

Perceptions of Ethical Misconduct Scale Development

By

Andrea C. Meggison

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Thesis Committee:

Dr. Michael B. Hein, Chair

Dr. Alexander T. Jackson

Dr. Judith Van Hein

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ABSTRACT

Despite ethical programs, employees may still engage in unethical behavior. As such, organizational researchers have sought to examine why employees engage in ethical/unethical behavior and whether interventions can improve ethical misconduct. Traditional instruments measure moral development or ethical/unethical behaviors towards the organization. This study aims to validate a unique measurement option by evaluating *perceptions* of ethical misconduct (PEMS).

Archival data from Kansas State University, Middle Tennessee State University, and recruits from Amazon's Mechanical Turk (MTURK) were used in the analyses. An exploratory factor analyses was used to reduce the PEMS from the original 60 items to 16 items. A subsequent confirmatory analysis demonstrated good model fit of a one factor model. To examine the validity of the scale, the PEMS was correlated to scales which measured Dark Triad traits, the Dirty Dozen (DD), and counterproductive work behaviors, the Interpersonal and Organization Deviance Scale (IODS). Findings showed a significant positive correlation between the PEMS and both scales.

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CHAPTER I

Literature Review

Ethical behavior within organizations has been under scrutiny as corporate malfeasance and ethical scandals have become increasingly prevalent. Volkswagen, Johnson & Johnson, and Wells Fargo are just a few examples of organizations which espoused social responsibility and ethical behavior while also trying to maximize profits, yet these two goals can often be at odds (Rhodes, 2016; Scharding, 2019; Mintz, 2019). For instance, despite the organization's public commitment to ethics, the engineers at Volkswagen knowingly created a defeat device which made it possible for diesel vehicles to pass emissions tests. In actuality, the vehicles produced 35 times more pollution on the road compared to emission tests. This corrupt and unethical ruse cost the organization over \$32 billion dollars in legal proceedings as well as threatened the very existence of the organization (Jacobs & Kalbers, 2019). Johnson & Johnson was fined \$4.8 billion dollars and still disputes whether they were aware of the "non-detectable" amount of asbestos in its talcum powder, which has been linked to ovarian cancer (Rosner, Markowitz, & Chowkwanyum, 2019). Wells Fargo paid upwards of \$185 million for opening accounts without customer's knowledge in order to meet impossible to reach branch sales goals (Witman, 2018). In these examples, profits were ultimately prioritized over ethics, which led to unfortunate and disastrous results for the general public, as well the organizations themselves.

Ethical crises such as those similar to the stories above, have caused a variety of solutions to be endeavored: academics and practitioners have a renewed interest in organizational ethics, legislators have written laws and reviewed existing laws, and

organizations have strived to manage and create multifaceted corporate ethic programs (Martineau, Johnson, & Pauchant, 2017, Harshman & Harshman, 2008). Indeed, the Ethics & Compliance Initiative (2016, 2018) found that organizations with strong ethical cultures had significantly reduced ethical misconduct and it was the single best influencer of employee ethical conduct. The Ethics & Compliance Initiative conducts global business ethics surveys which can include hundreds of organizations across the world. Data reported for 2017 indicated that 47% of employees reported observing ethical misconduct, and 67% of those stated that there was an ongoing pattern or multiple incidents (Ethics & Compliance Initiative, 2018). The 2019 survey found that 89% of the respondents said that ethics and compliance objectives were included in the organization's strategy. Also, 89% stated that their employees are expected to act according to organizational values and would be held accountable for non-compliance (Ethics & Compliance Initiative, 2019). These figures indicate that although there are organizational efforts to create ethical cultures, it is not yet clear if those changes have been enough to make significant improvements.

This study aims to advance research on ethical misconduct by refining and validating a unique instrument, the Perceptions of Ethical Misconduct Scale (PEMS), which will focus on perceptions, rather than moral development, of individuals or behavior choices. The benefits from such a scale are practical in nature. The PEMS could serve as a determinate of treatment effect for organizations, when given pre and post ethics training. If the scale was validated for selection purposes, it could serve as evidence for unacceptable perceptions (which may lead to unacceptable behaviors) in professions whereby unethical behavior cannot be tolerated.

In addition, the PEMS will be evaluated in conjunction with two related constructs: the dark triad, and counter productive work behavior. The dark triad consists of narcissism, Machiavellianism, and psychopathy which are socially aversive personality traits (Paulhus & Williams, 2002). Though these three traits are measured at a sub-clinical level, they are nonetheless troublesome in an organizational setting as they are associated with numerous negative outcomes. One of these negative outcomes is counterproductive work behavior (CWB), meaning the act of participating, or intending to participate, in behaviors that harm the organization, or the people associated with the organization (Spector, 2011). Classic examples of CWBs include calling in sick when that is not the case and misusing company resources (Spector, Fox, Domagalski, 2006, pg. 30). By examining the relationship between ethical misconduct, the dark triad, and CWBs, it may be possible to gain insight as to why and how individuals engage in unethical behavior.

Ethics and Morals

As evidenced by the numerous examples from the last 40 years, ethical misconduct can have vast and terrible consequences. Organizational consequences include public distrust, poor financial performance, loss of market share, legal fines, new laws and regulations, and even the survival of the business (Kaptein, 2008; Martineau et al., 2017; Chandler, 2007). Consequences for employees include retaliation, job loss, stress, injuries, poor health, legal consequences, and even death (Martineau et al., 2017; Chandler, 2007). Whether there was one single unethical choice or a pervasive pattern of unethical behavior, any of the above consequences could be the result. With such high

stakes for society, organizations, and individuals, ethical misconduct has been a topic of interest to a wide variety of disciplines including business research as well as Industrial/Organizational psychological research.

A large part of the research from these very fields is dedicated to defining the construct of ethics in a way that may be uniformly adopted (Kaptein, 2008; Treviño, den Nieuwenboer, & Kish-Gephart, 2014; Wiernik & Ones, 2018; Lewis, 1985). Lewis succinctly defined the problem in the tongue in cheek title of his article “*Defining “Business Ethics”: Like Nailing Jello to a Wall*” (1985). There has been some progress in the understanding of ethics even as business, religion, philosophy, psychology, and many other disciplines have contributed to the amorphous concept.

Moral theories, such as Kohlberg’s theory of Cognitive Moral development, were central to the evolution of ethical research (Kish-Gephart, Harrison, & Treviño, 2010; Treviño, Weaver, & Reynolds, 2006). The theory primarily focused on 6 stages of moral development as people grow from children to adults (Kohlberg & Hersh, 1977). In this theory, as individuals age and develop higher cognitive abilities, they gain a deeper understanding about themselves and the society in which they live. They can then use that knowledge to detect an ethical issue and make judgments on the appropriate actions. The theory was not without criticism however, particularly on the rigidity of the progression through the stages of systems of thought simply because as one ages one earns more knowledge, and one cannot then go backward to knowing less. Kohlberg (1977) wrote that there was no variance in the progression unless due to some extreme trauma. His student, James Rest, created a much less restrictive version of the theory

which included gradual changes in the stages and the claim that Kohlberg's theory applied to morality on a societal level, while his theory was appropriate for morality in daily lives (Treviño et al, 2006; Kish-Gephart et al., 2010; Rest, Narvaez, Bebeau, & Thoma, 1999).

