

Supplemental Table I. Construct coding definitions

Construct	Definition	Other Terms	Code
<i>Effective leader behaviors</i>			
Task Leadership	Leader behaviors focused on efficient use of resources, including planning, clarifying responsibilities, monitoring progress toward goals (Yukl, 2012); behaviors that are job-focused and aimed at defining task roles and role relationships among group members (DeRue et al., 2011).	Transactional leadership, management-by-exception active, contingent reward, initiating structure, rewarding leadership.	1
Relational Leadership	Leader behaviors focused on supporting, recognizing, developing, and empowering members of the workgroup (Yukl, 2012); behaviors that demonstrate concern and respect, exhibit empathy, and provide socioemotional support for subordinates (DeRue et al., 2011).	Shared/collective leadership, empowered leadership, participative leadership, (individualized) consideration, developmental/encouraging leadership, supervisory guidance; consultative leadership, democratic leadership, servant leadership (all dimensions)	2
Change Leadership	Leader behaviors focused on advocating and envisioning change, encouraging innovation, and facilitating collective learning (Yukl, 2012); behaviors that focus on facilitating growth, developing and communicating a vision of change, and encouraging subordinates to be creative and take risks (DeRue et al., 2011).	Transformational leadership dimensions: charisma, inspirational motivation, intellectual stimulation, and idealized influence; visionary leadership	3
<i>Organizational justice dimensions</i>			
Procedural justice (leader-focused)	Perceptions of fairness in the decision making process <i>attributed to one's leader</i> , and the degree to which the decisions are consistent, suppress bias, accurate, correctable, reflect concerns of those impacted, and conform to ethical standards (Colquitt, 2001; Colquitt et al., 2013; Levanthal, 1980; Thibaut & Walker, 1975; Rupp et al., 2014).	Voice	4
Procedural justice (organization-focused)	Perceptions of fairness in the decision making process <i>attributed to the organization</i> , and the degree to which the decisions are consistent, suppress bias, accurate, correctable, reflect concerns of those impacted, and conform to ethical standards (Colquitt, 2001; Colquitt et al., 2013; Levanthal, 1980; Thibaut & Walker, 1975; Rupp et al., 2014).	Voice	5
Distributive justice (leader-focused)	Perceptions of fairness outcomes <i>attributed to one's leader</i> when comparing one's ratio of inputs and outcomes to inputs/outcomes of referent others (Adams, 1965; Colquitt, 2001; Colquitt et al. 2001; Rupp et al., 2014).		6
Distributive justice (organization-focused)	Perceptions of fairness outcomes <i>attributed to the organization</i> when comparing one's ratio of inputs and outcomes to inputs/outcomes of referent others (Adams, 1965; Colquitt, 2001; Colquitt et al. 2001; Rupp et al., 2014).		7
Interpersonal justice	Perceptions of fairness regarding the following of the rules of treating one with dignity and respect; interpersonal treatment (Bies & Moag, 1986; Colquitt, 2001; Greenberg, 1993).		8
Informational justice	Perceptions of fairness regarding the adequacy and truthfulness of explanations in decisions (Colquitt, 2001; Greenberg, 1993).		9
<i>Social exchange quality</i>			
Leader-member exchange (LMX)	The quality of the dyadic relationship between the subordinate and their leader (Graen & Scandura, 1987; Liden & Maslyn, 1998).	Relationship quality	10
<i>Subordinate outcomes</i>			
Task performance	Activities that contribute to production of goods or provisions of services and that are commonly reflected in formal job requirements (Rotundo & Sackett, 2002).	Job performance; in-role performance	11
Job Satisfaction	The positive cognitive or affective emotional response to one's job (Hulin & Judge, 2003).		12