workplace and identification with leader combined	1,652.73	492	0.11	0.79
Three-factor model-3 Ethical leadership in the family domain and family satisfaction combined	1,394.94	492	0.10	0.84
One-factor model	3,447.45	495	0.18	0.46

RMSEA Root-mean-square error of approximation, *CFI* comparative fit index

leadership in the workplace was positively correlated with ethical leadership in the family domain ($r = 0.15$, $p < 0.05$) and family satisfaction ($r = 0.18$, $p < 0.05$). Moreover, ethical leadership in the family domain was positively correlated with family satisfaction ($r = 0.47$, $p < 0.01$). These results were consistent with and provided initial support for our hypotheses.

Hypotheses Testing

We conducted hierarchical multiple regression analyses to test our hypotheses. Hypothesis 1 predicts that the ethical leadership employees perceive in the workplace relates positively to their demonstration of ethical leadership in the

family domain. Table 3 shows that this was the case ($\beta = 0.17$, $p < 0.05$, Model 2), supporting Hypothesis 1.

Hypothesis 2 predicts that employees' ethical leadership in the family domain relates positively to their spouses' family satisfaction. Table 3 shows that this was the case ($\beta = 0.47$, $p < 0.001$, Model 7), supporting Hypothesis 2.

Hypothesis 3 predicts that ethical leadership in the family domain mediates the relationship between the ethical leadership perceived by employees in the workplace and their spouses' family satisfaction. Table 3 shows that the relationship between ethical leadership at work and family satisfaction was significantly positive ($\beta = 0.18$, $p < 0.05$, Model 6). When ethical behavior in the family domain was considered, the relationship became non-significant ($\beta = 0.11$, *n.s.*, Model 8) and ethical leadership in the family domain remained positively related to family satisfaction ($\beta = 0.45$, $p < 0.001$, Model 8). A Sobel (1982) test also indicated that ethical leadership in the family domain mediated the link between ethical leadership in the workplace and family satisfaction ($Z = 2.01$, $p < 0.05$), supporting Hypothesis 3.

Hypothesis 4 proposes that identification with leader moderates the relationship between ethical leadership in the workplace and ethical leadership in the family domain. Table 3 shows that the interaction between ethical leadership in the workplace and identification with leader was positively related to ethical leadership in the family domain ($\beta = 0.17$, $p < 0.05$, Model 4). We followed the procedure suggested by Aiken and West (1991) to visually interpret the pattern of the moderating effect. We plotted the relationship between ethical leadership in the workplace and ethical leadership in the family domain according to two levels of identification with leader, i.e., 1SD above the mean and 1SD below the mean. Figure 2 shows that ethical

Table 2 Means, standard deviations, and correlations

Variables	Mean	SD	1	2	3	4	5	6	7	8	9
1. Employee gender	1.44	0.50									
2. Employee age	30.23	6.50	0.11								
3. Employee education	3.98	0.62	0.18*	−0.21**							
4. Spouse age	30.65	6.59	−0.05	0.82**	−0.24**						
5. Spouse education	3.90	0.74	0.12	−0.29**	0.53**	−0.31**					
6. Ethical leadership in the workplace	5.15	1.14	0.00	−0.07	0.03	0.01	−0.03	(0.95)			
7. Identification with leader	4.66	1.08	0.04	−0.09	0.07	0.00	0.00	0.68**	(0.92)		
8. Ethical leadership in the family domain	5.74	0.94	0.08	0.24**	−0.04	0.26**	−0.08	0.15*	0.10	(0.94)	
9. Family satisfaction	5.92	0.87	−0.02	0.14	−0.03	0.15*	0.00	0.18*	0.07	0.47**	(0.81)

Bracketed values on the diagonal are the Cronbach's alpha value of each scale. Gender was coded "1" = female and "2" = male. Education was coded "1" = middle school or below, "2" = high school education, "3" = a community college degree, "4" = a bachelor degree, and "5" = a master degree or above

$N = 193$; ** $p < 0.01$; * $p < 0.05$ (two-tailed)

Table 3 Results of hierarchical regression analysis

	Ethical leadership in the family domain				Family satisfaction				
	M1	M2	M3	M4	M5	M6	M7	M8	M9
Control variables									
Employee gender	0.06	0.06	0.06	0.07					
Employee age	0.24**	0.25**	0.25**	0.23**					
Employee education	0.00	−0.01	−0.01	−0.01					
Spouse gender					−0.04	−0.04	−0.07	−0.06	−0.08
Spouse age					0.17*	0.17*	0.05	0.05	0.06
Spouse education					0.05	0.05	0.05	0.05	0.02
Independent variable									
Ethical leadership in the workplace		0.17*	0.16	0.21*		0.18*		0.11	
Moderator									
Identification with leader			0.01	0.03					0.11
Interaction									
Ethical leadership in the workplace × Identification with leader				0.17*					
Ethical leadership in the family domain × Identification with leader									−0.30***
Mediator									
Ethical leadership in the family domain							0.47***	0.45***	0.44***
R^2	0.06	0.09	0.09	0.11	0.03	0.06	0.23	0.24	0.31
ΔR^2		0.03	0.00	0.02		0.03	0.17	0.01	0.07
F	4.18*	4.65**	3.70**	3.92**	1.64	2.93*	13.92***	11.90***	14.10***

