

**This document contains supplementary material related to the article:**

Santiago-Torner, C. (2023). Ethical Climate and Creativity: The Moderating Role of Work Autonomy and the Mediator Role of Intrinsic Motivation. *Management Letters / Cuadernos de Gestión*, 23(2). <https://doi.org/10.5295/cdg.221729cs>

Table S1  
**Composite Reliability, Cronbach's Alpha, and AVE**

Construct	Indicator	LV <sup>1</sup>	TS <sup>2</sup>	PV <sup>3</sup>	CR <sup>4</sup>	Alpha <sup>5</sup>	AVE <sup>6</sup>
Ethical Climate	In this company, people are mostly out for themselves	0,614	< 1.96	0.001	0,73	0,77	0,35
	Each person in this company decides for himself what is right and wrong.	0,560	< 1.96	0.001			
	In this company, people protect their own interest above other considerations.	0,648	< 1.96	0.001			
	People are concerned with the company's interests—to the exclusion of.	0,573	< 1.96	0.001			
	In this company, people are guided by their own personal ethics.	0,522	< 1.96	0.001			
	People in this company are very concerned about what is best for themselves	0,667	< 1.96	0.001			
	It is expected that each individual is cared for when making decisions here	0,580	< 1.96	0.001			
	CEE <sup>7</sup> People are expected to do anything to further the company's interests.	0,571	< 1.96	0.001			
	Work is considered sub-standard only when it hurts the company's interests.	0,584	< 1.96	0.001			
	Decisions here are primarily viewed in terms of contribution to profit	0,619	< 1.96	0.001			
	The major responsibility for people in this company is to consider efficiency first.	0,598	< 1.96	0.001			
	The most efficient way is always the right way, in this company	0,556	< 1.96	0.001			
	In this company, each person is expected, above all, to work efficiently.	0,579	< 1.96	0.001			
	Efficient solutions to problems are always sought here.	0,616	< 1.96	0.001			
CEB <sup>8</sup>	In this company, people look out for each other's good.	0,505	< 1.96	0.001	0,75	0,88	0,38
	In this company, our major concern is always what is best for the other person.	0,568	< 1.96	0.001			
	What is best for each individual is a primary concern in this organization.	0,644	< 1.96	0.001			
		0,534	< 1.96	0.001			

Construct	Indicator	LV <sup>1</sup>	TS <sup>2</sup>	PV <sup>3</sup>	CR <sup>4</sup>	Alpha <sup>5</sup>	AVE <sup>6</sup>
	The most important concern is the good of all the people in the company.						
	Our major consideration is what is best for everyone in the company.	0,643	< 1.96	0.001			
	People in this company view team spirit as important.	0,667	< 1.96	0.001			
	People are very concerned about what is generally best for employees in the company	0,689	< 1.96	0.001			
	It is expected that you will always do what is right for the customer and public.	0,638	< 1.96	0.001			
	People in this company have a strong sense of responsibility to the out- side community.	0,677	< 1.96	0.001			
	People in this company are actively concerned about the customer's, and the public's, interest	0,649	< 1.96	0.001			
	The effect of decisions on the customer and the public axe a primary concern in this company.	0,549	< 1.96	0.001			
	In this company, people are expected to follow theft own personal and moral beliefs.	0,580	< 1.96	0.001	0.71	0,74	0,38
	There is no room for one's own personal morals or ethics in this company.	0,602	< 1.96	0.001			
	The most important consideration in this company is each person's sense of right and wrong.	0,592	< 1.96	0.001			
	It is very important to follow strictly the company's rules and procedures here.	0,522	< 1.96	0.001			
	Everyone is expected to stick by company rules and procedures.	0,675	< 1.96	0.001			
CEP <sup>9</sup>	Successful people in this company go by the book.	0,683	< 1.96	0.001			
	Successful people in this company strictly obey the company policies	0,648	< 1.96	0.001			
	The first consideration is whether a decision violates any law.	0,576	< 1.96	0.001			
	People are expected to comply with the law and professional standards over and above other considerations	0,634	< 1.96	0.001			
	In this company, people are expected to strictly follow legal or professional standards.	0,642	< 1.96	0.001			
	In this company, the law or ethical code of theft profession is the major consideration.	0,609	< 1.96	0.001			
	I suggest new ways to achieve goals or objectives.	0,746	< 1.96	0.001	0,82	0,86	0,48
	I have new practical ideas to improve the results.	0,803	< 1.96	0.001			
Creativity	I look for new technologies, processes, techniques and/or ideas for services or products.	0,601	< 1.96	0.001			
	I suggest new ways to improve quality.	0,618	< 1.96	0.001			

Construct	Indicator	LV <sup>1</sup>	TS <sup>2</sup>	PV <sup>3</sup>	CR <sup>4</sup>	Alpha <sup>5</sup>	AVE <sup>6</sup>
	I am a good source of creative ideas.	0,664	< 1.96	0.001			
	I'm not afraid to take risks.	0,661	< 1.96	0.001			
	I promote ideas for myself and for others.	0,750	< 1.96	0.001			
	I exhibit creativity at work when given the opportunity.	0,566	< 1.96	0.001			
	I develop adequate plans and schedules for the implementation of new ideas.	0,750	< 1.96	0.001			
	I often have new and innovative ideas.	0,656	< 1.96	0.001			
	I come up with creative solutions to solve a problem.	0,754	< 1.96	0.001			
	I often have a new approach to the problem.	0,663	< 1.96	0.001			
	I suggest new ways to perform work and tasks.	0,769	< 1.96	0.001			
Work Autonomy	I have significant autonomy to determine how I do my job.	0,853	< 1.96	0.001	0,85	0,87	0,79
	I can decide on my own how to do my job.	0,910	< 1.96	0.001			
	I have considerable opportunity for independence and freedom in how I do my job.	0,899	< 1.96	0.001			
Intrinsic Motivation	I enjoy finding solutions to complex problems.	0,688	< 1.96	0.001	0,86	0,90	0,53
	I enjoy coming up with new ideas for products.	0,751	< 1.96	0.001			
	I enjoy engaging in analytical thinking.	0,699	< 1.96	0.001			
	I enjoy creating new procedures for work tasks.	0,701	< 1.96	0.001			
	I enjoy improving existing processes or products.	0,788	< 1.96	0.001			

**Overall note.** 1. Loadings Value. 2. t Statistics. 3. p Values. 4. Composite reliability coefficient. 5. Cronbach's alpha. 6. Mean variance extracted. 7. Selfish Ethical Climate. 8. Benevolent Ethical Climate. 9. Principles Ethical Climate.  
Source: Own elaboration.

Table S2

**Correlation between variables and discriminant validity**

Constructs	CE	AL	MI	C
Ethical Climate (CE)	<b>.610</b>			
Work Autonomy (AL)	.237***	<b>.890</b>		
Intrinsic Motivation (MI)	.330***	.309***	<b>.730</b>	
Creativity (C)	.226***	.304***	.579***	<b>.690</b>

**Overall note.** All correlations are significant \*\*\*( $p < 0.01$ ). The square root of the AVE is shown on the diagonal.

Source: Own elaboration.