Philosophical ideas on the difference between morals and ethics have also played a role in developing the current body of research. Klugman & Stump (2006) differentiate between the two by maintaining that ethics is the study of critical reasoning, and morals are beliefs about what is right and what is wrong in society. Their study, which included citations from Aristotle and Plato, found that ethical training made little to no difference in changing moral beliefs. A study by Konow (2017) remarked that a large number of universities' ethics courses are taught in philosophy departments. Similar to Klugman and Stump (2006), Konow's findings reflected that a philosophical based ethics course does not affect morals. While these distinctions are interesting and supplement the overall conversation of ethics, it is not surprising their findings reflected no significant changes in morals. Psychologists have long understood how difficult it is to change the beliefs of others and that actively trying to do so may only result in belief perseverance (Anglin, 2019).

Psychology has a long history of examining morals and ethics and the recent direction of the literature has identified three types of ethical classifications: autonomy, community, and divinity (Padilla-Walker & Jensen, 2016). Ethics of autonomy are concerned with the individual and their rights along with person-related moral considerations. Ethics of community are concerned with groups, such as families or

societies. Customs, interests, and welfare of the group are of moral consideration in this category. Ethics of divinity are concerned with religion and spirituality. Moral considerations in this category consist of sacredness and divine and natural law.

While it may seem that this is a convenient way to classify and study ethics, trying to apply these to organizational settings quickly becomes what Lewis (1985) calls a tangle of ethics. Organizations must account for all three categories, as well as the moral consideration of the organization itself. It may seem counterintuitive to say that an organization must concern itself with the ethics of divinity, but consider the following example: Jewish or Muslim employees who work at an organization which provides paid time off for Easter and Christmas and do not include any other religious holidays. Suddenly these distinctions are no longer needed, and all ethical classifications can fit under an organizational umbrella.

For the purpose of this study ethics will be defined as the choices, decision, and actions which are based on what is right or wrong and derived from a set of morals and values (Ethics & Compliance Initiative, n.d). Morals are described as a coming from an authority outside of the individual, such as a society or religion, and are a belief system or set of norms that defines what is right or wrong (Ethics & Compliance Initiative, n.d; Kish-Gephart et al., 2010; Treviño et al., 2006). In other words, morals tell individuals what is good and what is bad, and ethics are the choices, intentions, actions, and behaviors that are based on those morals. Ethical misconduct can then be defined as choices, intentions, actions, and behaviors that go against the law, morals or norms of the individual, society, religion, or the organization (Ethics & Compliance Initiative, 2016).

Measures of Ethical Misconduct

Early ethical measures focused on moral development and moral judgements. One such test was the Defining Issues Test (DIT) created by James Rest in 1982 and based on Kohlberg's theory of moral development (Rest et al., 1999). The paper and pencil test consists of six recognition tasks in which participants are asked to read 12 moral dilemmas and then rank them in priority where the highest priority is the most important morally, and the lowest being either not understood or not important (You & Bebeau, 2013). The purpose of the test was to determine where the participant was in terms of the stages of moral development outlined by Kohlberg and the mental schema they used to make ethical decisions. Scoring of the instruments relies on several indices that indicate the proportion of time a person uses a certain strategy in their moral choices, and which corresponds to their moral development stage (You & Bebeau, 2013).

The contributions of the DIT have been theoretical in nature. Rest developed the test in response to weaknesses in the collection and interpretation of data of Kohlberg's test. Kohlberg collected data via interview, and it was quickly apparent that there was bias from whomever was collecting and interpreting the findings (Rest et al., 1999). By having the participants rate dilemmas without assistance, researchers made no attempt to understand the inner cognitions that are implicit to an individual. This change resulted in a refinement of the Kohlberg's theory which allowed for increased variance in the stages of moral development (Rest et al., 1999). Previously, in the interview only method which Kohlberg employed, respondents were rarely assigned the designation of the highest

stages of level 5 and 6. Unfortunately, the DIT is not prescriptive and offers no utility for organizations trying to understand and prevent ethical misconduct.

Regrettably, there is no gold standard instrument which measures ethical misconduct and many studies create their own scales by focusing on specific behaviors or contexts of interest (Kaptein, 2008). For example, Vengoechea, Moreno, and Ruiz (2008) created a self-report survey specific to medical students which measured the approval of unethical behaviors, such as cheating, as well as their participation in those behaviors. VonRoeen, Zhang, and Bennett (2004) created the Scale of Ethical Misconduct in Sports. Items on this scale were ethical dilemmas in contemporary sports and respondents were asked to rate how acceptable they found examples of misconduct. The ethical leadership measure (ELM) was created to capture moral atmosphere, moral role modeling, moral condition, and moral characteristics of leaders in China (Zhu, Zheng, He, Wang, & Zhang, 2019).

On the surface it may seem necessary for ethical misconduct scales to be created and tailored to a discrete context, yet there are some considerations to be addressed. Most notably, some universally unacceptable unethical behaviors, such as lying, cheating, and stealing, are applicable to many different contexts. An exception being the stealing of a base in baseball as an item on the Scale of Ethical Misconduct in Sports (2004). The question then becomes how specific does a scale really need to be if the behaviors are generalizable across many contexts? Niche scales that are too context specific, will have not have the same opportunities for replication and therefore will have less to contribute to the study of ethics. Scientists rely on more than just a single study to add to the larger

literature of a subject (Shadish, Cook, & Campbell, 2002, pg. 26). Another consideration is the quality of the scales themselves. Because ethics are studied in a large variety of disciplines, scales created within each field of study are subjected to varying degrees of scientific rigor. Research done without valid and reliable instruments calls into question any conclusions that were drawn and damages the study of ethics as a whole.

One of the most thorough scales of ethical misconduct was created in 2008 by Muel Kaptein. He created a scale of unethical behavior for business organizations which measured a wide variety of behaviors directed towards key stakeholders, such as customers, employees, financiers, suppliers, and society. Respondents were asked if they have observed a behavior from the list in their organization. This was done to avoid social desirability response bias that may occur when the participant happened to be a perpetrator. The items included providing false or misleading information, engaging in conflicts of interest, and misappropriating assets (i.e., lying, cheating, and stealing). Because the scale captured an extensive list of behaviors, the items were written, so they were not too narrowly specific or repetitive. For example, there are many types of discrimination but only one item references discrimination. Rather than writing an item for each type, a list of possible reasons was included in the item text such as race, age, gender, religion etc. Subsequently, by creating an extensive and general set of questions, this scale overcomes the problems created by the context specific scales which lack generalizability. Further, unique to this scale are the items directed at social responsibility including upholding human labor laws and making improper financial contributions to political or foreign officials. In light of the current political landscape these particular items are highly relevant even today.

Though Kaptein's (2008) scale of unethical behavior has many positive attributes, such as using sufficient scientific rigor, it is not without fault. Inexplicably there is not an item regarding substance abuse. The author writes that it was included in the item generation but removed during the exploratory analysis phase of the study. It is unclear why the item could not be rewritten in a way that would allow the concept to be included in what is an otherwise thorough scale. Additionally, including topics like physical violence, intimidation, pestering, racism, and verbal abuse into one item called harassment and hostile work environment loses too much important detail. Items which contain several phrases combined into one item, known as double-barreled items, could lead to confusion and inaccurate responses. What if one behavior is true and the other is not? Participants may be unsure of how to respond. There is no way to know which behavior is relevant and therefore the strength of the misconduct in such an item. Surely, physical violence would be on the extreme end of a behavioral continuum compared to pestering, which would be on the less extreme side. Moreover, how can organizations begin to resolve the problems that plague their business without knowing which specific behaviors are at issue? The biggest flaw of this scale is also its strength; its comprehensiveness. The thoroughness of the items results in a list of 37 items that require intense consideration, meaning that survey fatigue will likely be a challenge.