$N = 193$; * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$ (two-tailed)
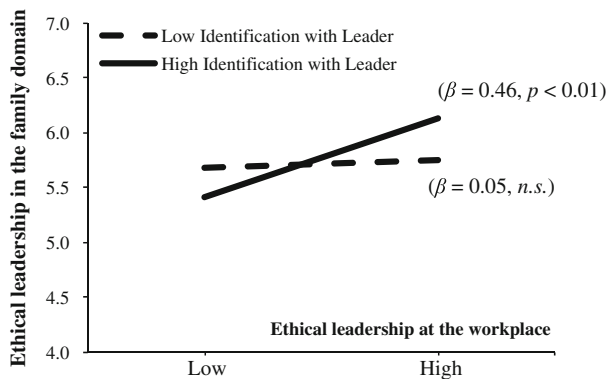

Fig. 2 The moderating effect of identification with leader on the relationship between ethical leadership in the workplace and ethical leadership in the family domain

Fig. 3 The moderating effect of identification with leader on the relationship between ethical leadership in the family domain and family satisfaction

leadership in the workplace was more positively related to ethical leadership in the family domain when the employees' identification with leader was high ($\beta = 0.46$, $p < 0.01$) rather than low ($\beta = 0.05$, n.s.), supporting Hypothesis 4.

Hypothesis 5 proposes that identification with leader moderates the relationship between ethical leadership in the family domain and spouses' family satisfaction.
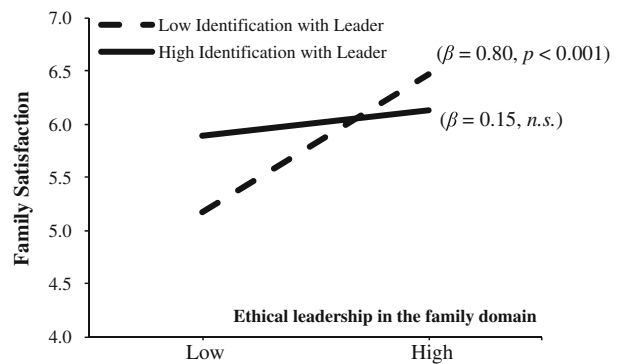
Table 3 shows that the interaction between ethical leadership in the family domain and identification with leader was negatively related to spouses' family satisfaction ($\beta = -0.30$, $p < 0.001$, Model 9). Figure 3 shows that the former was more positively related to the latter when the employees' identification with leader was low ($\beta = 0.80$, $p < 0.001$) rather than high ($\beta = 0.15$, n.s.), supporting Hypothesis 5.

Table 4 Results of the moderated path analysis

Moderator variable	Ethical leadership in the workplace (X) → Ethical leadership in the family domain (M) → Family satisfaction (Y)				
	Stage		Effect		
	First P_{MX}	Second P_{YM}	Direct effects (P_{YX})	Indirect effects $(P_{\text{YM}}P_{\text{MX}})$	Total effects $(P_{\text{YX}} + P_{\text{YM}}P_{\text{MX}})$
Simple paths for low identification with leader	0.06	0.56**	−0.01	0.09*	0.08
Simple paths for high identification with leader	0.28*	0.30*	0.18*	0.08*	0.26*
Differences	0.22*	−0.26*	0.19**	−0.01	0.18*

P_{MX}: path from ethical leadership in the workplace to ethical leadership in the family domain; P_{YM}: path from ethical leadership in the family domain to family satisfaction; P_{YX}: path from ethical leadership in the workplace to family satisfaction. Low identification with leader refers to 1SD below the mean of identification with leader; high identification with leader refers to 1SD above the mean of identification with leader. Tests of differences for the indirect and total effect were based on bias-corrected confidence intervals derived from bootstrap estimates

$N = 193$; * $p < 0.05$ (two-tailed), ** $p < 0.01$ (two-tailed)

In addition, we used Edwards and Lambert's (2007) general path analytic framework in our analysis. The results, which are summarized in Table 4, supported a first-stage moderating effect ($\Delta\beta = 0.22$, $p < 0.05$), suggesting that ethical leadership in the workplace interacted with identification with leader to predict ethical leadership in the family domain. In this way, Hypothesis 4 received further support. Moreover, the results also supported a second-stage moderating effect ($\Delta\beta = -0.26$, $p < 0.01$), suggesting that ethical behavior in the family domain interacted with identification with leader to predict spouses' family satisfaction. In this way, Hypothesis 5 received further support.

