|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Variables** | **Model 1 Demography** | | **Model 2**  **Biography** | | **Model 3**  **Ethical leadership** | |
|  | **β** | **t** | **β** | **t** | **β** | **t** |
| Age | 0,04 | 0,52 | 0,05 | 0,50 | -0,03 | -0,51 |
| Gender | 0,10 | 1,22 | 0,08 | 0,97 | -0,04 | -0,65 |
| Education | -0,01 | -0,17 | 0,01 | 0,17 | 0,01 | 0,12 |
| Experience (clerk) |  |  | 0,04 | 0,41 | 0,02 | 0,38 |
| Time in company |  |  | -0,15 | -1,64 | -0,10 | -1,68 |
|  |  |  |  |  |  |  |
| Performance |  |  | 0,24 | 2,99\*\* | 0,15 | 2,78\*\* |
| Ethical leadership | |  |  |  | 0,73 | 13,57\*\*\* |
| **R²** | 0,01 |  | 0,08\*\* |  | 0,58\*\*\* |  |
| **R² aj.** | -0,01 |  | 0,04\*\* |  | 0,56\*\*\* |  |
| **∆ R²** | 0,01 |  | 0,07\*\* |  | 0,51\*\*\* |  |
|  | | | | | | |