The prevalence of ethical misconduct within organizations despite extraordinary efforts to curtail such behaviors indicates that there are other factors not being considered, such as perceptions of ethical misconduct. Based on a review of the literature there is currently not a scale which captures perceptions of ethical misconduct. Such a

scale would be valuable in demonstrating that some individuals may not see some behaviors as unethical.

Counterproductive Work Behavior

Counterproductive work behavior (CWB) is a closely related construct of ethical misconduct and the terms are often incorrectly used synonymously. CWB are defined as behaviors that harm or intend to harm organizations and or the people within the organization (Spector et al., 2006, pg. 30; Bennett & Robinson, 2000; Fox, Spector, & Miles, 2001). Examples of CWB including lying, cheating, stealing, retaliation, aggression, revenge, sabotage, tardiness, and absenteeism (Gruys & Sackett, 2003; Spector, 2011). On the surface it seems intuitive that all ethical misconduct could also be characterized as CWB or vice versa, however that is not the case. Returning to the Wells Fargo scandal in 2016 (Witman, 2018) the act of opening the fraudulent accounts was clearly ethical misconduct, yet it could not be considered CWB because the accounts were being opened in support of organizational goals (Wiernik & Ones, 2018). Consider tardiness as another example, while tardiness can harm an organization and is therefore a CWB, it is not a concept that is discussed in terms of right and wrong and therefore is not unethical. (Kish-Gephart et al., 2010). The distinction between constructs is defined by the norms that are being violated; ethical misconduct is based on widely accepted societal norms and CWBs are based on organizational norms (Griffin & Lopez, 2005; Kish-Gephart et al., 2010; Wiernik & Ones, 2018). A final example that may best illustrate the difference between ethical misconduct and CWB could be imagined in a used car dealership where lying to customers to make a sale is the norm. While lying is certainly

an unethical behavior, it would not be considered CWB because lying may not violate the organization's norms.

Researchers have already begun to explore the relationship between CWBs, the dark triad, and the individual traits themselves and overall, there is positive association (Cohen, 2016; O'Boyle, Forsyth, Banks, & McDaniel, 2012; Kish-Gephart et al, 2010; Spector, 2011). As CWBs are so closely related to ethical misconduct, the inclusion of CWB in this study will add to the research exploring why people behave inappropriately at work.

Dark Triad

As mentioned previously, the dark triad is a combination of three maladaptive personality traits: narcissism, Machiavellianism, and psychopathy. Narcissism is characterized as being attention seeking, domineering, entitled, egocentric, and grandiose (Miller, Vize, Crowe, & Lynman, 2019). Machiavelliansim is described as being unprincipled, manipulative, and cynical (Furnham, Richards, & Paulhus, 2013). And psychopathy is characterized by aggression, impulsivity, and moral disengagement (Capozza, Colledani, & Falvo, 2019). These traits are collectively known for lacking in honesty and humility, and people who score high on these traits frequently engage in behaviors such as lying and cheating (Paulhus & Williams, 2002; Miller et al., 2019, Richards et al., 2013; Capozza et al., 2019). There is some question as to whether those who engage in CWBs, such as those high in dark triad traits, plan to do so in a cold, calculating and methodical way, or more spontaneously (Ju, Xu, Qin, & Spector, 2019), however that debate is beyond the scope of this study.

The relationship between the dark triad and ethical misconduct is underrepresented in the literature on ethics. Harrison, Summers, & Mennecke (2018) explored the association but only in relationship to fraudulent behavior. They found evidence that narcissism, psychopathy, and Machiavellianism each contributed uniquely to the cognitive process that results in fraud.

Narcissism

Narcissism at the sub-clinical level is characterized by a sense of entitlement, dominance, superiority, and grandiosity (Paulhus & Williams, 2002). Those high in narcissism tend to self-promote and engage in attention seeking behaviors (O'Boyle et al., 2012; Harrison et al., 2018). There is some evidence of a positive relationship between extraversion and narcissism, which is supported by the idea that narcissists need to engage with others, so they may reinforce their self-aggrandizement (Paulhus & Williams, 2002; Muris, Merckelbach, Otgaar, Meijer, 2017; Morf & Rhodewalt, 2001). Additionally, narcissists are typically social and charming, at least at first, in their efforts to gain sycophantic admirers (O'Boyle et al., 2012; Harrison et al, 2018).

Initially there was a question of the inclusion of narcissism in the dark triad, around the idea that these individuals are just “disagreeable extroverts” and therefore more irritants than threats (Paulhus & Williams, 2002; Morf & Rhodewalt, 2001). This question was quickly dismissed as narcissism research was developed. In fact, several studies including later meta-analyses have provided evidence that among the dark triad traits narcissism is a strong, and may even be the dominant, predictor of CWBs (Meurs, Fox, Kessler, & Spector, 2013; Grijalva & Newman, 2014; Grijalva et al., 2015). The

primary reason for this is that narcissists feel entitled and that rules simply do not apply to them. Moreover, aggression has been linked with narcissists particularly when they feel they did not receive their due (O'Boyle et al., 2012; Grijalva & Newman, 2014; Grijalva et al., 2015; Jones & Paulhus, 2010). Finally, Harrison et al. (2018) explained that narcissism is associated with low impulsivity and those high in the narcissistic trait are motivated to participate in unethical misconduct such as white-collar crimes, like fraud, simply for their own personal benefit. With the myriad of factors involved it is clear that narcissism is truly an aversive trait that belongs in the dark triad.

Psychopathy

Often described as the most vicious of the traits that constitute the dark triad, psychopathy is characterized by low empathy, anti-social behavior, diminished remorse and high impulsivity (Paulhus & Williams, 2002; Muris et al., 2017). Individuals who have a high level of psychopathy tend to have a callous affect and may even have criminal tendencies (Muris et al., 2017; Williams, Paulhus, & Hare, 2007). In rare situations those high in psychopathy may excel in work if their qualities are consistent with the culture of the organization (O'Boyle et al., 2012). An example of this might be if an organization emphasizes meeting goals while ignoring the cost to the consumer or society. In most cases however, their erratic behavior, their inability to meet deadlines, and a lack of respect for others will prevent success on the job for those high in the psychopathy trait.

Unsurprisingly, psychopathy has been associated with increased CWBs and unethical behavior (O'Boyle et al., 2012; Scherer, Baysinger, Zolynsky, & LeBreton,

2013; Harrison, Summers, and Mennecke, 2018). By combining charisma, impression management, and their disregard for social norms, they pursue their aversive agenda which can include lying, cheating, drug abuse, and bullying (Harrison et al., 2018; O'Boyle et al., 2012; Williams et al., 2007; Hare & Neumann, 2009). Instruments used to measure psychopathy, such as the Self Report Psychopathy Scale (SRP-III; Paulhus & Williams, 2002; Muris et al., 2017) contain items which highlight the manifestations such as the ones listed above as well as violence, non-adherence to rules and laws, and the misleading of others (Neumann, Hare, & Pardini, 2015).