Discussion

As the research interest in ethical leadership has sharply increased (Schaubroeck et al. 2012), the limitations on its original intent to realize the consequential effects of ethical leadership on employees have started to emerge. This study sought to establish a model centered on ethical leadership in the family domain that explained the positive influences of perceived ethical leadership in the workplace on spouses' family satisfaction. Within this model, employee perceptions of ethical leadership in the workplace permitted an enhanced demonstration of ethical leadership in the family domain, particularly for individuals who identified highly with their supervisors. In addition, ethical leadership in the family domain led spouses to feel satisfied with their families, particularly when their employee spouses did not identify highly with their leaders.

Using a multi-wave, multi-source research design and examining both the mediating and moderating effects together, our model helped to explain how and why ethical leadership in the workplace facilitated spouses' family

satisfaction, and the conditions under which employees and spouses responded the most to ethical leadership in the workplace and in the family domain, respectively. In so doing, our investigation not only offered strong evidence for the claims that perceptions of ethical leadership in the workplace could indeed affect spouses' family satisfaction, but also extended our understanding of how such a relationship appears. A study by Zhang et al. (2012) emphasized the relationship between servant leadership as perceived by employees and their work–family enrichment, and was the first to link leadership with work–family consequences. However, our study directly assessed ethical leadership and extended the model used by Zhang et al. (2012) to realize the effect of ethical leadership on spouses by considering social learning as an important process for improving the family lives of employees and their spouses. Our study applied work–family enrichment theory and social learning theory to realize how and when ethical leadership in the workplace influenced ethical leadership in the family domain and family satisfaction most positively. It echoed the call of Zhang et al. (2012) to evaluate whether perceptions of ethical leadership in the workplace induce employees to demonstrate ethical behavior at home.

Although our model specifically dealt with ethical leadership, its kernel is applicable to the argument that followers not only learn from their leaders' behavior in the workplace, but also exhibit such behavior in another domain. Work–family enrichment theory has noted the important role of learning in promoting work–family enrichment (Greenhaus and Powell 2006). Although ethical leadership has been linked strongly with social learning theory (Brown et al. 2005), we do not necessarily rule out the possibility that other types of leadership have unique effects on family consequences through role modeling. For instance, empowering leadership induces employees to feel empowered, and such employees are likely to model the

empowering behavior of their leaders. When they return home, they empower their children, and in turn promote the well-being of those children. We believe that our model is readily applicable to determining how employees learn their leaders' behavior, demonstrate that learned behavior in the family domain, and improve their family members' well-being.

The Moderating Role of Identification with Leader

Our investigation partly focused on the role of identification with leader as a moderator of ethical leadership effects. As previously noted, identification with leader is a double-edged sword. High levels of identification with leader suggested that the followers were likely to identify their leaders as role models and could extend the effects of perceived ethical leadership at work to their demonstration of ethical leadership in the family domain. In addition, a high degree of identification with leader made family members less likely to welcome the demonstration of ethical leadership, and alleviated the effects of ethical leadership in the family domain on family members' well-being. Our main effect prediction generally agreed with work–family enrichment theory (Greenhaus and Powell 2006) and the crossover perspective (Hammer et al. 2005) in that ethical leadership, which represents leaders' social influence in term of ethics, promotes followers' ethical behavior in the family domain and their family members' well-being. However, whereas the effects of ethical leadership were most influential in employees' role modeling, they were less likely to cross over positively to family members when the employees identified strongly with their leaders. The strength of this finding was consistent with social learning theory, suggesting that leaders matter more when their followers consider them role models (Bandura 1986). In addition, this finding complemented the notion that multiple identifications may compete with each other due to people's limited time and energy (Greenhaus and Beutell 1985).

We do not necessarily believe that our findings conclusively ruled out other potential moderators that could have facilitated or lessened the effects of ethical leadership beyond the moderating role of identification with leader. For example, social learning theory posits that when individuals face novel and critical circumstances, they pay a great deal of attention to their role models to determine guidelines for future behavior (Bandura 1986). Hence, it is possible that when the employees in encounter novel and critical events or problems in terms of ethics, they are inclined to model their leaders' ethical behavior and thereby strengthen the positive effect of ethical leadership in the workplace. In addition, family members' characteristics may be a key to understanding the boundary

conditions related to the effects of individual ethical behavior in the family domain on the well-being of family members. Work–family enrichment studies have suggested that family involvement could spur the work–family enrichment process (Greenhaus and Powell 2006). This speculation may imply that because spouses' family involvement is likely to strengthen the attention they pay to the positive behavior exhibited by other family members; these spouses should highly appreciate ethical behavior in the family domain, as they would thereby facilitate the positive effects of ethical leadership in the family domain on spouses' family satisfaction. Therefore, this study could be extended to consider other potential moderators and determine the boundary conditions under which ethical leadership in the workplace enriches the family lives of employees and their family members. We hope that our investigation and other pioneering efforts in the ethical leadership field (e.g., Liu et al. 2013a) will stimulate more research on the boundary conditions related to the effects of ethical leadership on various non-work outcomes.