Machiavellianism

Machiavellianism is known as the manipulative trait of the dark triad and is generally more associated with psychopathy rather than narcissism due to their shared malevolence and viciousness (Paulhus & Williams, 2002; Muris et al., 2017; Kessler et al., 2010). This could be due in part to the “the ends justify the means” mentality of those high in Machiavellianism. They are also thought to be more grounded, especially compared to those high in narcissism, who tend to be afflicted with strong self-deception (Paulhus & Williams, 2002). Machiavellians are cynical and distrustful of others and believe in taking advantage of others because Machiavellians believe that others will try and take advantage of them if given the opportunity (O'Boyle et al., 2012; Harrison et al., 2018).

Their cynical view may afford Machiavellians the ability to see more opportunities to deceive others and therefore engage in CWBs and unethical behavior (Harrison et al., 2018; Kish-Gephart et al., 2010). Machiavellians have been shown to

engage in lying, cheating, stealing, abuse, theft, betrayal, and sabotage (O'Boyle et al., 2012; Harrison et al., 2018; Kessler et al., 2010). Yet, Machiavellianism's relationship to both CWBs and unethical behavior is not as clear as with psychopathy and narcissism. Machiavellians aim to maintain their sense of power and authority at work and may not engage in unethical behaviors if they feel that they could be caught and lose their power (Harrison et al., 2018; Kessler et al., 2010). Subsequently, Machiavellians who enjoy their job may be more conscientious when they feel that their unethical behaviors may cost them the job. This is supported by research which found that in general, there was an inverse relationship to job satisfaction and unethical behaviors (Kish-Gephart et al., 2010).

Purpose of the Present Study

The purpose of this study was to create a measurement tool designed to assess perceptions of ethical misconduct and compare that tool to measures of counterproductive work behaviors, and the dark triad using archival data.

Hypotheses

Based on the previous literature review the following research question and hypotheses will be tested.

Research Question: What is the underlying factor structure of perceptions of ethical misconduct survey?

Hypothesis 1: The data will fit well into the factor structure identified within the exploratory factor analysis.

Hypothesis 2: The items on the PEMS will be internally consistent in capturing the construct in question.

Hypothesis 3: The PEMS will be positively related to the Dirty Dozen and to counterproductive work behaviors as measured by the IODS.

CHAPTER II

Method

Five data sets with a total of 1,168 participants were used to examine the previously mentioned research question and hypotheses over the course of three phases. The data sets contained archival data from a variety of studies, including a graduate thesis, that were completed at either Kansas State University or Middle Tennessee State University and guided by Dr. Alexander T. Jackson. Phase 1 consisted of an exploratory factor analysis on data set B to determine whether there was an underlying factor structure that supported the original 60 items of the PEMS. Phase 2 was an evaluation of data sets A, C, D, and E to determine whether the data supported the one-dimension factor structure found during Phase 1, and to conduct an analysis of the reliability and internal consistency of the PEMS. Phase 3 used all five data sets to evaluate if and how the PEMS relates to the dark triad and CWBs, measured using the Dirty Dozen and the IODS, respectively.

Phase 1: Exploratory Factor Analysis

Participants and Procedure. There were 487 subjects in data set B, a convenience sample recruited from Amazon's Mechanical Turk (MTurk). MTurk is an online marketplace that allows organizations, and researchers to crowdsource microtasks, such as data entry, or complete research surveys as in our case, among other things. Two hundred seventy-one subjects were excluded from analysis due to incompleteness, or duplicate entries which left 216 subjects in the sample. Ages 18 or older, and English as a native language were the only inclusion characteristics. The sample included ages ranged from 20-74 years. Participants had a diverse set of occupations that included both

blue- and white-collar industries, as well as entry level and upper level positions. Participants were asked to complete the PEMS via a Qualtrics link, an online survey tool. A consent form was prompted prior to the start of the survey which explained the confidentiality and anonymity of the results. Participation was voluntary, and all participants were awarded 25 cents upon completion of the survey.

Measures. The Perceptions of Ethical Misconduct Scale (PEMS), focuses on perceptions, rather than moral development of individuals or behavior choices with specific contexts. The original sixty item PEMS was created by Alexander T. Jackson Ph.D. at Middle Tennessee State University. The scale was based on a report from the Ethics & Compliance Initiative (2014), which contained a list of 28 commonly observed unethical behaviors that were the result of surveying more than six thousand US workers (found in Table 1).

Table 1
Observed Ethical Misconduct in the United States in 2013

-
1. Abusive behavior or behavior that creates a hostile work environment
 2. Lying to employees
 3. A conflict of interest – that is, behavior that places an employee’s interests over the company’s interests
 4. Violating company policies related to Internet use
 5. Discriminating against employees
 6. Violations of health or safety regulations
 7. Lying to customers, vendors, or the public
 8. Retaliation against someone who has reported misconduct
 9. Falsifying time reports or hours worked
 10. Stealing or theft
 11. Violating employee wage, overtime or benefit rules
 12. Delivery of substantiated goods or services
 13. Abusing substances, such as drugs or alcohol, at work
 14. Breaching employee privacy

15. Improper hiring practices
16. Sexual harassment
17. Breaching customer or consumer privacy
18. Violation of environmental regulations
19. Misuse of company's confidential information
20. Violating contract terms with customers or suppliers
21. Falsifying invoices, books, and/or records
22. Accepting inappropriate gifts or kickbacks from suppliers or vendors
23. Offering anything of value (e.g., cash, gifts, entertainment) to influence a potential/existing client or customer
24. Falsifying expense reports
25. Falsifying and/or manipulating financial reporting information
26. Improper use of competitor's proprietary information
27. Offering anything of value (e.g., cash, gifts, entertainment) to influence a public official
28. Making improper political contributions to officials or organizations

Note. This table has been adapted from Ethics Resource Center (2014). National Business Ethics Survey of the U.S. Workforce. Arlington, VA.

The PEMS items were designed to capture the above 28 behaviors in a variety of applicable organizational behaviors. For instance, the unethical behavior of lying resulted in the creation of items such as *“Lying to a coworker, lying to a supervisor, and lying to a subordinate”*. The initial 60 items of the PEMS created from this list of behaviors can be found in the Appendix A. Respondents were asked to rate the extent to which they feel a list of work-related behaviors are unethical or ethical. Responses are chosen from a seven-point Likert scale that ranged from 1 (very unethical) to 7 (very ethical), with the option to select not applicable. Some examples of the items include *“Lying to get a benefit offered by my company”* and *“Discussing customer's personal information with friends.”* Scoring the PEMS is a matter of adding the item response to get one overall score. The higher the score, the more the individual feels that the behaviors are not unethical. The lower the score, the less the individual feels that the

behaviors are unethical. An exploratory factor analysis was used to analyze the items and to suggest items for removal from the scale.