We ultimately contend that research on the moderating role of identification with leader in the effects of ethical leadership is particularly timely given that business scandals and the work–family balance are currently drawing the attention of the public and scholars (Carlson et al. 2009; Liu et al. 2013a). Research on ethical leadership and well-being has unsurprisingly been on the rise in both the West and East (Lu et al. 2010; Resick et al. 2011). This study investigated the intersection of ethical leadership and family satisfaction and revealed the exacerbating and alleviating roles played by identification with leader. Further, it offered both theoretical and practical implications for the ethics, leadership, and work–family literature.

Limitations

Despite these contributions, our study has several limitations that warrant consideration. First, ethical leadership may have been related to the well-being of every family member rather than only the spouse. However, due to time and resource constraints, we could not assess the satisfaction of every family member. Future studies should consider doing so. In addition, most leadership studies focus on "vertical leadership," which emphasizes the role of the performer who is positioned hierarchically above the follower. Therefore, to measure ethical leadership in the family domain, the children should have rated their parents' ethical leadership. However, we have two concerns in relation to collecting data from children. First, not all the respondents had children. If we had excluded employees who had no children, our sample size would have been smaller. Second, the average age of our respondents was

about 30, therefore their children would have been too young to understand the items. Nevertheless, future research could collect data on teenagers' assessments of their parents' ethical leadership in the family.

Second, each variable was measured only once because we assumed that the ethical leadership and identification with leader factors would not change intensely during the time-lagged data collection process. However, work experience might have fluctuated at the levels of ethical leadership and identification with leader. For instance, leaders who had witnessed the undermining effects of business scandals might have reactively facilitated their ethical leadership, and followers who acquired extra benefits from these leaders might have identified themselves with their leaders more strongly than those who did not. Hence, it would be desirable to assess the stability of ethical leadership and identification with leader.

Finally, our sample was taken from China, leading to the concern that the results may not be generalizable to the West. Chinese people generally subscribe to high levels of familism (Au and Kwan 2009). Because family involvement has been suggested to strengthen the positive effects of workplace-generated resources on family life (Greenhaus and Powell 2006), the Chinese may benefit more from work–family enrichment than Westerners. As the effects of ethical leadership on spouses' family satisfaction may be stronger for the Chinese than for Westerners, future researchers should conduct cross-cultural studies to examine the generalizability of our findings.

Practical Implications

In practical terms, work–family enrichment is important to an individual's job satisfaction and organizational commitment (McNall et al. 2010), and family satisfaction has positive effects on productivity (Parasuraman and Simmers 2001), life satisfaction (Aryee et al. 1999), and work–life balance (Carlson et al. 2009). Ethical leadership drew our attention as a facilitator of organizational effectiveness and individual well-being.

Organizations may improve the family lives of employees and their spouses by spurring supervisors' ethical leadership. They should recruit supervisors who are highly agreeable and conscientious, as research has indicated that such supervisors are likely to demonstrate high levels of ethical leadership (Walumbwa and Schaubroeck 2009). In addition, organizations should arrange ethics training and mentoring programs that feature accountability, self-discipline, fairness, communication, and ethical dilemmas that help supervisors promote their ethical leadership skills (Grojean et al. 2004; Mayer et al. 2009).

Conclusion

This study offers insights into important ethical leadership, identification with leader and family satisfaction issues. It has revealed that interactions involving identification with leader and ethical leadership in the workplace and in the family domain are critical for predicting spouses' family satisfaction. Our findings serve as a springboard for future research to understand the work–family spillover and crossover processes that improve individual well-being.

Appendix: The Measure of Ethical Leadership in the Family Domain

(1) My spouse listens to what family members have to say.
(2) My spouse criticizes family members who violate ethical standards.
(3) My spouse conducts his/her personal life in an ethical manner.
(4) My spouse has the best interests of family members in mind.
(5) My spouse makes fair and balanced decisions.
(6) My spouse can be trusted.
(7) My spouse discusses ethics or values with family members.
(8) My spouse sets an example of how to do things the right way in terms of ethics.
(9) My spouse defines success not just by results but also the way that they are obtained.
(10) When making decisions, my spouse asks "what is the right thing to do?"

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