Phase 2: Confirmatory Analysis, Reliability and Internal Consistency

Participants and Procedure. Data sets A, C, D, and E contained 681 participants from a convenience sample of graduates and undergraduates recruited from Middle Tennessee State University and Kansas State University. The subject pool from both universities was used to recruit subjects. Students who completed the surveys were granted two research credits for participating. The mean age of the participants was 23 years of age. The only exclusion criterion was that participants must be of at least 18 years of age. 139 subjects were removed from the confirmatory analysis due to incompleteness, so that the confirmatory analysis total was $N = 542$. Surveys were completed either in person or via Qualtrics. Consent forms were either distributed at the start of the in-person session or prior to the start of the online versions. Prior to administration of either the online or in-person sessions, subjects were informed that participation is voluntary, and they may quit at any time. All participants were debriefed and thanked at the end of the study.

Measures. The PEMS data was used to perform a confirmatory analysis to determine if there was a goodness of fit for the model suggested in the exploratory factor analysis.

Phase 3: Correlational Analysis

Participants and Procedure. All five data sets were used for the correlational analysis. Due to incompleteness, 504 participants were removed from the correlation analyses. The correlation data totals for the DD and the IODS was $N = 664$.

Measures. The Dirty Dozen (DD) is a concise measure of the Dark Triad traits developed by Jonason and Webster (2010). The DD measures three dimensions: narcissism, psychopathy and Machiavellianism. The DD, found in Appendix A, consists of 12 items in which the respondent is asked to indicate the extent to which they agree with a set of statements. Responses were given as a nine-point Likert scale that ranged from 1 (*strongly disagree*) to 9 (*strongly agree*). Some examples of the items include “*I tend to manipulate others to get my way*” and “*I tend to lack remorse.*” Items are scored by calculating an average for each dimension or creating a composite score (Jonason & Webster, 2010). Alpha coefficients for each subscale from the initial validation were all sufficient at narcissism .79, psychopathy .63 and Machiavellianism .72, with an overall alpha of .83 (Jonason & Webster, 2010). The coefficient alphas from this study was as follows: narcissism .88, psychopathy .86 and Machiavellianism .84, with an overall alpha of .89.

To measure counterproductive work behaviors The Interpersonal and Organization Deviance Scale (IODS) was used (Bennet & Robinson, 2000). This scale, found in Appendix A, measures two dimensions of deviance, interpersonally and organizationally directed deviance. Seven of the items refer to interpersonal deviance, while twelve items measure organizational deviance. Respondents were asked to indicate

the extent to which they have engaged in a list of behaviors at work within the last year. Examples of the items include “*Made fun of someone at work*” and “*Intentionally worked slower than you could have worked.*” Responses were in the form of a 7-point Likert scale ranging from 1 (never) to 7 (daily) with no option for not applicable. Items were scored by calculating an average of each dimension. Alpha coefficients from the initial test validation on demonstrated strong reliability for each dimension: organizational deviance .81, and interpersonal deviance .78 (Bennet & Robinson, 2000). The coefficient alphas from the present data were also acceptable: organizational deviance .92, and interpersonal deviance .89.

CHAPTER III

Results

Research Question: Exploratory Factor Analysis

The research question examined the underlying factor structure of the items on the PEMS. The MTurk sample of 216 participants was subjected to an exploratory factor analysis using IBM's statistical program SPSS. Items were reviewed using an oblimin rotation. Both varimax and oblimin were used in the original evaluation but there was little difference in the results, so oblimin was used as the final choice. The Bartlett's test of sphericity was significant $\chi^2(1770) = 15609.20, p \leq .001$. The Kaiser-Meyer-Olkin measure of sampling adequacy was .96. Eigenvalues greater than one were used to determine factors, which resulted in a one factor solution as the best fit for the data and explained 57% of the variance. This was confirmed by reviewing the scree plot provided by SPSS. Only maximum likelihood pattern coefficients greater than .50 were used so as to retain items with the strongest loadings. Coefficients of .40 and .30 were examined, however no clear factor structure emerged until the threshold was increased to .50. A total of 44 items were removed due to not meeting the requirement of a .50 factor loading or if the item cross-loaded highly on to a factor that explained less than 10% of the variance. Table 1 reflects the factor loadings for the exploratory factor analysis and the final 16 items. Overall, the PEMS achieved good internal consistency ($\alpha = .976$).

Table 2
Exploratory Factor Analysis Results

Items	<i>M</i>	<i>SD</i>	Loadings
PEM5	1.71	1.15	.50
PEM58	1.85	1.25	.53
PEM59	1.80	1.23	.55
PEM48	1.56	1.25	.61
PEM49	1.55	1.11	.62
PEM34	1.61	1.17	.64
PEM36	1.55	1.16	.65
PEM42	1.56	1.08	.67
PEM12	1.56	1.21	.71
PEM17	1.57	1.14	.72
PEM16	1.50	1.17	.73
PEM29	1.42	1.11	.74
PEM37	1.37	1.11	.75
PEM56	1.52	1.12	.75
PEM60	1.58	1.19	.75
PEM26	1.46	1.10	.77

N = 218 (α = .98)

Hypothesis 1: Confirmatory Factor Analysis

As previously mentioned, data sets A, C, D, and E were used for the purpose of validating the one-factor solution found in study 1. The sample of 542 graduates and

undergraduates recruited from Middle Tennessee State University, and Kansas State University was analyzed using IBM's statistical program AMOS. Several indexes of fit were used in the analyses including the root mean square error of approximation (RMSEA), the comparative fit index (CFI), and the goodness of fit index (GFI). The PEMS had a moderate model fit, RMSEA = .11, CFI = .91, GFI = .86, and a significant chi-square test $\chi^2(100) = 699.07, p < .001$ (see Figure 1). The final version of the scale can be found in the appendices.

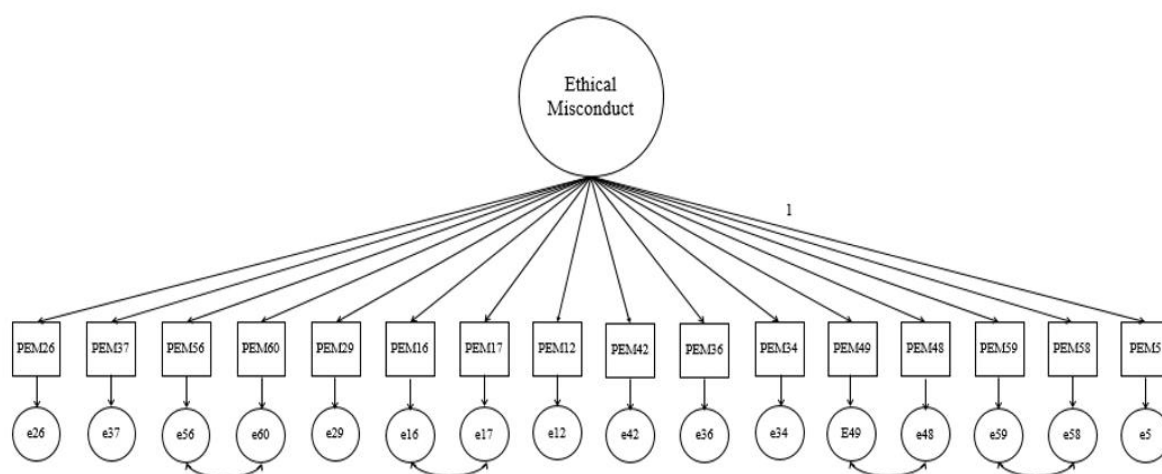


Figure 1. Confirmatory Analysis Model

Hypothesis 2: Internally Consistency Reliability

Internal consistency was examined for the PEMS for each data set used in phase 2 using Cronbach's alpha. A reliability statistic was also calculated for the combined data. Despite differences in sample size, the internal consistency of the PEMS remained high

across data sets. This indicates there is a high level of homogeneity within the items of the scale and the construct of ethical misconduct that they aim to measure. There was a slightly lower alpha level for dataset D, but the difference is not enough to merit removing or adding additional items. This difference may be due in part to extraneous factors or simply may be sampling error.

Table 3
Cronbach's Alpha for PEMS by Data Set

	N	α
Data Set A	225	.97
Data Set C	169	.91
Data Set D	105	.87
Data Set E	43	.95
Combined	542	.94

Hypothesis 3: Correlations

SPSS was used to examine the correlations between PEMS scores, the three subscales of the Dirty Dozen, Narcissism, Psychopathy, and Machiavellianism, and the two subscales of the IODS, Interpersonal deviance and Organizational deviance (see Table 4). Due to the similarity in constructs it was hypothesized that there would be a positive relationship between all three scales. Meaning that, if one felt that behaviors were not unethical, one would also be high in Dark Triad traits, and more likely to engage in CWBs. All correlations found between the three scales were significant at $p < .01$ and provide evidence of a positive association between all three scales and their associated subscales.

Interestingly, the Narcissism subscale of the DD had the lowest Pearson Coefficient across scales. Narcissism's relationship to the PEMS was the weakest of all comparisons ($r = .17, p < .01$). These weak associations may be due to impression management by those high in Narcissism. A narcissist would want others to think highly of them, therefore they may not be truthful about engaging in unethical behavior, or they simply may think they are too good of a person to engage in such behavior. Psychopathy was also closely related to the PEMS ($r = .43, p < .01$) which may be explained by psychopaths having a lack of concern for their actions, meaning that it would be unlikely that they would interpret behaviors as being unethical.

The PEMS was most closely related to IODs subscales, Organizational CWBs ($r = .55, p < .01$), Interpersonal CWBs ($r = .44, p < .01$) which is unsurprising as the constructs of deviant work behavior and unethical misconduct overlap and are closely related.

Table 4
Means, Standard Deviations, and Intercorrelations Between the PEMS, DD, and the IODS

	M	SD	1	2	3	4	5	6
Perceptions of Ethical Misconduct	1.45	0.80	.98					
CWBs - Interpersonal	1.98	1.05	.44	.89				
CWBs - Organizational	1.94	0.97	.55	.70	.92			
Narcissism	3.99	2.02	.17	.26	.32	.89		
Psychopathy	2.54	1.66	.43	.52	.53	.35	.86	
Machiavellianism	3.04	1.81	.31	.49	.48	.53	.63	.84

Note. Bold values are significant at $p < .01$. Reliabilities are displayed in the diagonal.

CHAPTER IV

Discussion

Organizations have long been interested in unethical behaviors as well as the tools and techniques needed to prevent and minimize such behaviors at work. Despite the interest and actions of organizations to create an ethical workforce, unethical behavior is as prevalent as it ever was. As organizations work on building ethical cultures it will be important to understand the perceptions of unethical behaviors for both potential and existing employees. Previous scales were designed too narrowly as they were context specific, and some missed important aspects of ethical misconduct such as substance use on the job. Therefore, there was a need to create a concise yet thorough measure which could be used across a variety of contexts. The goal of this study was to further develop a unique scale that would allow organizations to assess employees' perceptions of unethical misconduct. As such, the PEMS was created from a list of 28 common unethical behaviors, taken from a report published by the Ethics & Compliance Initiative (2014), with the intention of creating a tool which offered a variety of practical advantages. Based on the findings from this study, there is evidence for the utility of the scale such as: pre and post ethics training testing and being able to identify specific topics or even employees of concern. This would provide a unique approach for organizations who wish to improve the ethical culture by creating targeted interventions.

Factor Structure

The results of this study failed to yield a multi-factor model which is of note. While it is intuitive that because the PEMS items all contain a form of unethical behaviors they would load on to one factor, it is curious that the items which contained

variations of the same behavior did not load on to separate factors. Namely, the model did not yield additional factors that represent lying, or stealing, or drug use. Nor was there evidence of a higher order factor. Recall from Table 2, only loadings of at least .50 were retained. After much consideration there was no commonality within the remaining items other than unethical misconduct. The benefit to this is that it resulted in a much shorter scale thereby reducing the possibility of survey fatigue. The shorter scale also provides an accessible and practical steppingstone for future studies. Replication will play a role in elucidating the construct of ethical misconduct and the possibility of the PEMS being a widely used scale.

Dirty Dozen/IODS

Predictably, the PEMS was significantly correlated to the DD and the IODS. This indicates that those who are higher in the dark triad traits, and those who engage in counterproductive work behaviors, are likely to view unethical acts as ethical. The significance of these relationships is important as it strengthens the association between these constructs. The literature has already been growing as to the relationship between the dark triad traits and counterproductive work behaviors (Cohen 2016). The addition of the PEMS provides additional research opportunities that could isolate which specific traits, perceptions, and behaviors are most likely associated.

Limitations and Future Considerations

As with any study there are limitations that require added examination. The very nature of the topic itself is cause for several limitations. The title of the scale, Perceptions of Ethical Misconduct Scale, may cause respondents to answer in a way that

will show them in a favorable light. Changing the name of the scale to something with a less negative connotation and ensuring that all responses are anonymous (if possible) may combat this social desirability effect. Some surveys in which “very unethical” was chosen for all items, may not solely be due to social desirability, but it may be the effect of acquiescence bias (i.e., agreeing that everything is unethical) or extreme responding (e.g., choosing the most extreme answers on a scale). To combat these biases, items could be rewritten with more neutral verbiage and have one or two items which require contradictory responses.

Another matter to consider is the relationship of the PEMS to Integrity tests. Integrity tests are ubiquitous in the Industrial Organizational field and have 60 plus years of research behind them. Organizations use integrity tests to determine which applicants are likely to engage in CWBs by either asking their attitudes towards such behaviors, or by measuring personality traits that may lead to CWBs (Gatewood, Field, & Barrick, 2016). This begs the question, how different is an integrity test from a perceptions of ethical misconduct test? Do they have the same goals and if so which test achieves those goals more efficiently? In this study the PEMS did not show much variability which is a weakness that replication may or may not resolve. If integrity tests have solved the variability problem and are indeed able to differentiate applicants with and without integrity then the PEMS may have little practical application. Additional theoretical examination and studies will be needed to answer these questions.

In terms of future research, efforts should include studies with many different populations of interest. This will be important for validation and generalizability. If

additional studies are done with large sample sizes, 400 or more, it will then be possible to establish norms within those populations. This could prove difficult however, as many organizations will likely not be overly eager to share potentially harmful or legally sensitive information regarding their inner workings and employees (Treviño et al., 2006). Organizations may be more easily drawn into participation with the offer of pilot studies. While some organizations may be willing to participate in research proactively, it could be advantageous to reach out to organizations during times of industry scandals. In continuing to refine the construct of ethical misconduct, new studies can be done to identify why it happens, how often it happens, and what can be done to prevent it. Studies should aim to progress from narrow contexts to wider context in order to gain generalizability, which was lacking in previous studies.

Conclusion

Perceptions of ethical misconduct are worth investigating as they could help organizations understand how employees feel about unethical behavior and why they might engage in those behaviors. Additional research on this subject will allow for a refined comprehension of the construct of unethical behavior, as well as the relationship it has to personality traits, and deviant behavior at work. Ethical misconduct will certainly continue to be of interest for both academics and practitioners as the damage they cause can be steep for employees, organizations, and the societies in which they reside. As long as we do not live in an ethically utopian world, researchers have much to explore and share with their practitioner partners. Once organizations are more informed

they can then begin to implement effective programs of prevention and intervention, which reflect their intolerance of such behavior.

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APPENDICES

APPENDIX A: MEASURES

Part 1: Perceptions of Ethical Misconduct Scale – All Items

Below is a list of work-related behaviors. Please rate the extent to which you feel each behavior is unethical or ethical.

	Very unethical	Moderately unethical	Slightly unethical	Neither ethical nor unethical	Slightly ethical	Moderately ethical	Very ethical	Not applicable
1. Lying to a coworker	1	2	3	4	5	6	7	N/A
2. Lying to a supervisor	1	2	3	4	5	6	7	N/A
3. Lying to a subordinate	1	2	3	4	5	6	7	N/A
4. Insulting a coworker	1	2	3	4	5	6	7	N/A
5. Insulting a supervisor	1	2	3	4	5	6	7	N/A
6. Insulting a subordinate	1	2	3	4	5	6	7	N/A
7. Using the internet at work to access social media websites	1	2	3	4	5	6	7	N/A
8. Making non-work-related purchases on the internet at work	1	2	3	4	5	6	7	N/A
9. Looking at pornography at work	1	2	3	4	5	6	7	N/A
10. Making jokes about race at work	1	2	3	4	5	6	7	N/A
11. Making sexual jokes at work	1	2	3	4	5	6	7	N/A
12. Making jokes about age at work	1	2	3	4	5	6	7	N/A
13. Making jokes about a coworker at work	1	2	3	4	5	6	7	N/A
14. Cutting corners on the job to be more efficient	1	2	3	4	5	6	7	N/A
15. Fudging the hours worked	1	2	3	4	5	6	7	N/A
16. Lying to customers to make a sale	1	2	3	4	5	6	7	N/A
17. Stretching the truth with customers	1	2	3	4	5	6	7	N/A
18. Getting someone back for wrongdoings	1	2	3	4	5	6	7	N/A
19. Not wearing all of the required safety equipment	1	2	3	4	5	6	7	N/A
20. Not following all of the safety regulations	1	2	3	4	5	6	7	N/A
21. Excluding someone from a work-related event because of their race	1	2	3	4	5	6	7	N/A
22. Excluding someone from a work-related event because of their sex	1	2	3	4	5	6	7	N/A
23. Excluding someone from a work-related event because of their sexual orientation	1	2	3	4	5	6	7	N/A
24. Excluding someone from a work-related event because of their ethnicity	1	2	3	4	5	6	7	N/A
25. Excluding someone from a work-related event because of their age	1	2	3	4	5	6	7	N/A
26. Having a beer at work	1	2	3	4	5	6	7	N/A
27. Having a cocktail at work	1	2	3	4	5	6	7	N/A

28.	Going to work drunk	1	2	3	4	5	6	7	N/A
29.	Smoking marijuana before work	1	2	3	4	5	6	7	N/A
30.	Smoking marijuana at work	1	2	3	4	5	6	7	N/A
31.	Doing drugs before work	1	2	3	4	5	6	7	N/A
32.	Doing drugs at work	1	2	3	4	5	6	7	N/A
33.	Taking office supplies from work	1	2	3	4	5	6	7	N/A
34.	Taking items from work	1	2	3	4	5	6	7	N/A
35.	Taking food from work	1	2	3	4	5	6	7	N/A
36.	Lying on a timesheet	1	2	3	4	5	6	7	N/A
37.	Lying to get a benefit offered by my company	1	2	3	4	5	6	7	N/A
38.	Abusing other workers	1	2	3	4	5	6	7	N/A
39.	Stretching hours to get overtime	1	2	3	4	5	6	7	N/A
40.	Intentionally not performing well at work	1	2	3	4	5	6	7	N/A
41.	Withholding effort at work	1	2	3	4	5	6	7	N/A
42.	Knowingly providing bad service to customers	1	2	3	4	5	6	7	N/A
43.	Having sex with coworkers	1	2	3	4	5	6	7	N/A
44.	Having sex with subordinates	1	2	3	4	5	6	7	N/A
45.	Having sex with supervisors	1	2	3	4	5	6	7	N/A
46.	Using sex to get ahead at work	1	2	3	4	5	6	7	N/A
47.	Manipulating coworkers with sex	1	2	3	4	5	6	7	N/A
48.	Telling people about customers' personal information	1	2	3	4	5	6	7	N/A
49.	Discussing customers' personal information with friends	1	2	3	4	5	6	7	N/A
50.	Discussing customers' personal information with family	1	2	3	4	5	6	7	N/A
51.	Fudging company records	1	2	3	4	5	6	7	N/A
52.	Fudging company invoices	1	2	3	4	5	6	7	N/A
53.	Fudging sales numbers	1	2	3	4	5	6	7	N/A
54.	Accepting gifts from customers	1	2	3	4	5	6	7	N/A
55.	Accepting gifts from suppliers	1	2	3	4	5	6	7	N/A
56.	Accepting gifts from clients	1	2	3	4	5	6	7	N/A
57.	Offering gifts to persuade customers	1	2	3	4	5	6	7	N/A
58.	Offering gifts to persuade suppliers	1	2	3	4	5	6	7	N/A
59.	Offering gifts to persuade clients	1	2	3	4	5	6	7	N/A
60.	Having conflicts of interest at work	1	2	3	4	5	6	7	N/A

Part 2: Perceptions of Ethical Misconduct Scale – Final Items

Below is a list of work-related behaviors. Please rate the extent to which you feel each behavior is unethical or ethical.

	Very unethical	Moderately unethical	Slightly unethical	Neither ethical nor unethical	Slightly ethical	Moderately ethical	Very ethical	Not applicable
1. Insulting a supervisor	1	2	3	4	5	6	7	N/A
2. Making jokes about age at work	1	2	3	4	5	6	7	N/A
3. Lying to customers to make a sale	1	2	3	4	5	6	7	N/A
4. Stretching the truth with customers	1	2	3	4	5	6	7	N/A
5. Having a beer at work	1	2	3	4	5	6	7	N/A
6. Smoking marijuana before work	1	2	3	4	5	6	7	N/A
7. Taking items from work	1	2	3	4	5	6	7	N/A
8. Lying on a timesheet	1	2	3	4	5	6	7	N/A
9. Lying to get a benefit offered by my company	1	2	3	4	5	6	7	N/A
10. Knowingly providing bad service to customers	1	2	3	4	5	6	7	N/A
11. Telling people about customers' personal information	1	2	3	4	5	6	7	N/A
12. Discussing customers' personal information with friends	1	2	3	4	5	6	7	N/A
13. Accepting gifts from clients	1	2	3	4	5	6	7	N/A
14. Offering gifts to persuade suppliers	1	2	3	4	5	6	7	N/A
15. Offering gifts to persuade clients	1	2	3	4	5	6	7	N/A
16. Having conflicts of interest at work	1	2	3	4	5	6	7	N/A

Dirty Dozen (Concise measure of the Dark Triad)

Please indicate the extent to which you agree with the statements below.

		Strongly Disagree								Strongly Agree
1.	I tend to manipulate others to get my way.	1	2	3	4	5	6	7	8	9
2.	I have used deceit or lied to get my way.	1	2	3	4	5	6	7	8	9
3.	I have used flattery to get my way.	1	2	3	4	5	6	7	8	9
4.	I tend to exploit others towards my own end.	1	2	3	4	5	6	7	8	9
5.	I tend to lack remorse.	1	2	3	4	5	6	7	8	9
6.	I tend to be unconcerned with the morality of my actions.	1	2	3	4	5	6	7	8	9
7.	I tend to be callous or insensitive.	1	2	3	4	5	6	7	8	9
8.	I tend to be cynical.	1	2	3	4	5	6	7	8	9
9.	I tend to want others to admire me.	1	2	3	4	5	6	7	8	9
10.	I tend to want others to pay attention to me.	1	2	3	4	5	6	7	8	9
11.	I tend to seek prestige or status.	1	2	3	4	5	6	7	8	9
12.	I tend to expect special favors from others.	1	2	3	4	5	6	7	8	9

Part 3: Interpersonal and Organizational Deviance Scale

Please indicate the extent to which you have engaged in each of the following behaviors at work in the last year.

	Never						Daily
1. Made fun of someone at work.	1	2	3	4	5	6	7
2. Said something hurtful to someone at work.	1	2	3	4	5	6	7
3. Made an ethnic, religious, or racial remark at work.	1	2	3	4	5	6	7
4. Cursed at someone at work.	1	2	3	4	5	6	7
5. Plated a mean prank on someone at work.	1	2	3	4	5	6	7
6. Acted rudely toward someone at work.	1	2	3	4	5	6	7
7. Publicly embarrassed someone at work.	1	2	3	4	5	6	7
8. Taken property from work without permission.	1	2	3	4	5	6	7
9. Spent too much time fantasizing or daydreaming instead of working.	1	2	3	4	5	6	7
10. Falsified a receipt to get reimbursed for more money than you spent on business expenses.	1	2	3	4	5	6	7
11. Taken an additional or longer break than is acceptable at your workplace.	1	2	3	4	5	6	7
12. Come in late to work without permission.	1	2	3	4	5	6	7
13. Littered your work environment.	1	2	3	4	5	6	7
14. Neglected to follow your boss's instructions.	1	2	3	4	5	6	7
15. Intentionally worked slower than you could have worked.	1	2	3	4	5	6	7
16. Discussed confidential company information with an unauthorized person.	1	2	3	4	5	6	7
17. Used an illegal drug or consumed alcohol on the job.	1	2	3	4	5	6	7
18. Put little effort into your work.	1	2	3	4	5	6	7
19. Dragged out work in order to get overtime.	1	2	3	4	5	6	7

APPENDIX B: IRB APPROVAL LETTER

IRB**INSTITUTIONAL REVIEW BOARD**

Office of Research Compliance,
010A Sam Ingram Building,
2269 Middle Tennessee Blvd
Murfreesboro, TN 37129



IRBN007 – EXEMPTION DETERMINATION NOTICE

Tuesday, May 14, 2019

Principal Investigator **Andrea Meggison (Student)**
 Faculty Advisor Michael Hein
 Co-Investigators Alexander T. Jackson and Macie E. Mussleman
 Investigator Email(s) *acm6s@mtmail.mtsu.edu; michael.hein@mtsu.edu;*
alexander.jackson@mtsu.edu;
mem8d@mtmtmail.mtsu.edu
 Department Psychology
 Protocol Title ***Perceptions of ethical misconduct: A scale development***
 Protocol ID **19-1195**

Dear Investigator(s),

The above identified research proposal has been reviewed by the MTSU Institutional Review Board (IRB) through the **EXEMPT** review mechanism under 45 CFR 46.101(b)(2) within the research category (4) *Study involving existing data*. A summary of the IRB action and other particulars in regard to this protocol application is tabulated as shown below:

IRB Action	EXEMPT from further IRB review***	Date	5/14/19
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Date of Expiration	NOT APPLICABLE
Sample Size	200 (TWO HUNDRED) Student Records
Participant Pool	Data previously collected from Healthy Adults (18 or older) - Students from KSU, MTSU and adults recruited through MTURK
Exceptions	NONE
Mandatory Restrictions	<ol style="list-style-type: none"> 1. Participants must be 18 years or older 2. Informed consent must be obtained from the participants 3. Identifying information must not be collected
Restrictions	<ol style="list-style-type: none"> 1. All restrictions for exemption apply. 2. Not approved for new data collection: analysis of data collected through a previously approved IRB protocol (details on file)
Comments	NONE

***This exemption determination only allows above defined protocol from further IRB review such as continuing review. However, the following post-approval requirements still apply:

- Addition/removal of subject population should not be implemented without IRB approval
- Change in investigators must be notified and approved
- Modifications to procedures must be clearly articulated in an addendum request and the proposed changes must not be incorporated without an approval
- Be advised that the proposed change must comply within the requirements for exemption

- Changes to the research location must be approved – appropriate permission letter(s) from external institutions must accompany the addendum request form
- Changes to funding source must be notified via email (irb_submissions@mtsu.edu)
- The exemption does not expire as long as the protocol is in good standing
- Project completion must be reported via email (irb_submissions@mtsu.edu)
- Research-related injuries to the participants and other events must be reported within 48 hours of such events to compliance@mtsu.edu

Post-approval Protocol Amendments:

The current MTSU IRB policies allow the investigators to make the following types of changes to this protocol without the need to report to the Office of Compliance, as long as the proposed changes do not result in the cancellation of the protocols eligibility for exemption:

- Editorial and minor administrative revisions to the consent form or other study documents
- Increasing/decreasing the participant size

Only THREE procedural amendment requests will be entertained per year. This amendment restriction does not apply to minor changes such as language usage and addition/removal of research personnel.

Date	Amendment(s)	IRB Comments
NONE	NONE.	NONE

The investigator(s) indicated in this notification should read and abide by all applicable post-approval conditions imposed with this approval. [Refer to the post-approval guidelines posted in the MTSU IRB's website](#). Any unanticipated harms to participants or adverse events must be reported to the Office of Compliance at (615) 494-8918 within 48 hours of the incident.

All of the research-related records, which include signed consent forms, current & past investigator information, training certificates, survey instruments and other documents related to the study, must be retained by the PI or the faculty advisor (if the PI is a student) at the secure location mentioned in the protocol application. The data storage must be maintained for at least three (3) years after study completion. Subsequently, the researcher may destroy the data in a manner that maintains confidentiality and anonymity. IRB reserves the right to modify, change or cancel the terms of this letter without prior notice. Be advised that IRB also reserves the right to inspect or audit your records if needed.

Sincerely,

Institutional Review Board

Middle Tennessee State University

Quick Links:

[Click here](#) for a detailed list of the post-approval responsibilities.

More information on exempt procedures can be found [here](#).